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**BURKINA FASO PROGRAM
ADMINISTRATIVE REPORT**

HUMAN RESOURCES DEVELOPMENT ASSISTANCE PROJECT

NO. 698-0463.86

CONTRACT NO. 624-0463-C-00-2059-00

September 1992-June 1993

CLARK ATLANTA UNIVERSITY

1. Introduction

This report covers the administrative aspects of the implementation of the Human Resources Development Assistance Project No. 698-0463.86, Contract No. 624-0463-C-00-2059-00. Under this contract, Clark Atlanta University (CAU) was responsible for designing and conducting a series of training programs and related technical assistance for the private sector development in Burkina Faso. In accordance with the terms of the contract, CAU has completed and already submitted the reports requested in Article V of Section C of the contract.

The present report is in fulfillment of the requirements of Article III-A of the contract. It summarizes the activities of the program and related recommendations.

II. Realizations of the Assignment

In accordance with the terms of the contract, the project has been conducted in four major phases:

1. **Needs Assessment: August 16-24, 1992.** During this phase, CAU's consultant conducted substantive discussions with all the parties involved in the project. Key local resource persons were identified during this visit, and a program schedule for the entire project was agreed upon.
2. **Training of Trainers Seminar: November 3-25, 1993.** The objective of the seminar was to prepare the Burkina Faso Chamber of Commerce (COC) staff to meet the growing needs of private sector training in view of this sector expansion in the country's economy. Thirteen participants from the Chamber of Commerce attended this seminar. It was anticipated that a number of these participants would be selected to serve as co-trainers, observers, or facilitators during the remaining phases of the project.
3. **Seminar on Entrepreneurship and Enterprise Creation, and Seminar on Enterprise Management: January 11-29, 1993 and February 1-19,**

1993. Twenty-five participants attended the seminar on Entrepreneurship and Enterprise Creation, and the number of participants to the Enterprise Management Seminar was twenty. Six trainers of the Chamber of Commerce who attended the November TOT Seminar were closely associated to the design and the teaching phases of the seminars. Prior to the seminars, CAU has prepared and sent detailed daily program schedules to the Chamber of Commerce. In addition, CAU's consultants arrived in Ouagadougou one week prior to the beginning of the programs to consult on technical aspects with the COC trainers as well as the distribution of role between CAU's consultants and the local trainers during the actual training. The purpose of all these discussions was training team building effort which would insure the transfer of training skills to the local trainers.

4. Follow-up Activities and the Seminar on Entrepreneurship and Enterprise Creation of Bobo-Dioulasso, April 19-30, 1993 in Ouagadougou, and June 7-25, 1993 in Bobo-Dioulasso.

The follow-up activities took the form of the evaluation of the Enterprise Management Seminar on Entrepreneurship and Enterprise Creation of Ouagadougou.

The evaluation of the Enterprise Management Seminar took place two months after the end of the seminar in order to give participants enough time to apply the concepts learned during the seminar before they were interviewed. The evaluation was conducted in the form of interviews of the participants, their subordinate, and/or their supervisors.

For the participants of the Seminar on Enterprise Management and Enterprise Creation, the purpose of the follow-up was to insure that they have completed or were working on their project documents, and to help them explore alternative solutions to the current problems facing them. As for the Bobo-Dioulasso Seminar, its purpose was two-fold:

1. Conduct the Seminar on Entrepreneurship and Enterprise Creation of Ouagadougou for potential Entrepreneurs of the Bobo-Dioulasso region.
2. Give more training responsibility to the trainers of COC, and insure that they are comfortable with the training methods they acquired in the course of their working relations with CAU's consultant. Ultimately, the objective was to assess the extent of their autonomy in designing and conducting similar programs. Twenty-five participants attended this seminar in which five COC trainers took active roles.

The training methods used in all seminars included brainstorming, presentations, group discussion, case studies, and role play. The methodology emphasized active participation. Training materials and handouts were distributed throughout the seminar. At the end of each seminar, a questionnaire was distributed to participants to evaluate the following:

- knowledge acquired
- quality of training materials received
- level of satisfaction
- administrative and pedagogic organization of the seminar
- applicability of attitudes and skills acquired.

Detailed reports on each of the four phases of the implementation of the project have already been submitted by CAU.

III RECOMMENDATIONS

Overall, the project was very successful and the seminars were well appreciated by the participants, the Chamber of Commerce, and the business community of Burkina Faso. Furthermore, through interaction with CAU's trainers, the Chamber of Commerce trainers are now capable of carrying out several aspects of the private sector training in Burkina Faso. Therefore, CAU is of the opinion that this project definitely left

something behind in Burkina Faso.

Also, CAU believes that the results of this project may be sustained if a number of policy decisions are made, and details worked out in the areas of program content, participant profile and frequency and timing of course offerings. It is for these purposes that the following recommendations are made:

A. Recommendation related to the overall projects

1. The role of the Chamber of Commerce as a training provider to Burkina Faso's business community needs, clarification. At the present time, there seems to be no consensus on the advisability of locating training activities with the Chamber. CAU feels that COC is as good a place as any and, in many respects, a better place for such activities, since it is already involved full time in matters related to the promotion and support of entrepreneurship. Therefore, CAU encourages the initiative of strengthening the Chamber's role as a training provider by developing its infrastructure and enhancing the skills of its personnel.
2. The Chamber of Commerce's trainers gained a great deal of confidence in using the participatory approach in training, and enhanced their skills in the areas of accounting, financial analysis and marketing. CAU recommends that further assistance be provided to them in the areas of macro and micro-economic analysis, and the inclusion of political, social and cultural factors in their training activities. These areas need further development, primarily because the trainers could achieve full autonomy if they have a better grasp of the issues.
3. These seminars generated a great deal of enthusiasm and interest on the part of the business community of Burkina Faso. Many of the participants and their supervisors have expressed their willingness to pay for the programs, if the timing is revised to accommodate their time constraints. Therefore, CAU recommends that the Chamber initiate an incremental pricing policy for these programs.

RECOMMENDATIONS PERTAINING TO EACH SEMINAR

- 1. TOT Seminar: Overall, the program content and format were well appreciated. Apart from minor changes, this seminar should be maintained as is.**

- 2. Seminar on Entrepreneurship and Enterprise Creation: The program content, length and daily schedule were well received. However, the maximum number of participants should be 20. Furthermore, the minimum level of recruitment should be BEPC (Brevet d'Etudes du Premier Cycle). This seminar appeared to require more work by individual participants in the course of the training. These changes would enhance the quality of proposal to be written by each participant in the course of training.**

- 3. Seminar on Enterprise Management: CAU recommends the following:**
 - a. The Chamber should keep the current program content and format, aimed at those participants interested in all aspects of enterprise management;**

 - b. The Chamber should also initiate special workshops for those participants who deal with specific problems on their jobs. The topics might be:**
 - Introduction to enterprise management**
 - Marketing and market research**
 - Accounting and financial analysis**
 - Human resources development and management.**