

PD-ABK-477

**APPENDIX D  
A.I.D. EVALUATION SUMMARY - PART I**

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.  
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

**IDENTIFICATION DATA**

<b>A. Reporting A.I.D. Unit:</b>  Mission or AID/W Office <u>USAID/BOTSWANA</u> (ES# <u>94-1</u> )	<b>B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan?</b> Yes <input checked="" type="checkbox"/> Skipped <input type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY <u>94</u> Q <u>   </u>	<b>C. Evaluation Timing</b>  Interim <input checked="" type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>
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**D. Activity or Activities Evaluated** (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)

Project No.	Project /Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
590-0269.33	Southern Africa Agricultural Research Management Training (ARMT)	92	7/95	1.500	1.500

**ACTIONS**

E. Action Decisions Approved By Mission or AID/W Office Director	Name of Officer Responsible for Action	Date Action to be Completed
<b>Action(s) Required</b>		
1. A No Additional Cost Extension of 12 months should be granted, ISNAR and ESAMI to draft the forward planning and strategy document	ANRDO/ISNAR/SACCAR	02/95
2. Target groups more clearly defined during the remaining LOP	ISNAR/ESAMI	02/95
3. Needs assessment for post PACD; ESAMI/SACCAR planning completed	ESAMI	12/95
4. ISNAR to supply continuous technical support and expert advise to the Project	ISNAR/SACCAR	02/95
5. ISNAR's involvement in management kept at a minimum, ESAMI to assume more responsibility	ESAMI/SACCAR/ISNAR	06/95
6. The Steering Committee (S/C) must take a proactive implementation role	ESAMI/SACCAR	02/95
7. A representative of ESAMI's senior management team placed on the S/C	ESAMI/SACCAR	02/95
8. Adequate Project resources allocated for in-country follow-up and T.A.	ISNAR/USAID	02/95
9. ESAMI should absorb the project into one of its divisions and train its staff and others in the region to conduct A/NR management training	ESAMI/SACCAR	06/95
10. Training modules developed for ARMT, should have NARS inputs/approvals	ESAMI/SACCAR/NARS	12/94
11. Enhance ESAMI instructional staff supporting the Project with Ag. and N/R management capabilities	ESAMI/ISNAR	06/95
12. In the long term NARS or member states, should develop their own management training capabilities	NARS/SACCAR	06/95
13. The Project should aim at cost sharing as opposed to recovery	ESAMI/ISNAR/SACCAR	06/95
14. SACCAR must play a much more active role in project M/E than it has	SACCAR	LOP

(Attach extra sheet if necessary)

**APPROVALS**

**F. Date Of Mission Or AID/W Office Review Of Evaluation:** (Month) (Day) (Year)

**G. Approvals of Evaluation Summary And Action Decisions:**

	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Name (Typed)	R. McColaugh	M. Kyomo	D. Martella	H.R. Handley
Signature				
Date	12-0-94	12/20/94	12/19/94	12/27/94

**ABSTRACT**

**H. Evaluation Abstract (Do not exceed the space provided)**

The SACCAR/ESAMI/ISNAR Agricultural Research Management Training Project (ARMT) works with SADC's NARS to strengthen their management capacities and other institutional development processes. Since its first phase in 1986, the project has conducted a series of training activities and other interventions aimed at improving management efficiency and effectiveness of the NARS.

The impact assessment of ARMT, Phase II, was scheduled to assess the impact and the performance of the project in implementing its activities and to determine the project's effectiveness in meeting its goals and objectives. To achieve this, indicators were developed based on an actualized logical framework. The impact assessment also examined progress being made toward institutionalization and sustainability of research management training within the region.

Both primary and secondary data were used in the study. Primary data was collected by administering mail-out questionnaires and interviewing project staff, NARS managers, steering committee members, ESAMI management staff, SACCAR management staff, donor representatives and selected trainers and trainees. As a part of this process the Team visited Botswana, Malawi, Mozambique, Tanzania, Zambia and Zimbabwe.

During Phase I and II, the Agricultural Research Management (ARMT) project has completed 26 training workshops and trained approximately 720 persons, of whom 85% were male and 15% female. Of the total number trained 36.5% were senior managers, 37.4% were middle level and 26.1% were researchers.

The Team found ARMT has had considerable positive impact on the trainees by improving their management skills. ARMT has had a multiplier effect by giving some participants the ability and confidence to train their colleagues and has enhanced career opportunities. In assessing the impact of ARMT on employer institutions, the current status of Master Plan development was used as a proxy for managerial improvements within NARS. Four of the 11 Member States have completed their plans, and another four are well into the process. The project has not had sufficient impact at the policy makers level. Secretaries of key ministries of finance, treasury, research and technology, economic planning, manpower development as well as natural resources management should be the target group for this specialized training level.

Demand analysis of ARMT within the sectors indicates that there is still considerable need for training at all levels. However, the training requirements of the Member States varied reflecting the stage of development and the previous training assistance received from the project. Since they have only recently been included in the ARMT activities the training needs of the natural resource sector is still very high, in all areas and at all levels.

On the basis of the impact and demand assessment it was recommended that:

- ARMT should continue for at least the next five years in order to meet known needs
- the target groups must be clearly defined and adhered to
- a thorough and careful needs assessment of the individual NARS, including natural resources, should be undertaken by the grantees in order to clearly identify these sectors' training requirements. This should form the basis for post PACD work in the region by ESAMI and ISNAR.
- A no-additional cost extension be given for 12 months

The Team strongly recommends that institutionalization, human capacity building and development of regionally oriented training materials be accorded the highest priority during the remaining LOP

**C O S T S**

**1. Evaluation Costs**

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
- P. Anandajayasekeram		28	8,400	USAID
- D. Martella		28	8,400	REDSO/ ESA
- J. Woodend		28	8,400	SACCAR
- L. Mafela		23	6,900	USAID
- G. Nyirenda		8	4,000	USAID

2. Mission/Office Professional Staff  
Person-Days (Estimate) \_\_\_\_\_

3. Borrower/Grantee Professional  
Staff Person-Days (Estimate) \_\_\_\_\_

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## A.I.D. EVALUATION SUMMARY - PART II

### SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

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| <ul style="list-style-type: none"> <li>• Purpose of evaluation and methodology used</li> <li>• Purpose of activity(ies) evaluated</li> <li>• Findings and conclusions (relate to questions)</li> </ul> | <ul style="list-style-type: none"> <li>• Principal recommendations</li> <li>• Lessons learned</li> </ul> |
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Mission or Office: Botswana/USAID	Date This Summary Prepared: 12/09/1994	Title And Date Of Full Evaluation Report Impact Assessment of the SACCAR/ ESAMI/ISNAR ARMT Project
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**Purpose of evaluation and methodology** - This interim assessment of the Agricultural Research Management Training (ARMT) project was scheduled to measure the impact and performance of the project. A comprehensive impact assessment should cover both effectiveness and efficiency analysis. Effectiveness analysis compares the actual achievements with the original targets of a project, whereas an efficiency analysis compares its costs and benefits. Because this is a training project where people level impacts are widespread and take much longer to realize than projects aimed at technology development - the study concentrated on assessing the impact in terms of effectiveness. To achieve this, indicators were developed based on an actualized logical framework. The Team also examined progress towards institutionalization and sustainability of research management training within the region.

The terms of reference for the assessment were:

- Assess the impact of the project in terms of its effectiveness in achieving the purpose and objectives according to the amended Phase II logical framework.
- Assess the quality and effectiveness of the training personnel, the teaching materials and equipment and techniques used in delivering the training activities.
- Assess the effectiveness and efficiency of the project management given the roles and responsibilities of the NARS, SACCAR, ESAMI, ISNAR and the donor as stated in the project documentation.
- Assess the extent of integration of women as beneficiaries, trainees and decision makers in research management and incorporation of gender issues in the curriculum and other activities of the project.
- Assess the progress made in institutionalizing the project activities in the region.
- Assess the efforts made by the project executors to make the course self-sustaining in financial terms.
- Establish the future demand for such training services in the SADC Member States.
- Identify problems limiting the effective implementation of the project and make recommendations for changes in the remaining period to overcome these problems.
- Identify any further work that may be required in order to achieve the project goal which is outside the original scope of the project.

The impact assessment was conducted by a team representing the Southern Africa Center for Cooperation in Agricultural Research and Training (SACCAR), the National Agricultural Research Systems (NARS) and USAID. The qualifications of the team included expertise in training, agricultural and natural resources research, the Southern Africa Development Community (SADC) research systems and impact evaluations. Both the International Service for National Agricultural Research's (ISNAR) Project Manager and the Eastern and Southern Africa Management Institute's (ESAMI) Project Trainer were available as resource persons to the Team throughout their mission.

**Purpose of the activities evaluated** - The goal of ARMT is to strengthen the sectoral goal of SADC (*food security throughout the region*) through consolidation of the gains made in Phase I in strengthening the capacity of the NARS' managers in planning, organizing and managing research systems to increase efficiency and effectiveness. Phase II has a double purpose: (1) continue to strengthen the capacity of agricultural research managers to organize and manage research activities which address food problems, and (2) institutionalize agricultural and natural resource research management training within the SADC region.

The major objectives of Phase II are: (1) to increase understanding among policy makers of a) the role of research in promoting and sustaining agricultural development, and b) of the policy and procedural constraints inhibiting agricultural research performance; (2) to strengthen the skills of research leaders to plan, budget, execute, and monitor research programs of relevance to national development; (3) to build skills of middle-level research administrators in the management of agricultural research activities; (4) to reinforce exchanges between SADC scientists and managers on issues related to the management of regional and national agricultural research programs; and (5) to build a sustainable base for agricultural and N/R research management training capacity in the region.

The expected outputs at the end of three years are: fifteen training events will have been conducted with 300 plus persons being trained; each research system will have developed or be in the process of developing a formal Master Plan; the Project will have ensured that gender issues are addressed both through its activities and by the research systems; and ESAMI will have developed sufficient institutional capacity to continue research management training after the project.

**Findings** - The Team was positive about the progress made towards achieving the purpose and objectives of the Project, however there was a long delay in moving the ISNAR staff to Tanzania and in initiating the first courses. At present only about 40% of the USAID resources have been utilized. There is also a general misconception of the services offered by the Project. Although ARMT is designed to offer research management training, currently some of the NARS expect the Project to offer all short-term training which is required. This misconception will require Project staff to visit Member States more frequently. Both ISNAR and the Project are providing similar services to the Member States, the major difference is that ISNAR has a global mandate and the Project has a regional. In order to maintain a healthy relationship between the project and ISNAR the latter should keep the Project informed and as much as possible project staff should be involved in delivering these services in the region.

The success and sustainability of ARMT depends on the image and credibility of the institution and the project staff. Given the type of clientele the project is expected to deal with, considerable maturity is required to handle seminars/workshops for policy makers and senior managers. The technical capabilities of the project staff and ESAMI consultants on agricultural research management should be enhanced and an experienced senior agricultural research management trainer should be assigned to the project as a full-time member.

The Team feels that some of the management issues requiring attention during the remaining LOP are the roles of SACCAR and the steering committee, ISNAR's future role, financial management and reporting, project staff at ESAMI, follow-up training activities, interaction with NARS and the issues of management training for the natural resource sector. The conclusions were that the steering committee should have a better sense of ownership of the project and play a more pro-active role in guiding the direction and implementation of the project. There is ample evidence that SACCAR needs to do a more complete job of M/E. That ISNAR should backstop the program, but ESAMI should move to the forefront of planning and implementation. Because the Grant is with ISNAR some of the suggestions of moving the fiscal control totally to ESAMI will not be possible. Gender issues dealt with the number of women attending the courses, which were in about the same proportion as their numbers in NARS' research divisions. Both of the Project's officers are women. It is evident that a number of positive steps have been taken to institutionalize the ARMT within ESAMI, but they are still in the early stages. An effective SADC training effort within Member States would have a comprehensive action plan incorporating ESAMI, other MDI's, NARS as well as higher agricultural learning institutions into the network and back stopped by ISNAR.

In terms of self-sufficiency the Team felt that complete cost recovery is not a viable option, however cost sharing is more appropriate and feasible. In addition, the project should consider a revolving imprest fund arrangement to endure financial sustainability and reduce the cash-flow problems thus far associated with conducting the ARMT activities. Many of the NARS have participated with cost sharing during Phase II, however much more needs to be done during the remaining LOP.

**Recommendations** - ISNAR's involvement in administration and management should be kept to a minimum and such responsibilities should be completely transferred to ESAMI before the end of the current phase.

- ISNAR, SACCAR, ESAMI and the donor should discuss and develop a mechanism and arrangement for continuous technical back stopping by ISNAR to support the ARMT activities beyond Phase II.
- The steering committee, SACCAR and the Board should play a proactive role in guiding the activities of the project. The membership of the steering committee should be revised to include members from the Natural Resource sector(s).
- A representative of ESAMI's senior management team should be included as a member of the steering committee. IN addition, representatives of other MDIs in the region offering management training should also attend the annual planning session of the project.
- Adequate resources provisions should be made available to the project to allow for effective follow-up of training and technical support to assist NARS in various aspects of research management including master plan development.
- The technical capabilities of the project staff and ESAMI consultants on the agricultural and natural resources research management should be enhanced.
- A senior, well-experienced, trainer with agricultural and natural resources research management background should be assigned to the project on a full-time basis.
- In the area of gender participation and gender analysis it is recommended that all management training should include gender issues as they apply to the theme under consideration as opposed to running a separate course on gender analysis that does not seem to serve the intended purpose.
- In developing training modules for the region it is strongly recommended that NARS should actively participate in the planning, preparation and evaluation of the material
- A home should be identified for the project activities within the organizational structure of ESAMI and steps should be taken to identify and include some project training activities in the regular training program of ESAMI and other MDIs in the region.
- Where ever possible NARS should be encouraged to develop their own in-service training capacity and case studies.
- The project should aim for cost sharing as opposed to cost recovery. In addition, the project should consider an imprest account to ensure financial sustainability.

**Lessons learned** - Unless a logical framework is activated and linked with impact assessment indicators, and the project activities are carefully monitored to collect the relevant information as an integral part of the project management, it is extremely difficult to conduct any meaningful impact assessment.

- Mail questionnaires may not be the most appropriate instrument to use in an I/A.
- It was noted that unless the target group is clearly defined and the beneficiaries clearly understand the objectives of the project it is not possible to focus the activities to achieve the intended purpose and goal.
- A sufficient and consistent data management system is vital for measuring the effectiveness and performance of the activities as well as for any meaningful impact assessment study.

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ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

1. Project Evaluation document

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

The ISNAR/ESAMI Impact Assessment and Evaluation represents a thorough and extensive review of this regional SARP/SADC program. USAID/Botswana endorses this report and is generally supportive of the recommendations. The composition and approach of the Impact Assessment team was professional and reflected both the technical areas to be evaluated as well as the SADC regional input required.

The assessment was thoroughly reviewed by the members of the Project's Steering Committee representing Member States' NARS, SACCAR representatives, ISNAR and ESAMI project administrators as well as by the technical and management divisions of USAID/Botswana. The latest PIR, of 22 November 1994, reviewed in depth the elements still required to assure sustainability of the program and insure the institutionalization of agricultural and natural resource research management training capabilities in the region.

The major recommendations made by the Team are logical and implementable. However, if they are to be fully executed the project will require additional time. The Mission will, if requested by SACCAR and provided the required forward planning documentation by ISNAR/ESAMI, concur with a No Additional Cost Extension of 12 months. The project was delayed in starting Phase II and still has sufficient resources available for an additional year of operations.

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