

A. REPORTING A.I.D. UNIT:

USAID/SWAZILAND

(Mission ~~XXXXXXXXXX~~)

(ES# )

B. WAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN?

yes  slipped  ad hoc

Eval. Plan Submission Date: FY 89 0

C. EVALUATION TIMING

Interim  final  ex post  other

71728

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 #	Project/Program Title (or title & date of evaluation report)	First PROAG or equivalent (FY)	Most recent PACD (mo/yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
645-0222	SWAZILAND SMALL ENTERPRISE SUPPORT PROJECT (MITC/BMEP)	86	12/88	350	350

REPLICATION DATA

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

Action(s) Required

Following programmatic priorities are recommended:

1. BMEP should continue to focus on developing and refining effective methodologies for strengthening business management. It is important that BMEP be able to reach significant numbers, however, expansion should not be overemphasised at this point.
2. The focus during the first phase was on the in-house programme; this needs continuing attention and refinement. BMEP will have broader impact by continuing its new direction placing more emphasis on the extension programme.
3. After a year or two of experience with Barclay's guaranteed loan programme, BMEP should re-evaluate whether it should continue to administer the loan programme; it should examine how the loan programme might be restructured so that BMEP plays more of an intermediary role than a direct administrative role.

Name of officer responsible for Action

Date Action to be Completed

BMEP

Ongoing

BMEP

Incorporated into new grant 6/90

BMEP

Issue discussed extensively; CARE providing technical assistance

(Attach extra sheet if necessary)

F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION: mo 6 day yr 89

G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:

Signature	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Typic Name	Leticia Diaz	Father Larry	Jim Bednar	Roger D. Carlson
	USAID/HR/GDO	McDonnell, MITC/	USAID/PROG	USAID/DIV
	Date: 3/26/91	Date: 3/26/91	Date: BMEP	Date: 5/8/91

Signature



## H. EVALUATION ABSTRACT (do not exceed the space provided)

The Business Management Extension program was initiated in 1986 by the Manzini Industrial Training Center. The objective of the three year project was two fold; develop the business skills of new entrepreneurs through a full time training programme; and strengthen the management skills of existing entrepreneurs through an extension program. BMEP was a new and innovative program for Swaziland. During the month of May 1989, a final evaluation for BMEP was sponsored by the Bureau for Private Enterprise and written by two Authur Young consultants. The evaluation focused on client profiles, the credit program, staffing, training, management and organizational structure. The consultants interviewed some twenty persons and researched various materials and documents on the program.

## Major Findings

There is a demonstrated client need and demand for the types of services offered by BMEP.

The training by BMEP fills a special niche in Swaziland: training and technical assistance for small and micro-businesses and the development of new enterprises.

BMEP with all of its success has the potential to be the first indigenous NGO of its kind in Swaziland. Plans to do so are already underway.

BMEP is a young program that needs a chance to mature and grow into the refinement of strategies for creating and serving small businesses.

The program is developing a strong identity and is becoming known in the small/micro enterprise community among both potential clients and other organizations.

## I. EVALUATION COSTS

1. Evaluation Team		Contract Number <u>OR</u> TDY Person Days	Contract Cost <u>OR</u> TDY Cost (US\$)	Source of Funds
Name	Affiliation			
John Else	Authur Young	21	Centrally funded	940 - 2028.03
Jennefer Sebstad	Authur Young			Private Enterprise Development Support Project

2. Mission/Office Professional  
Staff Person-Days (estimate) 4

3. Borrower/Grantee Professional  
Staff Person-Days (estimate) 15 person days

# A.I.D. EVALUATION SUMMARY PART II

J. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (Try not to exceed the 3 pages provided)  
Address the following items:

- Purpose of activity(ies) evaluated
- Purpose of evaluation and Methodology used
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office: USAID/SWAZILAND

Date this summary prepared: \_\_\_\_\_

Title and Date of Full Evaluation Report: Evaluation of the Business Management Extension Programme in Swaziland, June 1989

## Major Findings and Conclusions:

The programme has achieved a great deal in a short time:

1. Thirty-two trainees have participated in the intensive training course. Of these, 19 (60%) are operating businesses; these businesses currently employ ten additional persons. Of the 13 who are not operating businesses, at least four are employed.
2. BMEP has developed a training curriculum which includes not only the usual business planning and management elements, but also an innovative component focusing on achievement motivation.
3. BMEP trainees and extension clients have been introduced to a credit system. Twenty-four loans have been provided. BMEP has built the foundation for a solid credit administration system.
4. Sixty-nine BMEP extension clients have received short-term training, 6 have attended the six-week intensive training course, and 10 individuals and 18 groups have received direct technical assistance.
5. BMEP has trained a staff of 14 NGO's, assisted the Swaziland College of Technology (SCOT) in development of its entrepreneurship curriculum and worked cooperatively with Sibakho and CARE.
6. The design of the program has been clarified and refined. The need for a programme manager with experience in the field was recognised and acted upon. Intensive training now precedes new business starts. The in-house businesses now operate in ways that more accurately reflect the situation they will face when they move into the community.
7. The Swazi Assistant Programme Director has developed a high degree of expertise - strategic and operational - in small enterprise development and demonstrates professional competence and technical skills.
8. The management of the programme is exemplary. A sophisticated set of policies, procedures and systems has been designed and is being implemented efficiently.

K. ATTACHMENTS (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier)

Evaluation of the Business Management Extension Programme in Swaziland, Final Report

ATTACHMENTS

L. COMMENTS BY MISSION, AID/W OFFICE AND BORROWER/GRANTEE

The evaluation underlines the benefits of supporting a local non-governmental organization through its formative years. The project management was labor intensive, but progress has been substantial as highlighted by this evaluation.

The quality of the evaluation benefited from evaluators experienced with NGOs, Swaziland and AID.

MISSION COMMENTS OF FULL REPORT

5