RURAL ARTISAN TRAINING PROJECT

625-0937.08

Interim Evaluation
Performed At The Request of AID/Ouagadougou

by

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CONTENTS

		Page
I.	SUMMARY	1
II.	PROJECT DESCRIPTION	3
III.	SCOPE OF WORK	13
IV.	METHODOLOGY	16
V.	FINDINGS	18
VI.	CONCLUSIONS	30
VII.	RECOMMENDATIONS	32

APPENDIX

A.	APPLICATION OF AFRICA BUREAU EVALUATION GUIDELINES	34
B.	ACRONYMS	40

I. SUMMARY

The present report is an interim evaluation of an AIP for $ 257,000 entitled Rural Artisans Training Project (625-0937.08). The project was authorized on September 24, 1980. The projected PACD of December 31, 1982 was extended to March 31, 1984. The project consists essentially of the construction of a training center in the eastern Burkinan town of Fada N'Gourma, plus purchase of equipment and materials for the center. At the time of the interim evaluation, the construction was 70% complete. Equipment and materials had been ordered or were being ordered.

The Fada training center for rural mechanics will constitute the sixth training center which the National Center for the Improvement of Artisans Training (CNPAR), within the Ministry for Civil Services and Labor, has built in cities and towns of Burkina Faso. Three years after its initial design, the project still appears sound; it will help to meet a real need, for rural mechanics are in great demand in the Fada region. It is expected that mechanics graduating from the center will at least double their earnings, following the pattern set by preceding graduates from similar centers.

The present evaluation is based on three person/weeks of discussions with mission personnel and GOUV officials plus a site visit. The mission files were also reviewed. Up-to-date information is presented concerning CNPAR staffing, network of centers, and finances.

Evaluation findings are presented in Chapter V, according to the nine questions included in the scope of work. Appendix A briefly treats the guidelines suggested by the Africa Bureau in 1982 to be applied to each project evaluation. The conclusions are favorable to the project's continuing as designed and contain praise for project monitoring. The only major problem has been a long delay.

The recommendations of Chapter VII included the following suggestions:

1. more careful design;

2. in-service training should be offered at Fada training center during off-season months;

3. literacy classes could be run for artisans accepted into training programs to allow some to improve their business management skills;

4. a study should be carried out on what training, including literacy, could be effectively organized for women in the Fada center;

5. during the next project evaluation, an examination of the center's relationship with the private sector should be made.

II. PROJECT DESCRIPTION

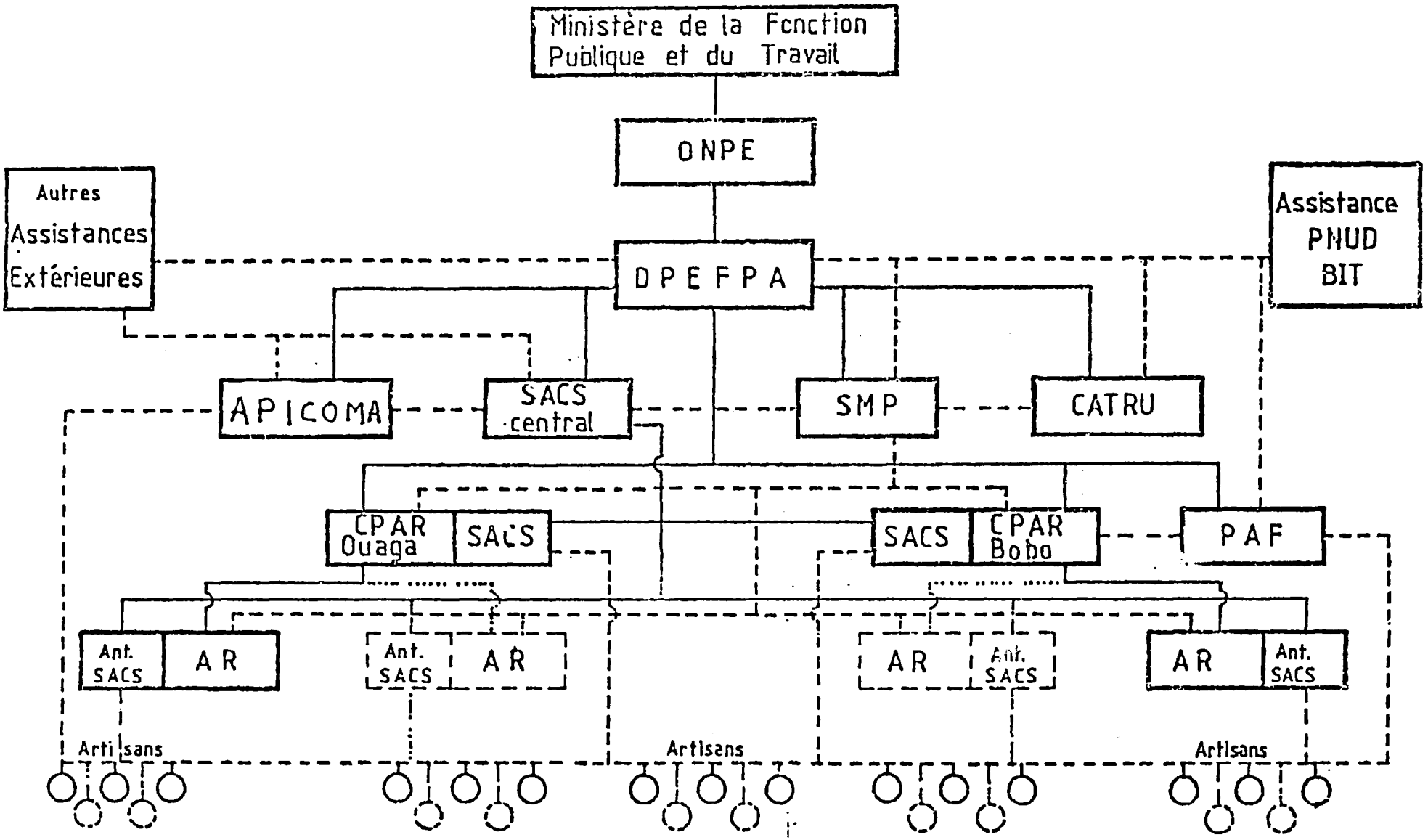
The $ 257,000 AID financed Rural Artisans Training Project was authorized on September 24, 1980. This AIP consists essentially of construction and equipping of training center facilities for rural mechanics in the eastern town of Fada N'Gourma. By its support, AID is promoting the National Center for the Improvement of Rural Artisans (CNPAR), which is a unit within the Ministry of Civil Service and Labor.

The evaluation team decided it was most useful to include the following elements in the present updated project description:

- CNPAR organization diagram
- CNPAR network
- CNPAR staff
- CNPAR finances
- Site visit to Fada Center

CNPAR Organizational Diagram

CNPAR stands for the National Center for the Improvement ("Perfectionnement") of Rural Artisans. Although the term CNPAR has been used for several years and has passed into common vocabulary in Burkina, the acronym CNPAR has recently been changed to DPEFPA, which stands for the Department of Labor and Adult Professional Training. A second modification in nomenclature has occured. The well-known term



Liaisons hiérarchiques ————
Liaisons fonctionnelles - - - - - - - -

LEGENDE

En projet: - - - - -

A R : Antenne Régionale
APICOMA : Atelier Pilote de Construction de Matériel Agricole
CATRU : Centre d'Application des Technologies Rurales et Urbaines
CPAR : Centre de Perfectionnement d'Artisans Ruraux
DPEFPA : Direction de la Promotion de l'Emploi et de la Formation Professionnelle des Adultes (Ex CNPAR)
ONPE : Office National de la Promotion de l'Emploi
PAF : Projet d'Artisanat Féminin
SACS : Service d'Assistance, Conseil et Soutien aux Artisans
Ant.SACS : Antenne Régionale de SACS
SMP : Service des Méthodes et Programmes

ARCOMA, representing the Regional Center for the Construction of Farm Implements, has been redubbed the Pilot Center for the Construction of Farm Implements, or APICOMA. The diagram on page 4 includes the new nomenclature. The old terms will be used in the text, however, because they are the ones still used in current conversation.

CNPAR Network

The map on page 6 indicates the CNPAR sites, both existing and planned. The grid in the lower right hand corner gives the number of planned trainees in 1982-83 in each field (blacksmith, carpentry, masonry, wells, bicycle mechanics, bricklaying) per center.

CNPAR Finances

The table on page 9 gives an estimate of CNPAR finances from both GOB and external sources. The figures were given in both oral and written form by the CNPAR Director. The key to the program titles (AR, CATRU, etc.) is found on page 4.

CARTE DU RESEAU C.N.P.A.R.

SITUATION DE REALISATION

1 OUAGADOUGOU centre (Direction): réalisé
2 TENKODOGO antenne de suivi: projet
3 KAYA antenne de suivi: réalisée
4 KOUDOUGOU antenne de suivi: projet
5 FADA N'GOURMA antenne de formation et suivi: en construction
6 BOBO - DIOULASSO centre: réalisé
7 OUAHIGOUYA formation et suivi: réalisée / projet
8 DORI ———
9 DIEBOUGOU antenne de suivi. en construction
10 DEDOUGOU antenne de formation et suivi: réalisée
11 BANFORA antenne de suivi: en construction

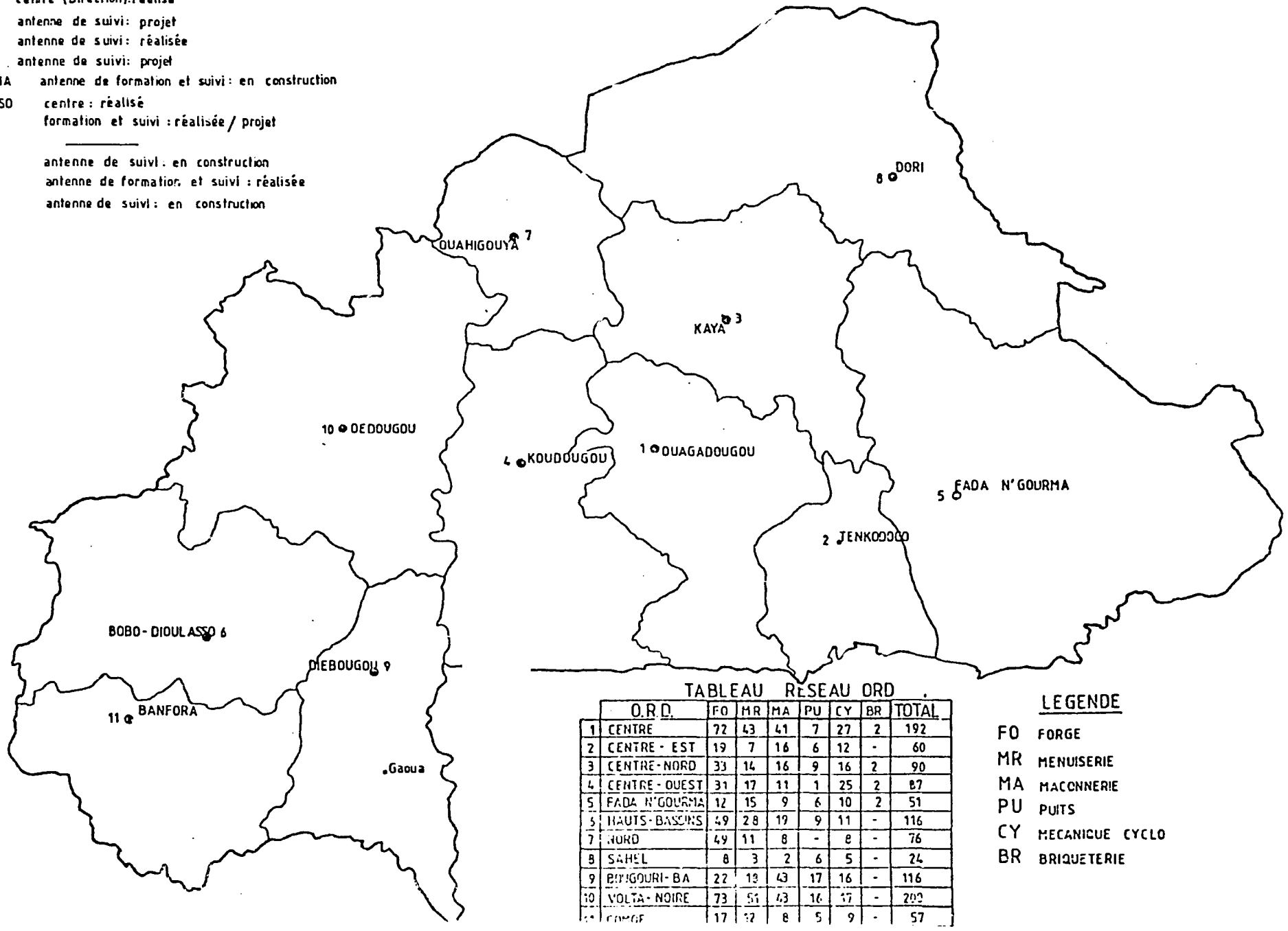


TABLEAU RESEAU ORD

	O.R.D.	FO	MR	MA	PU	CY	BR	TOTAL
1	CENTRE	72	43	41	7	27	2	192
2	CENTRE - EST	19	7	16	6	12	-	60
3	CENTRE-NORD	33	14	16	9	16	2	90
4	CENTRE - OUEST	31	17	11	1	25	2	87
5	FADA N'GOURMA	12	15	9	6	10	2	51
6	HAUTS-BASSINS	49	28	19	9	11	-	116
7	NORD	49	11	8	-	8	-	76
8	SAHEL	8	3	2	6	5	-	24
9	BOUGOURI-BA	22	13	43	17	16	-	116
10	VOLTA-NOIRE	73	51	43	16	17	-	200
	COMOE	17	12	8	5	9	-	57

LEGENDE

FO FORGE
MR MENUISERIE
MA MACONNERIE
PU PUITS
CY MECANIQUE CYCLO
BR BRIQUETERIE

CNPAR STAFF

Founded in 1971, the National Center for Rural Artisans Training presently employs 77 people in its four centers.

Ouagadougou Training Center for blacksmiths, masons, bricklayers, carpenters, well-diggers, and mechanics.

Director	1
Deputy Director/Center Chief	1
Advisors	3
Accountants	5
Secretaries	3
Instructors	16
Storeroom attendants	2
Laborers	3
Messengers	2
Cook	1
Watchmen	4
	41

Bobo-Dioulasso Training Center for blacksmiths, masons, carpenters, well-diggers, and mechanics.

Director	1
Advisors	2
Accountants	1
Secretaries	4
Instructors	18
Storeroom attendant	1
Laborers	2
Messenger	1
Cook	1
Watchman	1
	32

Ouahigouya Training Center for blacksmiths, masons, carpenters, and mechanics.

Instructor	1

Debougou Training Center for blacksmiths, masons, carpenters, well diggers, mechanics.

Instructor	1
Advisor	1
Watchman	1
	3

In addition to the four existing training centers, there is also one monitoring post in Kaya and two others under construction in Debougou and Banfora. The "Carte de Reseau CNPAR" on page 6 shows the centers on a map and indicates each center's speciality.

SOURCES OF CNPAR FINANCES

(In FCFA Per Year)

1. GOB

A. Salaries	44,619,528	
B. Operational	4,911,200	
C. Materials (wood, iron, etc.)	10,000,000	
D. Scholarships	2,835,000	
Sub-total		62,365,728

2. Foreign

Program	Source	Duration of Grant	FCFA Per Year		
A. SACS	IBRD	4 years	105,000,000		
	Swiss	4 years	18,500,000		
B. CATRU	ILO	3 years	70,000		
	USAID	3 years	16,666,666	(1)	
C. PAF	UNDP/ILO	3 years	40,833,331		
D. ARCOMA	Swiss	2 years	40,000,000		
E. AR	FED	3 years	5,333,333		
	Swiss	3 years	17,500,000		
	USAID	3 years	29,983,333	(2)	
		Sub- total			273,886,663
		Grand total			336,252,391

The GOB participation is approximately 15% of total yearly project funding.

(1) This funding for Appropriate Technology Project (698-0410.12) was effectively terminated in 1980.

(2) This funding is for the Rural Artisan Training Project (625-0937-08) for $ 257,000. Approximately $ 166,000 has been used for the Fada Center.

Site Visit to Fada Center

Construction. The April 1983 report by mission engineers declared that 70% of the training center construction has been completed. On May 11 the evaluation team visited the site in the company of Hans Brudermann, Swiss technical advisor to CNPAR and construction supervisor. Nearing completion were the following units:

blacksmith instructor's workshop
eight blacksmith trainees' workshops
mechanics instructor's workshop
eight mechanics trainees' workshops
SACS office
auxiliary support workshop
blacksmith instructor's residence
mechanics instructor's residence
SACS advisor's residence.

Sanitary facilities with two showers and two toilets are in the beginning stage of construction. A few trees stood on the two-hectare training center plot, many trees will reportedly be planted in a few weeks when the rainy season commences.

Previous mission engineers' reports pointed out the following criticims or questions:

- cinder blocks were not watered and placed under plastic to increase their strength;

- water access appeared problematic;
- electricity access appeared problematic.

The Swiss construction supervisor corroborated the fact that workmen had not watered the bricks and also blamed the workmen for the negligence. When a spike was drawn across one brick, however, it did not produce a deep scratch, leading one to conclude that perhaps the bricks were of sufficient strength. In addition, no structures were to bear heavy loads.

The training site is very near both water and electrical power from municipal sources. The location was selected for the near access to utilities although an alternative site in Fada appeared more appropriate for other reasons. The municipal distribution of electricity in Fada is close to becoming a reality. In fact, the new electrical power system was inaugurated in Fada recently, but soon after shorted out.

It is planned to build a 5,000 liter water tower above the sanitary facilities. Currently water to mix cement is carried from a nearby water hole.

The trainees' workshops have certain advantages in their design: (1) they are spread out in a fan, all in easy sight of the instructor's watchful eye, rather than being in the conventional linear layout; (2) they each have a small storeroom area for tools which can be locked; (3) they are built on a simple model which the artisan can reproduce in his village, perhaps with less expensive materials.

Each workshop has an electrical outlet principally for an electric drill. The instructor's workshop will also have an electric welder.

Equipment, furniture, materials

The tools for the mechanics training center have already been ordered and are expected to arrive in Ouagadougou soon. The bills for center equipment are on the CNPAR director's desk awaiting his signature. The furniture will be built locally, and does not appear to be problematic. Teaching materials must be procured locally.

III. SCOPE OF WORK

The REDSO/WA Evaluation Team was asked by the mission to address the following scope of work:

A. Review the project design to determine if it is reasonable and achievable;

B. Evaluate USAID and CNPAR management effectiveness in terms of implementing the project to date. Are there lessons to be learned from this process?;

C. Review the implementation plans to determine where the project is and, if appropriate, assist in the development of a revised implementation plan;

D. Determine if appropriate institutional development is taking place to ensure that when physical construction is completed the center is ready for operation and can function so as to address the project purpose;

E. Visit sites of other artisan training in Upper Volta to obtain information regarding equipment, training methodology, and management concepts that may be useful to the Fada center;

F. Examine the private sector implications of the project. This could include feasibility of commercial training centers as well

as preparation of students for engaging in small rural business activities;

G. Investigate involvement and value of women in manual and mechanical arts training;

H. Investigate post-graduation continuing education possibilities that might be provided by the Fada center;

I. Determine nature of regional artisans needs and interests, since use of skills learned is planned for rural areas;

J. Evaluate design of the buildings to determine if appropriate and desirable to achieve purposes intended.

In addition, the mission recommended that the preceding questions be incorporated into the Africa Bureau's needs for evaluation information as requested in State cable 081077 of March 1982. These ten questions address the following concerns:

A. Constraints the project seeks to overcome;

B. The new technology employed to relieve constraints;

C. The old technology to be replaced;

D. Why it is thought the new technology will be adopted;

E. Characteristics of the beneficiaries;

F. Adoption rate of present or previous project;

G. How constraints will be faced after the project;

H. Private sector involvement;

I. Delivery system;

J. Training techniques;

Finally, the mission requested the evaluation team to examine the reasons for delays in project implementation.

IV. METHODOLOGY

The evaluation team requested and received a scope of work for the evaluation and major project docuements before setting out for Ouagadougou. In Ouagadougou, all project files available in the USAID office of rural artisan training were reviewed. Madame Henne Giat, Project Assistance, made herself readily available to the team and provided additional background information and explanations as needed. Project Officer Robert Zigler and HRD Chief John Figueira also provided valuable assistance to the team.

The following individuals of the CNPAR, Ouagadougou were inverviewed: Mr. Tagnan Remy, Director, Mr. Hans Brudermann, Swiss Technical Advisor who is also in charge of the construction of the Fada center, Mr. Paul Kempenaer, World Bank expert, and Mr. Fofana, Center Manager. In Bobo Dioulasso at the CRPAR, 7 newly graduated artisans were interviewed. Also interviewed were the Director, Mr. Siko Amadou, Mr. Didier Kabor, instructor of mechanics, Mr. Maxim Zerbo, SACS advisor, and Ms. Jeanne Konate, animatrice.

Three questionnaires were developed for the evaluation; one for trainees, one for CNPAR management and one for donors. The objective of the questionnaires was to obtain as much comparable information as possible on the effectivenss of CNPAR as project manager, the effectiveness of training dispensed by the CNPAR, the problems encountered by donors in implementing their projects, and the problems of artisans.

Not all the above mentioned persons were interviewed by means of questionnaires, however, and with those who were interviewed by questionnaires, discussion was not limited to questions in the questionnaires.

1. Evaluate USAID/CNPAR management effectiveness in terms of implementing the project to date. Are there lessons to be learned from this process?

Information gathered from project files, the Project Assistant and CNPAR management revealed that the project had a late start. Project Authorization was signed in September 1980 but construction of the Fada center did not start until February 1982. The first disbursement for construction was made in June 1982. A number of factors contributed to the late start in project implementation.

(a) USAID decision not to build Gaoua Center: The project paper provided for two rural artisan training centers to be constructed in Upper Volta, one for carpenters in Fada N'Gourma and the other for masons in Gaoua. Training at Fada was later changed to that for rural mechanics. According to the implementation plan in the Project Paper, the Gaoua Center was to have been built first. Construction was scheduled to begin in October 1980 and to be completed in March 1981. Construction of the Fada Center was to have begun in October 1981 and been completed in April 1982. Work did not go as scheduled. After signing the Project Authorization and Project Agreement, USAID realized that construction of a center in Gaoua to train masons would not be cost effective. AID considered that creating another center in Baoua (besides the training center in Bobo Dioulasso that had a masonry training unit and which was training about 15 masons per

year, to perform the same functions) would cause the employment market to be saturated quickly and thereby render future graduates jobless. USAID announced its reluctance to build the Gaoua center at a meeting with the Director of ONPE (Department of Labor). The Director maintained his determination to have a center constructed in Gaoua, and concluded that if USAID decided not to build, the GOUV would seek funds from elsewhere to construct the Gaoua center.

(b) Problems engendered by the Appropriate Technology Center in Cissin: The contractor of the Appropriate Technology Center in Cissin did not fulfil the terms of his contract and had to be taken to court. Both AID and CNPAR concentrated their attention on this law suit and were desirous of resolving the problem before starting another project.

(c) AID Procedures and Regulations: The third factor which delayed project implementation was the complicated nature of AID procedures and regulations. It took CNPAR some time to understand and apply the AID system of reporting and justification (Mr. Tagnan Remy had just taken over as Director of CNPAR at the time implementation started). Mr. Bruderman stated, for example, that for construction, he was used to receiving about 3/4 of the total amount with which to start whereas AID policy is to give only 35% advance, which must be justified before another amount is approved. The AID wing of the Fada center was started with Swiss government funds because the AID funds were slow in coming and entailed so much paper work.

CNPAR is now familiar with AID requirements and the project is progressing smoothly.

Under the Project Agreement, CNPAR had responsibility for construction and procurement of material. As stated earlier, construction is progressing satisfactorily and equipment and teaching materials for the center have been ordered through SACS. Materials and equipment are expected to be in place by October 1983 when the center is due to open.

After the initial delay, USAID has monitored the project closely. Five PILS were issued in June and July, 1982 to explain to GOUV conditions of disbursement, procedures to be followed, regulations on purchase of equipment, and to change the field of training from carpentry to rural mechanics. Assistant engineer, A. Ouattara and Project Officer, Robert Zigler visited the site in December 1982 and judged the construction 40% complete. In April 1983, the engineers visited the site again and found that construction was about 70% complete.

One thing missing in AID management effectiveness is that even though the decision was taken not to construct the Gaoua center, no official letter was issued to that effect to inform the GOUV.

The lesson to be learned here is that in future USAID should carefully study proposals for funding before preparing Project Papers. If this had been done, the problems created by the Gaoua center might have been avoided.

2. Review implementation plans to determine where project is and if necessary, assist in the development of a revised implementation plan.

The original implementation plan contained in the Project Paper projected the completion of the 2 centers by April 1982. As previously stated, AID decided not to construct the Gaoua center. Work on the Fada center did not start until January 1982. On December 16, 1982, the PACD was extended from December 31, 1982 to March 31, 1984. AID requested CNPAR to submit a calendar for the construction. This calendar indicates that by March 1983, the rural mechanics building would be completed, and the blacksmiths building funded by the Swiss would be completed by June 1983. The April 1983 USAID engineers' report stated that construction was about 70% complete. This evaluation team visited the site and found that eight workshops or classrooms for the trainees (4 for rural mechanics and 4 for blacksmiths) two houses for instructors and the guest house have been completed. What was left was the finishing of the floors and ceiling, spraying of the walls and painting of doors and installation of window panes. Cables for electricity have been laid. There was no electricity at the center yet as Voltelec (the electric corporation) had not started servicing the Fada area yet. Inaugural ceremony of Voltelec was expected to be performed shortly by GOUV Minister after which Voltelec would start supplying electricity to Fada.

The foundation for a water tower has been laid and Mr. Hans Bruderman assured the team that the tower would be constructed before the center opened in October. The foundations for toilets have also been laid. The day the evaluation team visited the project site, there was

shortage of cement in Fada so very little was going on at the site. Work was expected to progress faster with the arrival of cement from Ouaga.

What comes next after construction are equipment and training materials. Equipment and training materials for the center have been ordered through SACS. A Proforma invoice on equipment was sent to AID in August 1982. During the evaluation period CNPAR received actual prices from SACS and an invoice was being prepared to be sent to AID for approval and funding. As soon as the check is received from AID, goods will be purchased and delivered to CNPAR. Equipment will be purchased on the local market at duty-free prices so no delays are anticipated.

Given that construction is almost complete, and plans for procurement of equipment and materials well underway, the team did not think it necessary to revise the implementation plan. There is every indication that the center will be operational in October 1983.

3. Determine if appropriate institutional development is taking place to ensure when physical construction is completed, the center would be ready for operation and can function so as to address the project purpose:

The Fada N'Gourma center is expected to provide training for a maximum of 32 artisans per year, 16 blacksmiths and 16 rural mechanics. 8 workrooms have been constructed where artisans will work in groups of two. Each workroom has its own storeroom which would be under the care of the artisans assigned to that unit. The Fada center will be the most modern artisan training center in Burkina Faso, CNPAR personnel attested. In addition to tools, the center will have mobylettes and bicycles of all

the makes available on the Burkinan market: Peugeot, Yamaha, Camico to mention a few. The Fada center will also have a stock of equipment and spare parts which will enable trainees to repair mobylettes sent to the center. Other centers do not have such equipment. At the CNPAR in Bobo - Dioulasso, for example, there are no mobylettes or bicycles at the center for demonstration or practical work. The only time artisans perform practical work is when people send in their broken mobylettes to the center to be repaired. The CNPAR also lacks a lot of equipment. Sometimes trainees have to walk over to the Urban Artisan Training Center (CPAU) funded by the Germans to use their equipment. Trainees at Fada will be saved this problem.

Recruitmen of trainees for the center has begun. CNPAR enrolls trainees during the off-season months, i.e., between May and September. Artisans recruited for the center will be people who are already working in their villages as mechanics; most of them will be illiterate. CNPAR has learned from experience that it is difficult to keep young artisans in the village after their training if they are literate. They very often drift to the big cities or to the Ivory Coast to find more lucrative jobs. The older ones return to the village to stay.

The two instructors for the center and the SACS advisor have already been identified. The instructors have the CAP. The center should therefore start operation in October without any delays.

4. Visit sites of other Artisan training in Burkina to obtain information regarding equipment, training methodology and management concepts that may be useful for the Fada center:

Since the evaluation took place at the end of the training season, all training centers in Burkina were inactive except for the Bobo center which was open for its closing ceremony which the evaluation team attended. 59 trainees graduated as rural artisans at the CRPAR this year. The breakdown of artisans per field is as folows: 14 mechanics, 15 masons, 16 carpenters, 11 blacksmiths and 3 well-diggers. 7 trainees were interviewed at this center. Among them were 2 blacksmiths, 2 mechanics, 1 carpenter, 1 mason and 1 well-digger.

Training at the Bobo center is all practical work: artisans learn by doing. Most trainees are illiterate, so textbooks are not used. The instructors develop some teaching aids and also use blackboard illustrations. Training is done in French and in the vernacular. At the Bobo center there are two instructors per field except for the well-digging section which has only one instructor. During the course of their training, artisans fabricate a certain number of tools which are given to them upon graduation to help them start functioning in the villages. The rural mechanics division lacks almost everything. According to the CRPAR Director, a good center should have at least the following: mobylettes and bicycles, one compressor, a welding unit, a trimmer, an electric drilling machine and a battery charger: the Bobo center does not even have this minimum.

The Bobo center has a SACS section which provides follow-up services to artisans in the region. Upon graduation from the center, only blacksmiths and masons are provided with financial assistance in the form of a loan. They need captial for equipment with which to start work, whereas the other artisans can start with just the materials given to them at the center upon graduation. The SACS advisor visits artisans in their villages once every quarter to check progress and to assist those who need help.

One problem the Bobo center faces is the lack of qualified personnel to teach artisans. Some time ago, instructors were being recruited through competitive tests administered by CNPAR. Now because there are so few eligible instructors, consideration is given to all those who have the CAP. Those who are underqualified are given a short refresher course. The Bobo Center Director feels that instructors should have at least the Brevet Technique, which is higher than the CAP, but obviously since there are no many of those degree holders around, the center has settled for the CAP. The CNPAR Director, however, is satisfied with the CAP. He stated that training centers would run into trouble if there were a wide gap between the level of instructors and the level of trainees.

5. Examine private sector implications of the Project. The could include feasibility of commercial training centers as well as preparation of students for engaging in small rural business.

The GOB encourages the private sector, but it has not been able to do much for small businesses due to its limited resources. When the

center starts functioning and quite a number of artisans are trained for the villages, a pilot project could be started in which artisans are organized into cooperatives or small work groups and provided with financial assistance to enable them to operate effectively. Before this is done, artisans should be given some literacy as well as basic commercial training.

6. Investigate involvement and value of women in manual and mechanical arts training.

Burkinan women have not yet shown interest in fields traditionally reserved for men, such as mechanics. CNPAR has a training program for women in pottery, basketry and cloth weaving, however. The Swiss, who are also active in training rural artisans, do not as yet have women enrolled in their centers. Traditional society in Burkina is set up in such a way that women do not interfere in men's work. Husbands do not allow their wives to travel to training centers, so the animatrices have to travel to the women's villages to train them. As in the case of male artisans, training for women is one of skills upgrading. Selected trainees already have a knowledge of the art and have been practising in their villages. Ms. Jeanne Konate, the animatrice interviewed for the evaluation, stated that none of the women she had contact with had expressed interest in mechanical training. "That is the field reserved for men". This view is confirmed by 5 out of 7 artisans interviewed (2 were not yet married), and all officials of the CNPAR. CNPAR/Swiss donors had concentrated their efforts on training women in fields they were interested in. No married artisan would want his wife to work with him in his shop or even sell the tools he fabricates; the male artisan is

against the idea of sending his wife to training centers to have her trained. The Director of CRPAR in Bobo said in his life he had seen one woman mechanic and one woman taxi driver, but they soon became victims of society's prejudices and had to abandon their trades.

7. Investigate post graduation or continuing education possibilities that might be provided by the Fada center.

There will be room for a visiting instructor at the Fada center. Since the center will be fully equipped, the services of this instructor could be used to organize refresher courses for artisans in the region. Also, artisans from less equipped centers could be sent to the Fada center after their training to perform some practical work with the equipment available at the center before going back to their villages to start work.

During the training period, the SACS advisor will be able to bring to the center artisans who are not properly applying the skills they learned during training for practical refresher courses which would last for a day or two.

Since most of the trainees will be illiterate, literacy programs could be organized for them during training. This would also be a way of preparing them for running their own small businesses in the future. Care must be given so the trainees would not use their newly acquired literacy skills to leave the village or Burkina.

Depending on the activities and interest of women in the Fada area, skills upgrading or training courses could be organized for animatrices who would in turn train the women in the area.

8. Determine nature of regional artisan needs and interests since use of skills is planned for rural areas.

Rural artisans interviewed at the Bobo center were between the ages of 19 and 30. All except one had plans to return to the village. The one graduate who will not be returning to a village is from Bobo and plans to look for work there. There was a genuine desire on the part of all the artisans to stay in the village. They realize that living in the city is tough, whereas in the village they could go back to the land if their artisan jobs do not turn out right due to either lack of capital with which to start or lack of customers. Three artisans confirmed that they would continue working on their farms and practising their trades at the same time. Five had plans to open their own shops while on carpenter said he would go back to work with his former employer for some time before opening his shop. Another said he would like to go to a more advanced training center for about six months before opening his shop. The younger artisans expressed desires to go back to a training center after about five years, for further training.

The major problem which artisans anticipate is lack of capital with which to start operating. SACS provides credit to only blacksmiths and masons. Carpenters, mechanics, and well-diggers leave the training centers with tools but with no capital or loan. There has not, however, been any reported cases of unemployed artisans, because they turn to farming when the going gets rough.

9. Evaluate the design of the buildings to determine if appropriate and desirable to achieve purposes intended.

The design of the buildings has been approved by the USAID engineers. The center will have eight workrooms for artisans. Instructors will have separate units which are centrally placed and from where they can observe what is going on in the workrooms. Each workroom will have its own storeroom and equipment which would be under the care of the trainees assigned to that unit. This set up in itself will create a sense of awareness and responsibility among trainees. Part of the instructors room will be used as an "atelier d'appui" (complementary workshop) which will be fully equipped by the World Bank and where trainees in their leisure time will practice skills they learned during their training or will conduct their own private work.

In addition to workrooms, housing units have been built for the two instructors and SACS advisor. There is also a guesthouse for instructors.

The center has enough space for storage and work. Artisans and instructors will work under satisfactory conditions in a physical layout which appears both simple and functional.

VI. CONCLUSIONS

The Project purpose set out in the logical framework matrix is "to improve and expand the national capacity to train rural artisans and ensure their effective integration in the rural economy". The construction of a rural artisan training center in Fada N'Gourma is a viable project which should fulfill this purpose. The creation of the center increases the number of existing training centers in Burkina, and the number of artisans trained per year by the CNPAR. Since it should be the best equipped center in Burkina, there is reason to believe that graduates of this center may be of a higher calibre than those from other centers. Artisans at this center will work under better conditions. The center has facilities which will enable the CNPAR to hold specialized short-term refresher courses for graduates from other centers and skills upgrading courses for interested artisans. The provision made for a SACS advisor at the center gives some assurance that artisans trained from this center will be provided with an effective follow-up system which should enable them to stay in their villages and not drift to towns. SACS provides financial assistance and advice to artisans who are working in their villages and not to those in towns. The SACS advisor will visit artisans in the region on a quarterly basis and this will in itself prevent artisans from leaving their villages because they know there will be somebody coming round to check on them.

Although the project had a late start, work has progressed smoothly. Construction is almost complete and equipment has already been ordered.

Recruitment of trainees has started and instructors have been identified. The construction has been managed effectively by the CNPAR and has been monitored closely by the AID engineers and project officer.

VII. RECOMMENDATIONS

1. Before USAID commits itself to funding a proposed GOB project, it should study the proposal carefully. If this had been done in the case of Gaoua, it might have been detected at an early stage that construction of a masonry training center in that region would have constituted a waste of funds and the idea would have been dropped before the Project Paper and PROAG stages. The misunderstanding between AID and ONPE would have been avoided.

2. Interviews with graduates of the CRPAR revealed that some trainees feel a need for further training after graduating from CNPAR. It is recommended that skills upgrading courses be organized at the Fada center during the off-season months for artisans who are already working and who are interested in further training. This training should not be limited to artisans in the Fada area; artisans from other parts of Burkina should be given the opportunity to use material available at the center.

3. It has been said in the report that most of the trainees at the Fada center will be illiterate. It is recommended that literacy classes be organized for them during their training. These classes could be organized during the evenings and could possibly be extended to other interested persons in ada. AID/CNPAR and other donors should study the possibility of providing teaching materials and funding full or part-time instructors to teach at the center. Providing literacy will be a way of preparing artisans to run small businesses in the future.

4. Some training should be provided for the women in Fada. A study should be carried out to determine the interests and occupations of women in Fada. Provision should be made at the center for animatrices who would be recruited and trained in the crafts practised by the Fada women and who would in turn help to upgrade the skills of other women.

5. When the literacy classes start, women should be encouraged to participate. Although it has been stated in the report that women are not interested in mechanical training and are not allowed to travel to training centers, an experiment could be started with the women in Fada. Going to the center every evening for the classes may change their attitude towards the center and gradually arouse their interests in occupations which have thus far been reserved for men.

6. An evaluation should be carried out a year after the center starts functioning to determine progress and to ascertain whether purpose, goals and outputs set out in the logframe are actually being met. The private sector implications of the project could be reexamined during this evaluation.

APPLICATION OF AFRICA BUREAU EVALUATION GUIDELINES

The scope of work developed by the mission for the evaluation included the strong recommendation that the evaluation incorporate the ten questions contained in State 081077 of March 26, 1982 which African missions were asked to routinely answer during each project evaluation. Although the Human Resources Development office in Abidjan has conducted numerous evaluations since March 1982, this was the first mission request to utilize the Africa Bureau instrument. During discussion with the evaluation team, the mission stated its preference to have the ten questions treated in an appendix rather than in the body of the report. The mission also expressed the opinion that a good project paper would contain answers to many of the questions raised in these evaluation guidelines.

This appendix is written with the following objectives:

1. Experiment a recommended evaluation instrument;

2. Allow comparison of an Africa Bureau general evaluation instrument with a mission developed project specific evaluation instrument;

3. Permit assessment of potential overlap between project paper and the Africa Bureau evaluation instrument.

The usefulness of this appendix will be left to the judgement of the mission.

Question 1

What constraints does this project attempt to overcome and whom does it constrain?

Low agricultural productivity; unchanged centuries-old farming technology; lack of trained mechanics in the Eastern ORD; an existing artisans training program that is too centralized; training centers which are inadequately equipped.

Question 2

What technology does the project promote to relieve this constraint?

The technology has two components: a decentralized training center and a follow-up service (SACS). The principal objectives of the branch centers are the following: bring training interventions nearer to the area where trainees live and service is needed; integrate training and production; upgrade the training of instructors; improve the development of appropriate technology. The SACS technology involves an in-kind loan, where equipment and supplies are provided tax-free with 39 months to repay, at 7% interest, after a 15 month grace period.

Question 3

What technology does the project attempt to replace?

First, the project will replace informal training, whereby a master artisan often teaches only simple skills that an apprentice can perform without constituting competition for the boss; that is, the apprentice is not taught enough to go out on his own professionally. Second, the project will replace conventional rural mechanic technology which can often be qualified as inappropriate. For instance, untrained and unequipped bicycle mechanics unloosen pedals with a hammer. Their tool kit typically is composed exclusively of a hammer, a screw-driver, and a chisel. With the new technology, however, bicycle mechanics will learn the best use of tools. They will study the functioning of the mechanical system. They will also have a much wider range of tools at their disposal.

Question 4

Why do project planners believe that intended beneficiaries will adopt the proposed technology?

2050 artisans have been trained in CNPAR centers to date. 1250 of these have established themselves as practising artisans. It has been shown that CNPAR trained artisans normally double, triple or quadruple their earnings. In Fada there are only two rural mechanics at present; the market demand is high. In sum, CNPAR training is a proven system which in the case of the AID financed project is being extended to a needy area.

Question 5

What characteristics do intended beneficiaries exhibit that have relevance to their adopting the proposed technology?

CNPAR has learned through ten years experience how to interview prospective artisan trainees. CNPAR does not select literate artisans as a rule, because they have a tendency to gravitate to major towns, the capital, or the coast for lucrative employment. Besides a non-literate background, the most successful artisan trainees have the following other characteristics: they are married (this adds stability); they are practicing artisans; they are well thought of by villagers (very important criterion).

Question 6

What adoption rate has this project or previous projects achieved in transferring the proposed technology?

1250 out of 2050 or 61% of previously trained artisans under CNPAR training system have established themselves as practicing artisans. Next to blacksmiths, the highest adoption rate has been that of rural mechanics. Given the superior equipment being provided the Fada center, plus the penury of rural mechanics and high demand for this skill in the Fada region, it is estimated that the adoption rate for the Fada center will surpass 61%. The second component in the "package" after training is the follow-up system, dominated by the credit program. To date

approximately 72% of trained artisans have received loans. The repayment rate is currently 70%, that is 70% of the artisans with loans are paying the loans back on schedule.

Question 7

Will the project set in motion forces that will induce further exploration of the constraints and improvements to the technological package proposed to overcome it?

AID should include such inquiry in its regular project evaluation. One possible extension of the "technological package" that should be examined in the Fada region is the development of pre-cooperatives, as in Bassoule. Former CNPAR trainees and members of their families in Bassoule have formed a strong entity, facilitating credit loans and repayment.

Question 8

Do private input suppliers have an incentive to examine the constraint addressed by the project and come up with sclutions?

CNPAR trained artisans generally become part of the private sector. They avoid government contracts due to its traditionally tardy payments. By example, the CNPAR training artisans might encourage the private sector in the Fada region to produce more artisans. Young private artisans might join the work force as apprentices to the CNPAR artisans.

Question 9

What delivery system does the project employ to transfer the new technology to intended beneficiaries?

The delivery system consists of a teacher-pupil relationship, whereby pairs of artisans are trained under the watchful eye of a master craftsman. Training is always hands-on, and is conducted orally in local languages. The second project component, follow-up, consists of a delivery system in which frequent visits to the artisan's work site are made by project supervisory staff. On occasion, the delivery system may also entail periodic return by the artisan to the training center for refresher or in-depth practical work.

Question 10

What training techniques does the project use to develop the delivery system?

Bssically, the artisans work at the training center with the same types of tools that they will utilize in their later jobs. The exceptions to this basic instructional principle are two: artisans will have electric drills at the center whereas in the bush they will probably have to use manual drills (manual drill bits break so often that this can constitute a major training expense); in villages, mechanics using soldering equipment will most likely purchase a 30 kg bottle of gas, which will last them 4-5 months, while at the center carbide gas generators will be used. These machines cost 350,000 CFA, and are much less dangerous than bottled gas, but are impractical for a lone artisan.

Appendix B

ACRONYMS

AIP	Accelerated Impact Project
AR	Antenne Regionale
CATRU	Centre d'Application des Technologies Rurales et Urbaines
CNPAR	Centre National de Perfectionnement des Artisans Ruraux
CRPAR	Centre Regional de Perfectionnement des Artisans Ruraux
DPEFPA	Direction de la Promotion de l'Emploi et de la Formation Professionnelle des Adultes (Ex CNPAR)
ONPE	Office National de la Promotion de l'Emploi
PACD	Project Assistance Completion Date
PAF	Projet d'Artisanat Feminin
SACS	Service d'Assistance Conseil et Soutien
Ant. SACS	Antenne Regionale de SACS
SMP	Service des Methodes et Programmes