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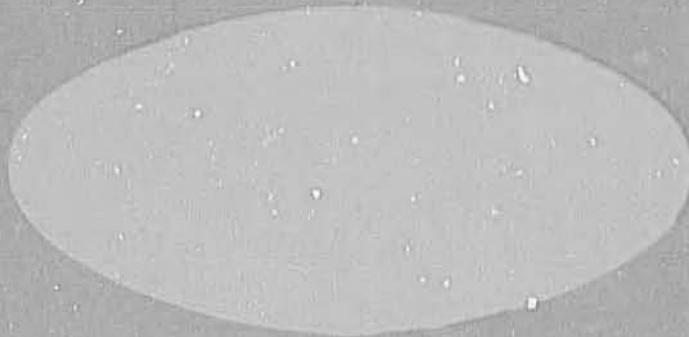
Gary Robinson  
*Executive Director*

Rev. Leon H. Sullivan  
*Founder & Chairman  
of the Board*

9384/1844/454/1

# INTER ONAL

**OPPORTUNITIES INDUSTRIALIZATION CENTERS**



*Apr revision, 1980*

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Telephone: Area Code 215 - 842-0220  
Cable Code: OICINTERNA, PH, PA.

PDAHG 269

OPPORTUNITIES    INDUSTRIALIZATION    CENTERS    INTERNATIONAL

OICI Institutional  
Development Grant

Proposal

Submitted to:

United States Agency for International Development

Reverend Dr. Leon H. Sullivan  
Founder & Chairman of the Board

Gary Robinson  
Executive Director

## ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR

FROM: PDC/PVC, I. Austin<sup>1</sup> Heyman

Problem: Your approval is requested for support to the Opportunities Industrialization Centers, International (OICI), to enable them to extend its program of community-based skills, training motivation, and generate employment for poor unemployed and underemployed persons in selected LDCs. We propose support under an Institutional Support Grant (ISG) for three years totaling \$998,723.

Background: The international program of OICI grew out of its successful domestic experiment of employment generation and industrial training for poor minorities in Philadelphia and other U.S. urban centers. The first international projects began in the early 1970s in Africa. We are of the opinion that OICI has greatly increased its institutional capacity over the period 1975-80. We and the missions that were in favor of continuing and expanding OICI activities, consider that OICI has a unique and successful approach to vocational training in the LDCs.

Although OICI faced many organizational problems in the early years, they have improved capacities for management, planning, project design, finance and personnel administration. Until one year ago, OICI had their program funded almost totally from central funds. Little by little, A.I.D. has converted the single centrally funded grant into country by country packages, plus the ISG requested here. In effect, from now on OICI country projects will be funded by sources other than PDC/PVC.

After several years of A.I.D. support, the OICI model has been continued in Nigeria and Ethiopia with local funding. A.I.D.-supported projects continue in Ghana, Sierra Leone, Liberia, Lesotho, Togo and The Gambia. OICI overseas training courses vary from country to country ranging from auto mechanics, secretarial skills, carpentry, plumbing, masonry, electrical construction, small business management, to animal husbandry and farm technology. The projects in Africa have demonstrated that, despite operational difficulties and LDC politico-economic problems, the OIC's meet an important developmental need for skilled and employable manpower.

Discussion: OICI submitted an ISG proposal in early 1980, which was reviewed and critiqued. OICI was asked for a revision. An amended proposal was submitted in April 1980. Upon reviewing the proposal several issues were raised and reported to OICI to answer. OICI has addressed these issues in its proposal revision of June, 1980. The ISG would support OICI's capacity to extend its program by doing project feasibility studies in selected new countries or for new phases in those countries where OICI is already operating. The ISG would not fund projects deemed feasible by such studies. OICI would have to find funding for such projects from local sources or foreign donors, including USAID missions. In keeping with the decision to transfer A.I.D. monitoring of OICI field projects to the missions, per Action Memoranda of May 22, 1979 and January 8, 1980, OPGs or other A.I.D. funds have been provided by the USAID missions or the Africa Bureau for given country projects in Africa. We believe that the missions are best situated to decide if A.I.D. funding is appropriate for existing or new OICI projects in the field.

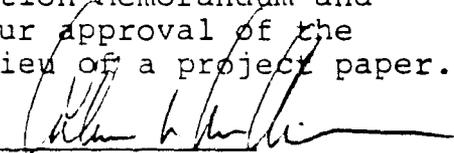
All of the missions mentioned in the proposal were queried about their reaction to OICI starting projects in their countries. Also the countries where OICI has been operating were asked for comments. With the exception of five missions, all were positive (conditionally or otherwise). See the attached summary of mission responses. Missions will exercise some control over the proposed feasibility studies. Travel clearance for countries to be visited by OICI for feasibility studies will be requested of PDC/PVC in advance. PDC/PVC then will cable the appropriate mission for clearance and comment on the proposed feasibility study. The mission must clear to permit the feasibility team to travel. If it does, no other action will be required of the Mission to allow generation of the study. Future project funding would not be implied by A.I.D. or other sources by feasibility study approval.

OICI is one of those organizations that provide a unique development service overseas, but is unable to raise enough money from the private sector to enable us to discontinue our broad support to the program. While OICI is working on its fund raising strategy we will be insisting that OICI absorbs a greater share of the total grant program costs each year. We will be explicit with OICI that this grant will be the last that does not include a significant cost sharing element for OICI, including much more private American contribution.

PDC/PVC and OICI have agreed that an indepth evaluation of their field activities will be undertaken in the tenth month of the first year to assess the ISG-supported program, its goals, and achievement, and where and at what level the program will continue. We propose to fund the grant for a year with a three year commitment.

While this grant is not restricted to exploration in Africa, the first year is devoted to African countries, thus so, and because we are not continuing with the grant until we have had a complete review of all activity at the end of year one, we are not asking any other Bureau to clear at this time.

Recommendation: That you sign this Action Memorandum and supporting documentation indicating your approval of the attached OICI proposal, submitted in lieu of a project paper.

Approved 

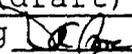
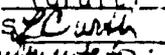
Disapproved \_\_\_\_\_

Date SEP 10 1980

**Attachments:**

- A. Action Memo May 22, 1979
- B. Action Memo January 8, 1980
- C. OICI Proposal and Project Data Sheet
- D. Environmental Threshold Determination
- E. Brief Summary of Mission's Reactions

**Clearances:**

|   |              |
|---|--------------|
| PDC/PVC:TFox (draft)  | Date 8/22/80 |
| PDC/PVC:RBigelow(draft)   | Date 8/22/80 |
| PDC/PMS:LStamberg  | Date 8/22/80 |
| AFR/HA:SSiegel (draft)  | Date 8/25/80 |
| GC/TFHA:LChiles    | Date 9/9/80  |

*DB*  
PDC/PVC:DBaker:jt:8/20/80:X51684

BRIEF SUMMARY OF MISSIONS' REACTIONS TO OICI PROPOSED FEASIBILITY STUDIES

Abidjan: REDSO supports OICI model for technical training and feasibility study in Ivory Coast.

Accra: Recommends favorable consideration for the grant proposal.

Banjul: Due to changing of OIC Gambia Board and other circumstances the situation is confused in Gambia therefore, USAID would only give a conditional approval pending resolution of problems.

Dar Es Salaam: They have no objection to begin exploration in year three of the grant. At the moment the Mission strategy is not harmonious with the OICI program.

Freetown: They feel the OICI model works well in Sierra Leone.

Khartoum: A recent survey by other group was negative concerning the climate for technical training, therefore, Mission reluctantly concurs.

Lome: Mission considers it premature for any additional activity. Many conditions and clarification are needed.

Maseru: Do not feel that additional activity should begin before February 1983, and then with certain conditions.

Monrovia: Any expansion would be premature right now.

Ouagadougou: OICI efforts may duplicate GOUV programs; Mission needs more time to study proposal.

Yaounde: No objection to proposal.

Cairo: Not advisable because at this time seems duplicative of local efforts.

Jakarta: Needs time to assure USAID strategy will be compatible therefore, object any feasibility travel before year three.

Kuala Lumpur: Mission wants removed from consideration because they are middle income country and need is not as great as elsewhere.

Kingston: No comment as they unfamiliar with OICI.  
Port-au-Prince: Mission feels OICI not for Haiti.  
Santo Domingo: No commitment either way.  
Port of Spain: Out of question due no mission and no prospect  
of any funds.  
Bridgetown: No comments.  
Georgetown: No comment now, wants more information.

|   |  |  |
|---|--|--|
| AGENCY FOR INTERNATIONAL DEVELOPMENT<br><b>PROJECT AUTHORIZATION AND REQUEST<br/>         FOR ALLOTMENT OF FUNDS PART I</b> | 1. TRANSACTION CODE<br><input type="checkbox"/> A    A - ADD<br><input type="checkbox"/> C    C - CHANGE<br><input type="checkbox"/> D    D - DELETE | <b>PAF</b><br>2. DOCUMENT CODE<br><b>5</b> |
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| 3. COUNTRY/ENTITY<br><p style="text-align: center;">Centrally Funded</p> | 4. DOCUMENT REVISION NUMBER<br><input type="checkbox"/> |
|--|---|

|   |   |  |
|---|---|--|
| 5. PROJECT NUMBER (7 digits)<br><input type="text" value="938-0184"/> | 6. BUREAU/OFFICE<br>A SYMBOL    B. CODE<br><input type="text" value="PDC/PVC"/> <input type="text" value="11"/> | 7. PROJECT TITLE (Maximum 40 characters)<br><input type="text" value="Opportunities Indust. Centers, Internat"/> |
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| 8. PROJECT APPROVAL DECISION<br>ACTION TAKEN<br><input type="checkbox"/> A    A - APPROVED<br><input type="checkbox"/> D    D - DISAPPROVED<br><input type="checkbox"/> DE    DE - DEAUTHORIZED | 9. EST. PERIOD OF IMPLEMENTATION<br>YRS. <input type="text" value="0"/> <input type="text" value="3"/> QTRS <input type="text" value="4"/> |
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| 10. APPROVED BUDGET AID APPROPRIATED FUNDS (\$000) |                         |                    |        |                     |        |                     |        |                     |        |
|--|-------------------------|--------------------|--------|---------------------|--------|---------------------|--------|---------------------|--------|
| A. APPROPRIATION                                   | B. PRIMARY PURPOSE CODE | PRIMARY TECH. CODE |        | E. 1ST FY <u>80</u> |        | H. 2ND FY <u>81</u> |        | K. 3RD FY <u>82</u> |        |
|  |                         | C GRANT            | D LOAN | F GRANT             | G LOAN | I GRANT             | J LOAN | L GRANT             | M LOAN |
| (1)  |                         |                    |        | 272                 |        | 339                 |        | 388                 |        |
| (2)  |                         |                    |        |                     |        |                     |        |                     |        |
| (3)  |                         |                    |        |                     |        |                     |        |                     |        |
| (4)  |                         |                    |        |                     |        |                     |        |                     |        |
| TOTALS   |                         |                    |        | 272                 |        | 339                 |        | 388                 |        |

| A. APPROPRIATION | N. 4TH FY |        | Q. 5TH FY |        | LIFE OF PROJECT |        | 11. PROJECT FUNDING AUTHORIZED<br>(ENTER APPROPRIATE CODE(S))<br>1 - LIFE OF PROJECT<br>2 - INCREMENTAL LIFE OF PROJECT | A GRANT | B LOAN |
|------------------|-----------|--------|-----------|--------|-----------------|--------|---|---------|--------|
|                  | O GRANT   | P LOAN | R GRANT   | S LOAN | T GRANT         | U LOAN |   |         |        |
| (1)              |           |        |           |        | 999             |        | 2   |         |        |
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| (3)              |           |        |           |        |                 |        |   |         |        |
| (4)              |           |        |           |        |                 |        |   |         |        |
| TOTALS           |           |        |           |        | 999             |        | C. PROJECT FUNDING AUTHORIZED THRU<br>FY <input type="text" value="8"/> <input type="text" value="3"/>                  |         |        |

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| 12. INITIAL PROJECT FUNDING ALLOTMENT REQUESTED (\$000)                 | 13. FUNDS RESERVED FOR ALLOTMENT                   |
| A. APPROPRIATION<br>B. ALLOTMENT REQUEST NO. _____<br>C GRANT    D LOAN | TYPED NAME (Chw/, SER/FM/FSD)<br>SIGNATURE<br>DATE |
| (1)   |  |
| (2)   |  |
| (3)   |  |
| (4)   |  |
| TOTALS  | 272  |

14. SOURCE/ORIGIN OF GOODS AND SERVICES     000     941     LOCAL     OTHER \_\_\_\_\_

15. FOR AMENDMENTS, NATURE OF CHANGE PROPOSED

Clearance: PDC/PVC, I. Austin Heyman AM

|                       |                               |                             |                                 |                                   |
|-----------------------|-------------------------------|-----------------------------|---------------------------------|-----------------------------------|
| FOR PPC/PIAS USE ONLY | 16. AUTHORIZING OFFICE SYMBOL | 17. ACTION DATE<br>MM DD YY | 18. ACTION REFERENCE (Optional) | ACTION REFERENCE DATE<br>MM DD YY |
|-----------------------|-------------------------------|-----------------------------|---------------------------------|-----------------------------------|

ENVIRONMENTAL THRESHOLD DETERMINATION

TO: AA/PDC, Mr. Calvin H. Raulerson

FROM: PDC/PVC, I. Austin Heyman

SUBJECT: Environmental Threshold Determination

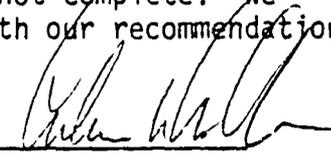
Project Title: Opportunities Industrialization Centers, International  
Project #: 938-0184  
Specific Activity (if applicable) \_\_\_\_\_  
REFERENCE: Initial Environmental/Examination (IEE) contained in  
\_\_\_\_\_ attached paper dated August 27, 1980

I recommend that you make the following determination:

- xxx 1. The proposed agency action is not a major Federal action which will have a significant effect on the human environment.
2. The proposed agency action is a major Federal action which will have a significant effect on the human environment, and:
- a. An Environmental Assessment is required; or
- b. An Environmental Impact Statement is required.

The cost of and schedule for this requirement is fully described in the referenced document.

       3. Our environmental examination is not complete. We will submit the analysis no later than \_\_\_\_\_ with our recommendation for an environmental threshold decision.

Approved: 

Disapproved: \_\_\_\_\_

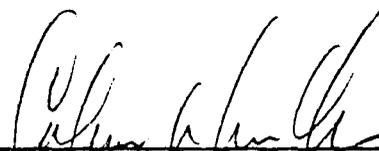
Date: SEP 10 1980

Project Authorization Request  
for Allotment of Funds

Name of Country/Entity: Centrally Funded

Name of Project: Opportunities Industrialization Centers, International

Pursuant to Part I, Chapter 1, Section 104 of the Foreign Assistance Act of 1961, as amended, I hereby authorize a total level of A.I.D. appropriated funding planned for this centrally funded project of not to exceed nine hundred ninety eight thousand and seven hundred U.S. dollars (\$998,700) of which the entire amount will be grant funded during the period FY 80 through FY 83, to help in financing foreign exchange (and local currency, if applicable) costs for the project, in accordance with the attached Project Proposal.

  
\_\_\_\_\_  
Calvin H. Raullerson

SEP 10 1980

\_\_\_\_\_  
Date

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INSTITUTIONAL DEVELOPMENT GRANT

Name of Applicant: Opportunities Industrialization Centers  
International, Inc.

Date of Proposal: February 12, 1980

Title of Grant Program: Strengthening Organizational Capacity  
To Develop Community-Based Non-Formal  
Education Programs.

Amount of Proposed Grant: \$946,996

Cognizant AID Office - PDC/PVC

## I. SUMMARY

This proposal is in response to an evolving need to strengthen and expand the capability of OICI to plan, implement and evaluate programs of skills training and employment generation in requesting international communities.

The primary goal of OIC International is to (1) provide technical assistance to communities interested in establishing Opportunities Industrialization Centers, Inc. (OIC); (2) provide appropriate services to them and make available those resources in our possession for the organization and appropriation of OIC programs; (3) provide trained administrators, volunteer workers, and other personnel involved in the development of OIC programs in any community or countries foreign to the United States of America; (4) provide motivation and training to develop and utilize the technical skills of people regardless of race, creed, color, or sex in the art of manufacturing, industrialization and agriculture as well as in other training areas, in order to ease local unemployment and underemployment problems.

OICI has a broad constituency which consists of major industrialists, educators, local government leaders and of course, the masses of poor and unemployed in domestic and foreign communities. However, due to the lack of public education, obtaining private and public financial support for OICI activities is an increasingly difficult task. Thus, AID support is being requested to assist the organization to meet its goals and objectives.

The major thrust of this project is to design and carry out feasibility studies in selected countries which have already established or developing Interest Groups. It is also in-

tended that OICI's project development process and management capacity will be the subject of three evaluations utilizing internal and external resources.

This project is planned for a period of three (3) years, and is divided into three (3) overlapping phases. The first phase involves the recruitment/contracting of consultants and the improvement of OICI Administrative/Service Systems (especially feasibility, evaluation, and MIS study design and implementation. The second phase primarily focuses on the actual implementation and completion of the studies. The third and final phase will entail the development and submission of project proposals based on the findings and recommendations of the feasibility study teams in collaboration with the local interest groups. Thus, the Institutional Development Grant would provide the funding support necessary to sustain the program development efforts of OICI that are not currently covered by the operational program grants.

The total cost estimated for this is \$1,041,695. First year costs are \$283,052; second year is \$353,720 and third year is \$404,923. Actual amount requested from AID is \$946,996 for the life of the project. These funds are to be utilized separately and distinctly for OICI program development activities and as such will not be used in support of local program operational activities. In no instance would IDG funds overlap with operational program grant funding. It is intended that funds from the IDG will enable OICI to produce proposals for local programs which will be subsequently funded through OPG's at the Mission level.

An indication of our experience in development assistance is the fact that there are local OIC's currently operating in eight (8) countries in Africa and at least eight (8) OIC

Interest Groups in various stages of development in other parts of Africa, Asia and the Caribbean. Five of the current local programs were developed and funded within the last four years.

Proposal information concerning Project Background and Detailed Description is located in Section II, Implementation Plan in Section III, and Financial Plan in Section IV. The Appendices include the detailed cost tables and the Logical Framework Matrix.

As presented in this proposal, the description of the origin and development process of the OIC model, together with an outline of service delivery techniques, quite clearly shows that OICI is a dynamic as opposed to a static organization. It has already been proven that the basic concepts which undergird a successful OIC program is transferable to developing communities in Africa and the community based approach is crucial in the direct provision of services to the "poorest of the poor". The major objective, therefore of OICI is to continue to serve as a catalyst for local community involvement and contribution to improvements in their social and economic conditions.

## II. PROJECT BACKGROUND AND DETAILED DESCRIPTION

### A. Background

#### 1. Problem Overview

- (a) Development is pursued by nations or communities ostensibly to improve the quality of life of its citizens. Yet development is all too often viewed as a disembodied problem of mobilization and allocation of physical resources, and nowhere is this more evident than in the area of "utilization of manpower". Ultimately planning in this area must not be concerned primarily with making manpower available for maximum production. Instead it must face up to the more difficult and ill-defined task of preparing people to contribute to the development process in its widest and most meaningful sense. There are many obstacles to this strategy including the existence in many developing countries of a "colonial" education system, salary structure and administrative mechanism; including the dependence on foreign expertise and capital.
  
- (b) The educational systems in different kinds of societies have been and are very different in organization and content. They are different because the societies providing the education are different, and because education, whether it is formal or non-formal has a purpose. That purpose is to transmit from one generation to the next the accumulated wisdom and knowledge

of the society, and to prepare the young people for their active participation in its maintenance and development.<sup>1</sup>

The fact that pre-colonial Africa did not have "schools" - except for short periods of initiation in some tribes - did not mean the children were not educated. They learned by living and doing. In the homes and on the farms they were taught the skills of the society, and the behavior expected of its members. They learned the work which had to be done on the crops, or the care which had to be given to the animals, by joining with their elders in this work. They learned the tribal history, and the tribe's relationship with other tribes and with the spirits, by listening to the stories of the elders. Through these means, and by the custom of sharing to which young people were taught to conform, the values of the society were transmitted. Education was thus "non-formal"; every adult was a teacher to a greater or lesser degree. But this lack of formality did not mean there was no education, nor did it affect its importance to the society. Indeed, it may have made the education more directly relevant to the society in which the child was growing up.

Western education has been formalized for a very long time. An examination of its develop-

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<sup>1</sup>Nyerere, Julius K., UJAMAA: Essays on Socialism, "Education for Self-Reliance" Oxford Univ. Press. London. 1968

ment will show, however, that it has always had similar objectives to those implicit in the traditional African system of education. That is to say, formal education in the West is intended to reinforce social ethics existing in a particular country, and to prepare the young people for the place they will have in that society. Wherever education fails in any of these fields, then the society falters in its progress, or there is social unrest as people find that their education has prepared them for a future which is not open to them.

- (c) Today, many developing countries and donor agencies are concerned about the "education sector", stressing the need for a "sector-wide" approach to education, training and other learning services. The primary objective seems to be to supplant the project-by project approach, and thus to provide a comprehensive view of all education and training activities and their interrelationships in order to identify the most strategic projects for national investment and possible external assistance. The sector approach requires wider ranges of data and more sophisticated analysis than that heretofore utilized by OICI to formulate broad strategies of human resource development and utilization, and to meet the organizational objectives related to comprehensive and rational planning and evaluation efforts. Going far beyond the traditional boundaries of formal education, the sector approach, encompasses training and human resource development in other sectors such as

agriculture, industry, health, nutrition and public service. Unlike other sectors, education is not a relatively self-contained system; it has multiple intersections with almost every facet of development. Utilizing the sector approach, in actuality then, would require a comprehensive analysis of national development from a human resources perspective.<sup>2</sup>

- (d) In a growing number of countries, some kind of sector assessments have been made and/or are in progress. For the most part they are narrow in scope being confined mainly to the formal education system and often to particular levels.

When economic growth and expansion of employment opportunities are included among a community or a country's goals, then an analysis of the processes of human resource development in the world of work is the most realistic starting point for a planning or evaluation study. Indeed, one of the most serious shortcomings of existing project or sector assessments is the failure to determine the skill and knowledge - generating function of the principal employing institutions. A systematic evaluation of the learning generating capacity of working environments is a much superior analytical tool

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<sup>2</sup>Harbison, Frederick H., "Education Sector Planning for Development of Nationwide Learning Systems," OLC Paper No. 2. American Council on Education. November, 1973

than the usual high-level manpower survey.<sup>3</sup> Manpower demand is expressed more realistically in terms of trainable rather than full trained workers. The arbitrary and misleading assumption that the formal education system can produce trained persons like so many bars of soap is rejected. The concept of continuous learning throughout one's working life is reinforced and attention is directed to understanding the processes of learning and their interrelationships.

Finally, it is believed that misinvestment occurs in formal education and particularly in formal vocational and technical training when inadequate emphasis is given to the necessary linkages with industry (employing institutions) and working environment. Therefore, an analysis of the work place focusing on access, learning orientation, constraints and efficiency should be given a primary role in feasibility or evaluation assessments of non-formal education and training activities.

## 2. Rationale

- (a) It is now widely recognized that a simple review of a country's formal schooling system provides only a partial and quite inadequate analysis of its system of human resources development. For this reason, planners have become

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<sup>3</sup>Ibid.

more aware of "non-formal education". But this is difficult to define. In the broadest sense, non-formal education and training encompass the entire range of learning processes and experiences outside the regular graded school system. Thus, it includes everything from learning from parents, communication with others, and learning from experience to formal training on-the-job, apprenticeship, adult education, and participation in organized out-of-school programs such as youth brigades, extension services and community development projects. Probably no country has ever made a complete inventory of all non-formal learning programs conducted by its public and private agencies; there are no reliable estimates of either capital or recurrent expenditures allocated to them. However, in the aggregate, probably more people are exposed to non-formal learning activities than to formal schooling. And as a continuing process of development of skills, knowledge and capacities of the labor force, non-formal learning and training is certainly of equal importance to formal education.

In many countries non-formal education may offer the only available learning opportunity for large proportions of the population; they can be a means of counterbalancing some of the distortions created by the formal education system; and finally, in part because of their heterogeneity and decentralized control, non-formal education activities often provide unique opportunities for innovations in the nationwide

learning system.

It would of course be desirable for every country to build a strategy for inventory and integration of all non-formal education into a more consistent and better functioning system. But this is not an easy task. It has been suggested by some educational planners that the best procedure is probably to concentrate on a relatively small number of "leverage points" or programs where concentrated effort might have the highest pay-offs. Some recommended leverage points are adult literacy programs, work-oriented literacy projects, farmer training centers, village polytechnics, mobile craft training programs, urban skills centers closely associated with employing institutions, nutrition and health centers and family-planning clinics. These and other important programs can be operated by private groups or public agencies; they may be centrally sponsored or locally initiated. The OIC approach fits in with these recommendations quite well.

- (b) In 1973, an evaluation report on OICI by Wolf and Company cited several examples of OICI's needs in meeting host community development assistance requests. OICI needs to develop a comprehensive evaluation system which provides sufficient feedback to redirect and redesign projects, and which would measure OICI technicians and managers' interpersonal relations and effectiveness. The project development process at OICI when assessed by Wolf & Company was

and currently remains, lengthy and exhaustive. Additional staff and funds in this area would help to accelerate the response time (currently anywhere from two to five years) in servicing the needs of requesting communities.

- (c) OICI operations are conducted under the guidelines governing funding for private and voluntary organizations in connection with development assistance under the U.S. Foreign Assistance Program. As such, OICI activities do not follow the same structure as U.S. Government bi-lateral activities. In its current projects in Ghana, Nigeria, Ethiopia, The Gambia, Togo, Liberia, Lesotho and Sierra Leone, OICI functions within the framework set by the local Interest Group, which eventually becomes the Board of Directors of a funded program. Under the guidance and leadership of this Board, governmental affiliations are arranged and other local inputs such as funds and in-kind contributions are secured. In each OICI project, it has been the Program Advisor's (project manager) role to motivate the director of the community action program.

This is one of the essential innovations incorporated in the OICI modus operandi, i.e. working through the local community to secure government cooperation rather than the reverse of working through the government to deliver services to the community, as happens in the case with most bi-lateral agreements. Thus, the role of OIC International is that of a catalyst, i.e. to provide these concerned groups or individuals with the

initial technical and financial assistance necessary for community self-improvement.

### 3. OICI Experience and Impact

Historically, Opportunities Industrialization Centers have operated at the local level as self-contained, comprehensive, manpower service programs.

The target population OICs serve, while not always economically distinguishable from clientele served by the public employment service systems, is specialised. It consists of the hard-to-reach poor - those unable or unwilling to utilize the services of established manpower institutions.

The unique system responsible for OIC's relative success in servicing this particular segment of the local community consists of several factors. For one, OIC program components are trainee oriented. Individuals are allowed to proceed at their own pace and use materials specifically suited to their level of development. OIC training criteria recognizes that non-normative population learning needs are not satisfied by classic pedagogical approaches. Attitudinal modification, for example, is approached in a manner impossible under a formalized training setting.

The seventies' was a decade of growth for the OIC organization. The number of OICs, both nationally and internationally increased dramatically from 25 in 1970 to 160 centers in the U.S. (in 48 states) plus 11 centers in 8 African nations.

The phenomenal increase in the number of OICs has in part been due to the much publicized success of the Prototype and the facility with which the program model has been adapted to local community needs. Another important factor has been the enthusiasm of local community residents as participants in the actual development and implementation of the OIC programs.

While the original success and adaptability of the OIC model has been largely responsible for the expansion of the OIC movement, problems resulting from lack of universal guidelines, standards and procedures have accompanied the rapid growth of the organization. Conflicts in various local program objectives, forms and structures were not simply severe departures from the structure of the Prototype, but rather they stemmed from failures to be directed to utilize their existing resources fully.

## History of the Prototype

The history of the OIC Prototype is well known and needs no extensive recapitulation. The national Prototype for Opportunities Industrialization Centers began as a civil rights movement. A group of Philadelphia ministers, led by Reverend Leon H. Sullivan, was successful in influencing industrial and other private employers to use qualified Black applicants.

After an initial success, it was found that while employers made job slots available, the underemployed and unemployed were not adequately skilled and/or otherwise oriented to the available employment opportunities. Consideration of this fact led to the development of a skill training capability. It is significant to note that resources up to and including this stage of growth (the funds, equipment, training sites and facilities) were all non-government.

From this point, the OIC Prototype has developed a model for a comprehensive services center.<sup>4</sup> The model includes the following components: Outreach, Intake, Counseling, Feeder (Pre-vocational training and attitudinal development, Occupational skills training, Job Development and Placement, and Follow-Up).

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<sup>4</sup>Anderson, Bernard E. The Opportunities Industrialization Centers: A Decade of Community-Based Manpower Services. Philadelphia: Industrial Research Unit, The Wharton School, 1976.

## The Self-Help Concept

As a philosophy as well as a technique, self-help is a many-faceted factor of importance to the OIC movement.

Self-help originated in part as a fact of the use of funds raised in indigenous communities by local residents, including members of target populations. A second expression of self-help was in the marshalling and utilization of local civic and business resources external to the target community. A third and crucial expression was and is the commitment of trainees to self-help without the benefit of training allowances or stipends.

On an operational level, the technique of self-help has been a highly effective mechanism in accomplishing the following goals:

- a) Maximum feasible involvement of the poor in total program structure
- b) Build-up of a broad base of community support for programs and most particularly the support of the poor themselves
- c) Neutralization of negative political and other adverse impacts on the effort to develop effective programs for the poor
- d) The bringing together of various racial/ethnic factions in the community and their mobilization for action directed toward a specific objective.

That self-help is a highly effective motivational technique is best demonstrated by the fact that the OIC program is capable of operating without training allowances with a relatively low drop out rate.

## The International Development Effort

OPPCRTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL was established to provide assistance to the development of unique OIC type manpower training programs in communities outside of the continental United States of America. It utilizes the self-help approach to international assistance to developing nations. The wide range of support is provided under four categories: (1) short-term U.S. training for overseas personnel; (2) on-site technical assistance by assigning OIC American personnel overseas for the life of a project; (3) provision of training equipment and materials; and (4) financial assistance to the local Board of Directors. These efforts allow the local community through its OIC Board of Directors to join in this endeavor of peoplehood and community development.

In this area of vocational (especially urban skills) training, OICI has accomplished a great deal toward alleviation of skilled manpower shortages in a target community. For example, the OIC Ghana non-formal education program has trained and placed over 1,000 trainees since its inauguration in 1971. The Ghanaian Ministry of Education recognizes the certificate awarded to the OIC graduate as being on an equal level as that received of government training institutions. Employers from government and business have expressed deep satisfaction at the work habits and skill levels possessed by the OICG trainees in carpentry, masonry, plumbing, auto mechanics, electricity, catering, and commercial arts. Additionally, in Nigeria, the OIC Lagos program, besides training nearly 900 enrollees, has received substantial recognition and financial support from the GON's Industrial Training Fund.

The estimated total to date, of trainees serviced by the eight international programs (including Liberia, Lesotho, Sierra Leone, The Gambia, Togo and Ethiopia is well over 3000. The average placement rate for the individual programs range from 87 to 100 per cent. At least fifty (50) local counterpart staff have been upgraded and retain positions of responsibility in the local programs. An indication of the multiplier effect induced by these programs is reflected in the focus on training of trainers as well as trainees.

Individualized courses of study are developed for each training program incorporating the basic OIC methods and techniques (with appropriate modifications) employed at the Prototype.

#### OICI and Agriculture

The OICI agricultural training and production projects (Togo and The Gambia are developing mechanisms to market crops, livestock and poultry produced by trainees and workers at the farm as a means of generating income to support operating expenses of the training center.

It is believed that if OICI is to continue to make a significant impact in assisting the development efforts of LDCs (less developed countries) then we would have to concern ourselves with rural development needs as well as vocational skills training since it provides the livelihood for 80-90 percent of the population of most Third World Nations.

Accordingly, OICI agriculture projects are assisting in the introduction of intermediate level farm technology to the rural poor in LDCs. Specifically, these programs in Togo and The Gambia focus upon the training of post-primary school leavers for improved cultivation methods, agricultural extension work, farm mechanics and informal cooperatives development. They also conduct on-farm training for rural farmers in intensive and extensive farming methods appropriately adapted to their physical and socio-economic environment. In the two years since the agricultural training programs were initiated approximately 70 young farmers have been trained, 85% of which are now farming on their own land.

A significant amount of infrastructure development was completed for both agricultural projects. On "bush" land, donated by the villages, the projects have cleared a total 500 acres, constructed at least 16 buildings for classrooms, dormitories and offices and developed a previously non-existent water supply network. Finally, electricity and some machinery was brought in to enhance the development effort.

## B. Detailed Description of the Project

### 1. Goal

The project goal "To provide community-based skills training, motivation, and employment for poor unemployed and underemployed school leavers in Less Developed Countries (LDC's), derives from OICI's institutional development strategy as specified in the organization's 5-year Plan.

The goal relates to problems identified as follows:

1. Insufficient time allotted for program development and feasibility evaluations.
2. Insufficient personnel available for field studies and reports preparation.
3. Inordinate time lags in proposal completion and submission.
4. Lack of funds for timely follow-up to Interest Group requests.

The project will contribute to goal achievement through enabling (1) improved efficiency (internal and external) of OICI operations; (2) the spread of OIC concepts to additional LDC's; and (3) increased effectiveness in responding to identified local community needs.

Objectively verifiable indicators and means of verification of goal level achievement are included in the Logical Framework. See Appendix A.

Important goal level assumptions are:

1. The international OIC Interest Groups continue to create a demand for OICI services.
2. That services offered by other PVO's and donors are insufficient and/or unsuited to meet the needs of the interest groups.

These assumptions are expected to hold. The continuous requests for assistance are much more numerous than the OICI capacity to respond and the interest is sustained on the average over a several year period. The combination of services offered by OICI are unique and are available only to locally incorporated OIC groups.

## 2. Project Purpose

The purpose of this project is multifold:

- 1) To strengthen and augment the institutional capacity of OICI to plan, implement, and evaluate non-formal employment and training programs and small scale economic enterprises in requesting LDC's.

## Objectively Verifiable Indicators

The conditions expected at the end of the project include the following indicators of purpose level achievement:

- 1) Increased efficiency and effectiveness of OIC design and evaluation strategies and methodologies.

- 2) Increased skill and productivity of program and evaluation staff.
- 3) OICI institutional capacity nearly doubled from six operating programs in FY80 to eleven by FY83.

### Means of Verification

Refer to the Logical Framework, Appendix A for the End of Project Status (EOPS) verification sources.

### Important Assumptions

The most important assumptions at the purpose level are the same as those for the goal level, plus one another, i.e. that funded proposals will result from at least 11 of the 16 feasibility studies.

Based on previous experience this assumption is felt to be reasonable allowing for good management of resources and few political or economic crises in the areas intended for study.

### 3. Outputs

The type and magnitude of outputs expected during the course of project implementation include:

- 1) Incorporation of sixteen (16) additional international OIC groups.
- 2) Completion of selected project feasibility studies.
- 3) Completion of two (2) internal evaluations of project progress.

- 4) Completion of one (1) joint AID/OICI/Third Party Consultant evaluation of goal achievement.
- 5) Completion and submission of eleven (11) program proposals to funding agencies.
- 6) A revised and improved Management Information System package.

The means of verification for the above outputs will be found in records maintained at OICI, AID, and the targetted host country.

The major assumptions here are:

- 1) Mutually cooperative working relationships between OICI, USAID's, and local Interest Groups.
- 2) Full understanding and participation of local Interest Groups in self-help efforts to ensure institutionalization.
- 3) Availability of qualified consultants at a reasonable cost, i.e. within the ceiling of OICI Personnel Policies.

#### 4. Inputs

The project inputs are detailed in The Financial Plan, Section V and in the Logical Framework, Appendix A. One full-time and five part-time OICI staff will furnish a total of 92.7 man months to this project. Short-term consultants will provide the additional manpower needed to complete planned activities.

Most miscellaneous pre-feasibility related expenses will be borne by OICI from private sources. Local interest groups will raise seed money locally through membership drives and other fund-raising schemes. These seed monies will be used also to defray the expenses associated with incorporation and miscellaneous assistance to feasibility and evaluation teams during field visits.

The OIC Comprehensive Services model contains the following elements:

- 1) Outreach
- 2) Intake
- 3) Counseling
- 4) Feeder (Pre-vocational training and attitudinal development)
- 5) Occupational skills training, (vocational or agricultural)
- 6) Job development, Placement, and Follow-up.

The above concept is undergirded by the community-based self-help approach promulgated by OICI. The planned feasibility studies will investigate the potential viability of an OIC type program in a requesting international community. In a related vein, the evaluation studies will assess the degree of successful adaptability and institutionalization of the OIC model in the target communities. The evaluation studies will focus on the success of the planning and implementation strategies of OICI as a con-

trast to the scope of the individual project evaluation studies. Consultants will be used extensively to complete the scope of work in the planned time frame.

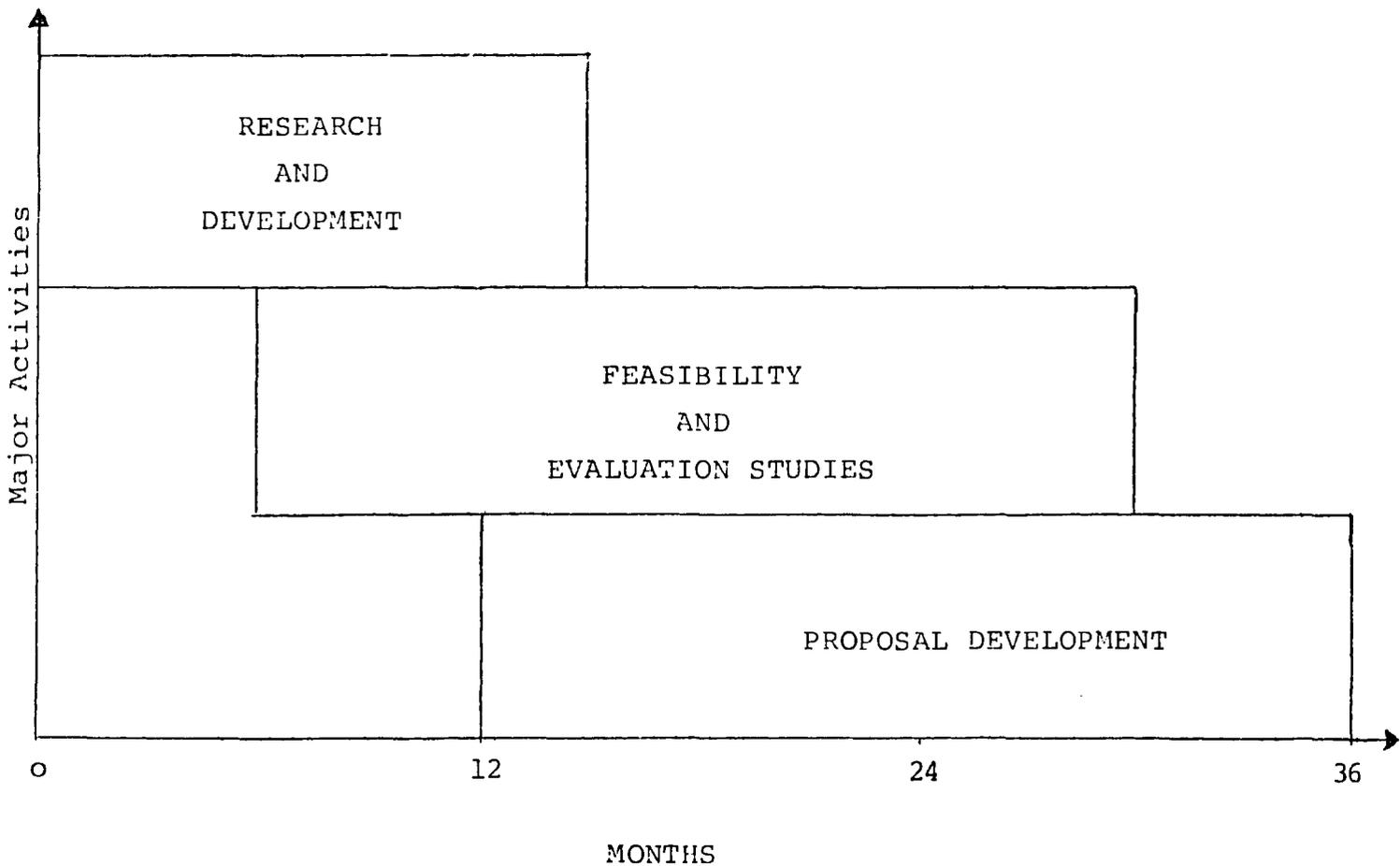
III. IMPLEMENTATION PLAN

A. Major Phases

- I. Research & Development - 15 months
- II. Feasibility & Evaluation Studies - 24 months
- III. Proposal Development - 24 months

B. Overview Schedule

/WATERFALL OF ACTIVITIES/



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C. Narrative of Each Phase

Phase I will require extensive research, data and information assembly in-house at OICI, and also from AID, the World Bank, United Nations, Universities and other PVO's to ascertain the state-of-the-art in project development guidelines and processes. After in-depth analysis and presentation of the material, management consensus will be solicited to determine OICI perspective and the sector assessment approach to be utilized. Perspectives/approaches to be analyzed will include the following:

- a) Social demand
- b) Needs for national development
- c) Manpower needs
- d) Economic returns
- e) Employment generation

Recommendations will be expected on approach or combination of perspectives most ideally suited to the capacity and needs of OICI.

The focus of Phase II is the actual selection and fielding of feasibility and evaluation study teams. The feasibility study teams will visit a total of sixteen countries during the three year period. Eleven of them will be designated for further study under Phase III. All 16 communities will be ranked as to suitability for OIC development in terms of the potential economic and social benefits at varying investment costs and strategies. These alternatives will be clearly spelled out, identifying the effective vari-

ables, to facilitate final decision making by the Central Management Team at OICI. It should be apparent to all why the eleven (11) sites chosen were indeed chosen. The selection process will be completed within 30 days after the submission of each study report. The flow chart and the end of Section F illustrates the project development process to be followed by OICI during Phases II and III.

The evaluation studies have a double-pronged focus. Three evaluations of varying depth and purpose are planned for the three year grant cycle. Two of the studies will be conducted solely by OICI to assist management and planners in making decisions about programs and projects by:

1. Indicating the level and quality of communications and information flow to permit informed decisions;
2. Providing a rational basis for the selection of alternative actions and strategies; and by
3. Measuring progress toward achievement of target outputs.

A third evaluation, to be completed near the end of the grant period will be conducted under the joint auspices of OICI and AID. This evaluation will determine why the project is or is not achieving its stated goal and purpose; and assess the overall effectiveness of the organizational project development strategies, processes and impact on target communities.

Phase III involves the preparation of high quality and rational proposals for (1) the expansion of existing

OIC programs and (2) the establishment of new OIC's in countries to be studied. The direct responsibility for design of the project, preparation of a financial plan and budget, and writing of a project proposal lies with the OICI Planning and Program Office, assisted by the Evaluation and Finance/Administration Offices and in on-going collaboration with the local Interest Group. These proposals will be submitted to the various local AID missions in the host country for approval and to AID/Washington for review and comments and further approval depending on the level of the budgetary request.

Key elements in the proposal development process are the construction of the Logical Framework Matrix (logframe) and the Project Performance Tracking (PPT) system. All participating staff will receive specialized in-service training in the development and use of the planning tools. When possible, Interest Group members and local program staffers will also be trained in the logframe methodology.

D. Major Activities for Phase I

1) Information and Data Collection

The specific actions required for this task are:

- a) the collection and/or retrieving of data
- b) the systematic collection and storing of data
- c) the preliminary dissemination of summary of data package

- d) the continuing analysis of data collected and presentation of appropriate recommendations to the OICI management team.
- e) the provision of information stored to developers of the guideline manuals.

It must be noted that the information and data mentioned above constitute a resource for OICI and not of any particular department or program. The final information package should contain a comprehensive set of qualitative and quantitative data pertaining to all aspects of OICI's past, present and projected development assistance projects, and aggregated development experiences of other PVO's, multi-lateral donor agencies and AID.

## 2) Guideline Manuals Development

Based on the consensus attained by OICI management, the following guidelines manuals will be developed and/or revised;

- a) Scope of Work design
- b) Feasibility Study design & implementation
- c) Evaluation Study design & implementation
- d) Interest Group development and incorporation
- e) In-Service staff development
- f) Proposal Development and funding steps
- g) Management Information System (MIS)

The manuals indicated in items (a), (d) and (g) are to be revised, while items (b), (c), (e) and (f) are all new documents.

E. Major Activities for Phase II

The following actions are indicated for execution of the feasibility and evaluation studies:

- a) Completion of individual country study design package (includes pre-feasibility research)
- b) Recruitment/selection of consultants
- c) Identification of in-house staff for participation in study
- d) Completion of travel arrangements including required documents
- e) Consolidation of local support needs
- f) Field research, observation, compilation of data
- g) Collaboration with local USAID re: Study objectives
- h) Data Analysis and Progress Report
- i) Submission of Final Report to OICI/USAID/AID/Washington with detailed recommendations
- j) MIS Reproduction and Testing

The above list is far from exhaustive, but rather a guide for general actions to be followed allowing for flexibility under a given set of circumstances. A timetable for completion of the study will be established in the Scope of Work ranging anywhere from 45-90 days.

Feasibility studies are intended to be conducted in the following countries per indicated schedule:

Year One

- 1) Ghana (Phase III)
- 2) Sierra Leone (Phase II)
- 3) Togo (Redesign)
- 4) Ivory Coast (Redesign)

Year Two

- 1) Liberia (Phase II)
- 2) The Gambia (Phase II)
- 3) Cameroon
- 4) Sudan
- 5) Egypt
- 6) Caribbean

Year Three

- 1) Lesotho (Phase II)
- 2) Upper Volta
- 3) Tanzania
- 4) Swaziland
- 5) Indonesia
- 6) Malaysia

Any of the above countries may be replaced by another country not on the list if certain conditions warrant the exclusion of any of the above countries from consideration for OIC development. See Goal level assumptions in Logical Framework, Appendix A. If this becomes

necessary, AID would be duly notified and steps taken to revise the authorized listing of country feasibility studies and substitute with equally suitable requesting countries.

F. Major Activities for Phase III

The proposal development phase can be broken down into several discrete activities:

- 1) Construction of the program design including Logical Framework and PPT.
- 2) Completion of the following analyses:
  - a) managerial/administrative analysis of proposed project
  - b) economic analysis of project
  - c) social soundness analysis of project
  - d) financial viability
  - e) technological appropriateness
  - f) budgetary
- 3) Writing the proposal document - first draft
- 4) In-house review of proposal
- 5) Completion of proposal - final draft
- 6) Submission of proposal to local interest group
- 7) Acquisition of host government letters of approval and support
- 8) Submission of proposal to local USAID Mission
- 9) Submission of proposal to AID/Washington
- 10) Follow-up Actions
  - 1) Review meetings at AID/Washington and at local Mission if necessary.

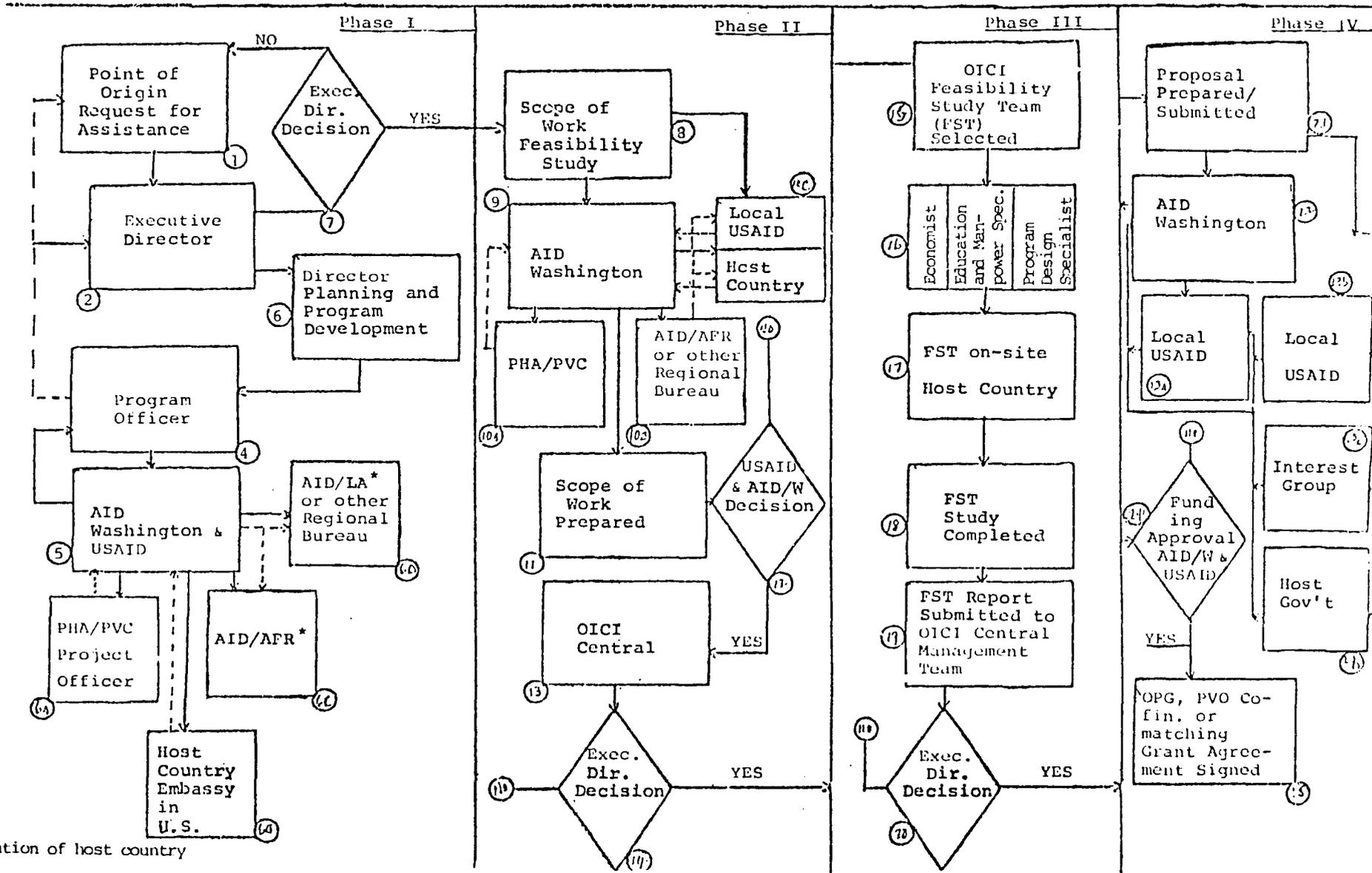
- 2) Liaison with Interest Group to secure memoranda of Understanding; incorporation papers, etc.
- 3) Securing of host government amenities available to non-profit missionary and charitable organizations.

11) Full scale implementation of revised MIS.

G. Proposal Development Process Flow Chart

The flow chart on the next page illustrates the major actions, decisions and interactions involved in the feasibility and proposal development process. It also clearly delineates each stage at which collaboration and or consultation with USAIDs and AID/Washington will occur. The accompanying narrative identifies the various offices concerned and points out their interrelationships.

PROPOSAL DEVELOPMENT PROCESS FLOW CHART



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Depends on location of host country

NARRATIVE FOR PROPOSAL DEVELOPMENT  
PROCESS FLOW CHART

1. Request for Assistance (letter of interest) is sent from "X" host country to OICI Central Office.
2. Letter of interest/request for assistance is received by the Executive Director.
3. Request is referred to Director of Planning and Program Development for appropriate action.
4. Request is referred to Program Officer for response and follow-up.
5. AID Washington and USAID is apprised of "X" country interest in OICI development assistance activities.
- 6a. AID/PHA/PVC and AFR/HA or other Regional Bureau is contacted for advice in selection and definition of intended target community.
- 6b. The Embassy representing "X" host country may be contacted for data concerning "X" country.
- 6c. AID/Bureau of African Affairs or other appropriate Regional Bureau may be contacted as a resource for data concerning "X" country and communications facilitation.
- 6d. AID/Latin American Bureau or Asia Bureau may be contacted as a resource for data concerning "X" host country and communication facilitation.
7. The Executive Director in collaboration with OICI Board makes a decision as to whether or not OICI will try to assist "X" host country.
8. A "Scope of Work" is prepared for an in-depth on-site feasibility study of "X" host country's request.
9. The proposed "Scope of Work" for the feasibility study is submitted to AID/Washington for travel approval and concurrence from USAID.
- 10a. A copy of "Scope of Work" is referred to PHA/PVC for review and comments.
- 10b. A copy of "Scope of Work" is referred to Africa Bureau or other Regional Bureau (if "X" country is located in Africa) for review and comments.

- 10c. A copy of "Scope of Work" is sent to "X" host country OIC Interest Group for review and comments and to the local USAID Mission. The USAID confers with the local Interest Group and subsequently relays its comments/review to AID/Washington and OICI.
11. The comprehensive review of the proposed Scope of Work is completed.
12. AID/Washington and USAID concurs with feasibility study scope and travel plans.
13. OICI receives written notice of AID/Washington and USAID concurrence with feasibility.
14. The Executive Director indicates OICI intention to proceed with feasibility study.
15. Coordination of a feasibility study team is initiated.
16. The feasibility study team is comprised of specialists in at least three areas - Education & Manpower Planning, Program Design, and Economics or other relevant areas.
17. The feasibility study team travels to host country and performs a 3-4 week study of local manpower needs and resources, etc.
18. A comprehensive document detailing feasibility study team findings and recommendations is prepared.
19. The feasibility study report is presented to OICI Central Management Team, consisting of Executive Director, Director of Planning/Program Development, and Director of Finance/Administration.
20. The Management reviews feasibility study reports and indicates decision to proceed with proposal development.
21. The project proposal is prepared by Department of Planning and Program Development and submitted to AID/Washington & USAID.
22. AID/Washington is in receipt of project proposal and proceeds with formal review process.
- 23a. AID/Washington relays copy of project proposal to USAID for review and comments.
- 23b. OICI sends copy of project proposal to USAID to facilitate speedy review and response process.
- 23c. OICI sends copy of project proposal to host country OIC Interest Group for review and comments. Interest Group is to communicate directly with local USAID concerning proposal review.

- 23d. OICI sends copy of project proposal to appropriate Ministry in Host Government for review and comments. Interest Group is to communicate with host government officials concerning proposal review.
24. USAID receives input concerning proposal from local OIC Interest Group and host government officials and relays final comments and recommendations to AID/Washington. \*AID/Washington finalizes review process and decides on funding of project.
25. A Grant Agreement is prepared notifying OICI of funds obligated for approved project.

\* For life-of-project budgets in excess of USAID approval level.

#### H. Evaluation Plan

In accordance with the stated project goal, "to provide skill training, motivation and employment for poor un-employment in LDC's," the major thrust of the evaluation plan is to assess the overall organizational capacity of OICI to effectively and efficiently carry out the following activities:

1. Interest group development
2. Feasibility studies
3. Project design and proposal development
4. Project implementation, including:

- a) operational planning by Central Office
  - b) personnel recruitment and pre-service training
  - c) monitoring and evaluation of projects' performance
  - d) field support services
  - e) participant training program
  - f) direct impact on local Boards and staffs as a result of their interactions with OICI.
5. Research and Development
  6. OICI Central Office management
    - a) manpower
    - b) staff development
    - c) personnel policy implementation
    - d) management information system
    - e) fiscal management (planning, control, guidance)
    - f) cost-effective policy implementation
  7. Policy guidance and input from the OICI Board of Directors
  8. Community education and constituency building in the U.S.
  9. Resource mobilization (fund-raising)
  10. Role and impact of OICI in U.S. development assistance program.

It must be emphasized that the actual scope of each annual evaluation study will be determined by the available resources. An in-depth evaluation of all the above items simultaneously is certainly very costly in terms of manpower, money and time. In any case, the approach to the evaluation should be collaborative, i.e.

involving OICI, USAIDs, AID/Washington and outside consultants. The specific roles and combinations of parties concerned on each evaluation study team will be determined in the final study design. See Phase II narrative for additional delineation of roles and time-frame.

I. An Analysis of OICI Information Requirements (MIS)

The OICI organization takes the form of three distinct managerial divisions. These are:

1. Central Office
2. Field Staff Offices
3. Local Program Staff

The Central Office is responsible for the funding, administration and technical support of overseas projects promoting the OIC concept and approaches to training and economic development. The Field Staff consists of contract technical specialists who are responsible for direct execution of individual projects and serve as counterpart advisors to the local program staff (nationals).

The basic informational needs of the organization fall into three main categories:

A. Financial

This include the complete accounting control system, excluding accounts receivable. For Central Office, this concerns:

- Payroll
- Accounts Payable
- General Ledger
- Financial Statement

For the Field Programs, there is, in addition, the following reports generated:

- Request for Reimbursement
- Statement of Financial Position
- Statement of Revenues and Expenses and Fund Balance
- Position Control and Personnel Status Report
- Property Report
- Summary of Shipments Received/ Open Purchase Requisitions
- Report on Local Funding

B. Programmatic (Mainstream)

For the Central Office, information is required to prepare:

- Project Design Summaries (Logical Framework)
- Project Performance Tracking Systems
- PERT Charts
- Project Proposals
- Feasibility Study Scope of Work

The Field Programs generated additional data namely:

- Local Program Narrative Report
- Semi-Annual or Quarterly Report to local AID Mission
- Intake/Orientation Activity Report
- Attendance Analysis Report
- E.T. & M.D. Activity Report
- Job Development and Follow-up Report
- Statistical Summary
- Program Activity Summary
- Summary of Trainee Characteristics
- Board of Directors Activity Report

C. Strategic Planning (Supportive)

The information needs in this area are:

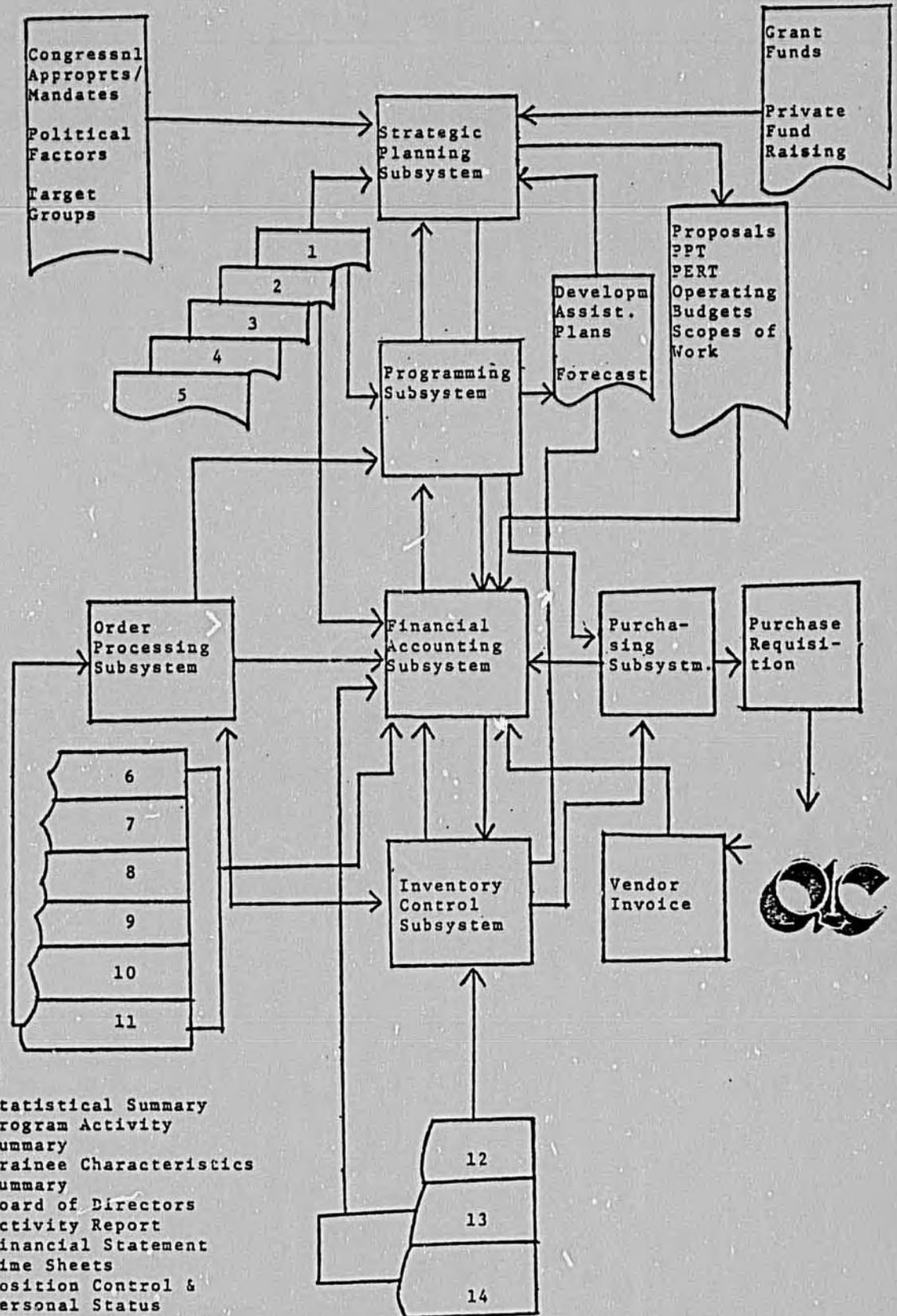
- Longitudinal Studies (of local program effectiveness based on variables identified in feedback process)
- Demand Analyses (based on input-output economic model)
- Labour Trends Forecast
- Benefit-Cost Analyses
- Training/Placement Statistics

The information requirements described above are necessary to supply OICI with the data to routinely monitor and evaluate Central and local program performance and to facilitate management decision-making.

As the organization grows, it will become increasingly important to have available accurate and timely information for planning and control. This is particularly true at OICI because of the huge distances between the Central headquarters and its overseas operations. Improvement is needed in the area of reporting and processing. It is essential to emphasize the information needs of the field programs since, first, much of the data (and reports) originate in the field and, second, it is likely that they can use the same or similar reports as are needed at Central Office for their own purposes.

In the design of an improved information system, particular attention will be given to the long mail delays encountered in corresponding to developing nations and to the inclusion of information requirements for agricultural programs. The manual system presently in use may be retained because long-range projections include a ceiling on the number of operating programs to be handled by OICI at one time. However, it may prove more economical to utilize a service bureau for electronic data processing. The costs included in the proposal budget will enable OICI to hire consultants to prepare the revised and improved Management Information System.

MIS FLOW CHART



Legend

- 1 - Statistical Summary
- 2 - Program Activity Summary
- 3 - Trainee Characteristics Summary
- 4 - Board of Directors Activity Report
- 5 - Financial Statement
- 6 - Time Sheets
- 7 - Position Control & Personal Status
- 8 - Disbursement Voucher
- 9 - Purchase Order
- 10 - Statement of Revenue, Expenses & Fund Balance
- 11 - Receiving Record
- 12 - Staff Travel Expense Report
- 13 - Property Control Record

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J. Reports

It is expected that annual progress reports will be submitted to the AID Bureau for Private and Development Cooperation/Office of Private and Voluntary Cooperation. Any other special reports requested or indicated will be submitted on an as needed basis.

#### IV. FINANCIAL PLAN

##### 1. Budget Analysis

Total estimated cost for the project is \$1,041,695 over three years of which AID would finance \$946,996 or 90%. The estimated costs are summarized in Tables 1, 2 and 3. The detailed cost tables are found in Appendix B.

Additional or new AID funding to be requested from PDC, Africa, Asia and/or Latin America Bureaus for the funding of new programs or Phase II operational programs is approximately \$8,388,582.

The total financial picture envisioned for OICI during the three year grant cycle is shown in Exhibit A.

The amounts shown with an asterisk represent budgets already funded by AID under Africa Bureau operational program grants, or Private and Development Cooperation Bureau specific Support Grant Amendments. New funds to be requested from AID for OICI Fiscal 1980 is \$257,320; for Fiscal 1981 is \$2,903,881; and for Fiscal 1982 is \$5,227,381.

The amounts already funded by A.I.D. for approved OICI life of projects budgets through Fiscal 1982 is \$5,118,358.

To be more specific, the amounts indicated for Fiscal 1981 and Fiscal 1982 for Ghana and Togo will be requested under Phase II proposals. The amounts shown for Sierra Leone and The Gambia in Fiscal 1982 are projected

2. Summary Project and Actual OICI Budget Requests from AID -  
FY80 - FY82

EXHIBIT A

| Current Projects Title          | FY 80<br>Year 1 | FY 81<br>Year 2 | FY 82<br>Year 3 |
|---------------------------------|-----------------|-----------------|-----------------|
| Ghana                           | * \$455,000     | 810,000         | \$810,000       |
| Togo                            | * 625,686       | 650,000         | \$500,000       |
| Sierra Leone                    | * 557,708       | * 247,000       | \$550,000       |
| Lesotho                         | * 373,366       | * 462,910       | * \$216,580     |
| The Gambia                      | * 474,540       | * 265,000       | \$450,000       |
| Liberia                         | * 685,751       | * 474,810       | * \$280,007     |
| Institutional Development Grant | 257,320         | 321,564         | \$368,112       |
| OICI Private                    | 25,732          | 32,156          | \$ 36,811       |
| SUBTOTAL                        | \$3,455,103     | \$3,263,440     | \$3,211,510     |
| Prospective Projects            |                 |                 |                 |
| Philippines                     | —               | \$557,317       | \$744,269       |
| Ivory Coast                     | —               | 565,000         | \$600,000       |
| Caribbean                       | —               | —               | \$650,000       |
| Sudan                           | —               | —               | \$555,000       |
| SUBTOTAL                        | —               | \$1,122,317     | \$2,549,269     |
| Grand TOTAL                     | \$3,455,103     | \$4,385,757     | \$5,760,779     |

\* Already funded

Note: Year one are actual figures - years two & three are estimates based on program proposal budget plus OICI overhead rate of 19%.

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requirements under a Phase II proposal. Phase II proposals for all four countries will be submitted to the Africa Bureau, through the USAIDs. The IDG will provide funding support for the feasibility studies and proposal preparation required for the planning and design of a Phase II in these countries.

The IDG, of course represents all new funds in support of OICI program development activities. The prospective projects, i.e. Philippines, Ivory Coast, Caribbean and Sudan will be funded from the appropriate regional bureaus only after submission and approval of project papers. Again, the IDG will support only those costs incurred in feasibility studies, proposal preparation and revision, and evaluation of OICI's implementation of these activities. The regional bureaus through the USAIDs will be requested to fund only operational field programs and the associated indirects costs applicable to the Central Headquarters.

It must be noted that the IDG only provides part-time personnel costs for five of the current 24 staff at OICI Central Headquarters and full-time costs for 1 new hire. Fully fifty percent of the IDG funds will be used for consultants, travel and transportation. The remaining nineteen staff are to be supported by the indirect cost allocations from existing and proposed (OPG) projects. Absolutely no double support or double funding will be possible under the IDG due to the mutually exclusive natures of the OICI program development and local OIC program operational activities. Accurate and detailed accounting records will be kept to reflect the separate and non-duplicating apportionment of funds under the grant.

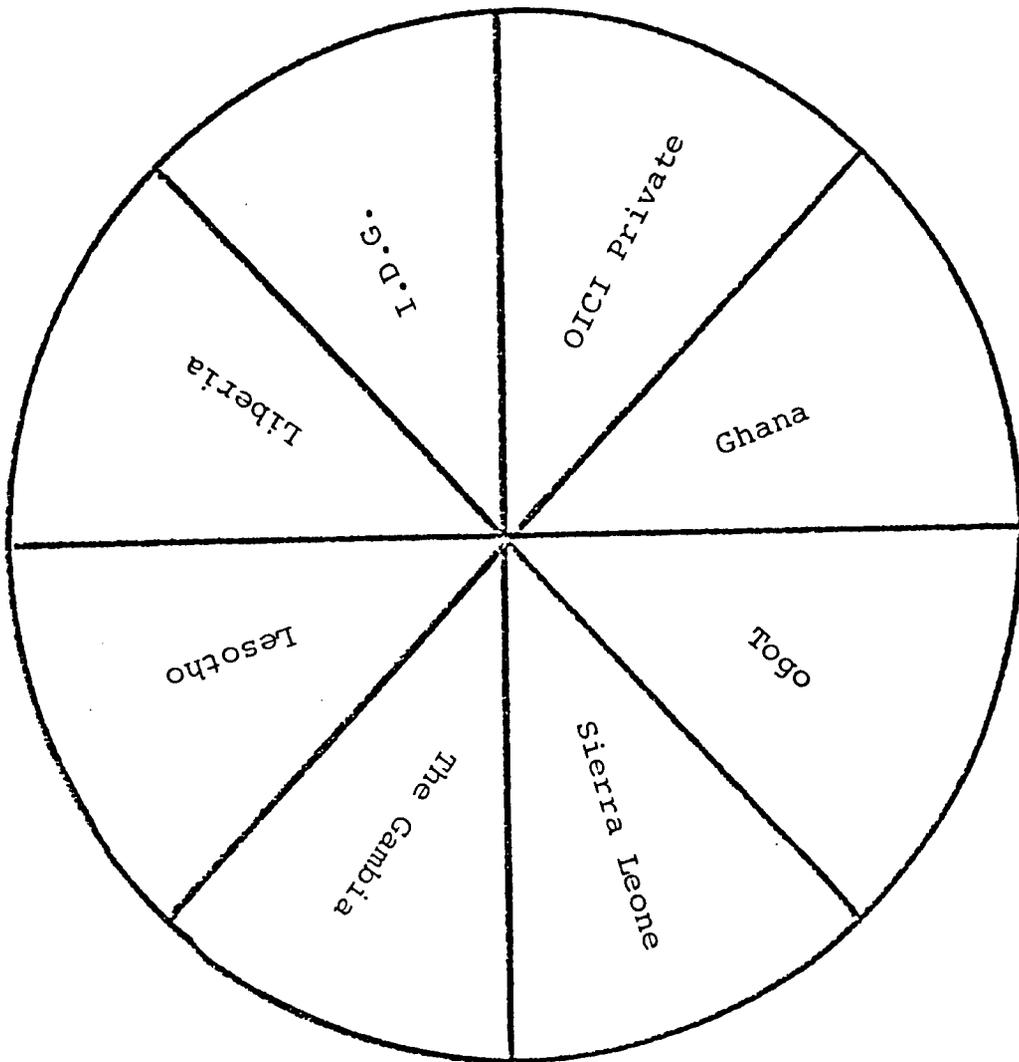
### 3. Basic Assumptions About the Availability and Management of Resources

In accordance with the single overhead rate basis of 19% communicated to the Overhead and Special Costs branch of the Services Operations Division, the indirect cost comprising OICI Central Headquarter's budget for Fiscal 1980, was allocated among currently funded projects, the expected Ivory Coast project, OICI's projected private fund raising, as well as the Institutional Development Grant. For all projects, the commodity and equipment line item has been excluded from the computation of the overhead rate. In effect, the Headquarter's actual monthly cost is spread among each project on the basis of the established single overhead rate. At the end of the fiscal year, the established rate is to be reviewed and adjusted according to actual expenditures incurred which may make the established percentage basis for project higher or lower. However, total percentage for all projects will still equal 100, whether the adjustment is downwards or upwards. Finally, it must be noted that, should an existing project be phased out, and/or a new project expected to be funded (and already included in the current overhead calculation) not be funded, the overhead rate will be recalculated and spread among the remaining projects, taking into account headquarter's initially approved budget for the fiscal year.

An illustration of the components of the Central Headquarters budget for FY 1980, 1981 and 1982 appears on the next three pages.

FY80

Components of Central Headquarters Budget Per Indirect Cost Allocation Schedule.



Circle represents Actual Central Headquarters Budget = \$736,662

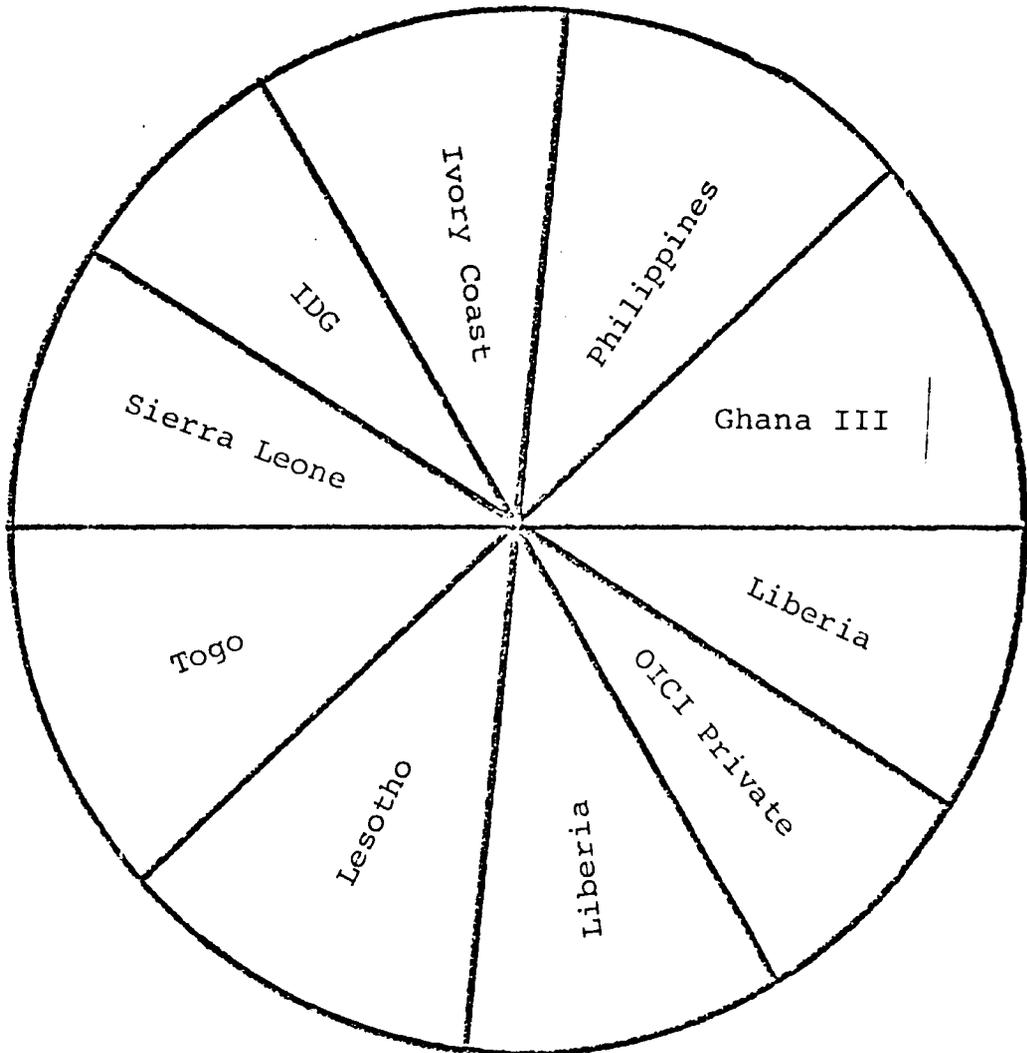
Note: A single overhead rate will determine the overhead costs to be allocated for project in order to arrive at \$736,662; based on formula:

OICI Central Indirect Cost

Projects Funding - Commodities/Equipment = single overhead percentage basis.

FY81

Components of Central Headquarter's Budget Per Indirect Cost Allocation Schedule.

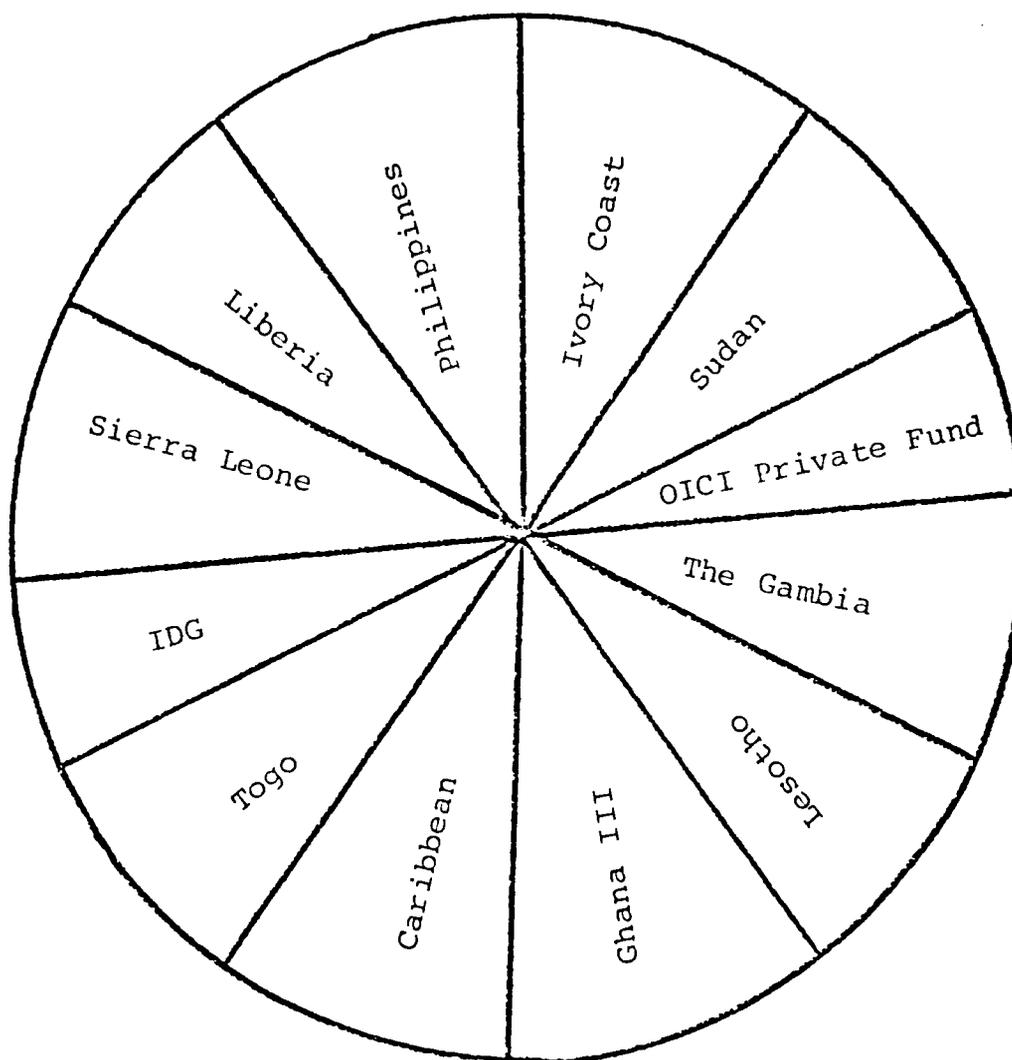


Circle represents  
Projected Central Headquarters Budget = \$939,979.

Note: A single overhead rate will determine the overhead costs to be allocated for each project in order to arrive at \$939,979; i.e.  $\frac{\text{OICI Central Indirect Cost}}{\text{Projects Funding - Commodities/ Equipment}} = \text{Single Overhead Percent Basis}$

FY82

Components of Central Headquarter's Budget Per Indirect Cost Allocation Schedule.



Circle represents  
Projected Central Headquarters Budget = \$1,080,976.

Note: A single overhead rate will determine the overhead costs to be allocated for each project in order to arrive at \$1,080,976; i.e. OICI Central Indirect Cost

|   |
|---|
| $\frac{\text{Projects Funding} - \text{Commodities/Equipment}}{\text{Single Overhead Percentage Basis.}}$ |
|---|

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OIC INTERNATIONAL, INC.  
INSTITUTIONAL DEVELOPMENT GRANT  
THREE-YEAR BUDGET SUMMARY

Table 1

| <u>Feasibility &amp; Evaluation Studies</u> | <u>YEAR 1</u> | <u>YEAR 2</u> | <u>YEAR 3</u> | <u>TOTAL</u> |
|---|---------------|---------------|---------------|--------------|
| OICI Personnel                              | \$ 83,603     | 90,051        | 96,804        | \$270,458    |
| Consultants                                 | 61,800        | 77,625        | 77,625        | 217,050      |
| Travel & Transportation                     | 65,938        | 94,116        | 97,421        | 257,475      |
| Other Direct Cost                           | 4,894         | 8,430         | 37,488        | 50,812       |
| SUBTOTAL                                    | \$216,235     | 270,222       | 309,338       | \$795,795    |
| Indirect Cost - 19%                         | 41,085        | 51,342        | 58,774        | 151,201      |
| TOTAL AID REQUEST                           | \$257,320     | 321,564       | 368,112       | 946,996      |
| MISC. (OICI Private Input)                  | 25,732        | 32,156        | 36,811        | 94,699       |
| Total Project Cost                          | \$283,052     | 353,720       | 404,923       | \$1,041,695  |

Note: A contingency/inflation factor of 15% has been incorporated into each cost category for excluding Personnel in year 2 and year 3.

OIC INTERNATIONAL  
INSTITUTIONAL DEVELOPMENT GRANT  
BUDGET SUMMARY - FY80

Table 2

FEASIBILITY & EVALUATION STUDIES (YR.1)

| LINE ITEMS               | Sierra<br>Leone II | Ghana III | Ivory<br>Coast | Togo II | TOTAL     |
|--------------------------|--------------------|-----------|----------------|---------|-----------|
| OICI Personnel           | \$20,899           | 20,902    | 20,899         | 20,903  | \$83,603  |
| Consultants              | 15,450             | 15,450    | 15,450         | 15,450  | 61,800    |
| Travel & Transportation  | 14,098             | 16,348    | 17,524         | 17,968  | 65,938    |
| Other Direct Costs       | 1,213              | 1,213     | 1,239          | 1,229   | 4,894     |
| SUBTOTAL                 | \$51,660           | 53,913    | 55,112         | 55,550  | \$216,235 |
| Indirect Costs 19%       | 9,815              | 10,243    | 10,472         | 10,555  | 41,085    |
| TOTAL                    | \$61,475           | 64,156    | 65,584         | 66,105  | \$257,320 |
| MISC. OICI Private Input | 6,433              | 6,433     | 6,433          | 6,433   | 25,732    |
| TOTAL Project Cost       | \$67,908           | 70,589    | 72,017         | 72,538  | \$283,052 |

OIC INTERNATIONAL, INC.  
INSTITUTIONAL DEVELOPMENT GRANT  
BUDGET SUMMARY FOR FY81

Table 3

| <u>Feasibility &amp; Evaluation Studies</u> | <u>Liberia II</u> | <u>The Gambia II</u> | <u>Cameroon</u> | <u>Sudan</u> | <u>Egypt</u> | <u>Caribbean</u> | <u>Total</u> |
|---|-------------------|----------------------|-----------------|--------------|--------------|------------------|--------------|
| OICI Personnel                              | \$15,008          | 15,006               | 15,008          | 15,008       | 15,011       | 15,010           | 90,051       |
| Consultants                                 | 12,938            | 12,938               | 12,938          | 12,937       | 12,937       | 12,937           | 77,625       |
| Travel & Transportation                     | 15,274            | 15,744               | 18,959          | 18,814       | 15,474       | 9,851            | 94,116       |
| Other Direct Costs                          | 1,405             | 1,405                | 1,405           | 1,405        | 1,405        | 1,405            | 8,430        |
| SUBTOTAL                                    | \$44,625          | 45,093               | 48,308          | 48,164       | 44,827       | 39,203           | 270,222      |
| Indirect Costs - 19%                        | 8,479             | 8,568                | 9,179           | 9,151        | 8,517        | 7,449            | 51,342       |
| TOTAL AID Request                           | \$53,104          | 53,661               | 57,487          | 57,315       | 53,344       | 46,652           | 321,564      |
| MISC. OICI Input                            | 5,360             | 5,360                | 5,359           | 5,359        | 5,359        | 5,359            | 32,156       |
| TOTAL Project Cost                          | \$58,464          | 59,021               | 62,847          | 62,674       | 58,703       | 52,011           | 353,720      |

Note: A contingency inflation factor of 15% has been incorporated into each cost category; excluding Personnel.

OIC INTERNATIONAL, INC.  
INSTITUTIONAL DEVELOPMENT GRANT  
BUDGET SUMMARY FOR FY82

Table 4

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| Feasibility & Evaluation Studies | OICI   | Lesotho II | Upper Volta | Tanzania | Swaziland | Indonesia | Malaysia | TOTAL     |
|----------------------------------|--------|------------|-------------|----------|-----------|-----------|----------|-----------|
| OICI Personnel                   |        | \$16,134   | 16,134      | 16,134   | 16,134    | 16,134    | 16,134   | 96,804    |
| Consultants                      |        | 12,938     | 12,938      | 12,938   | 12,937    | 12,937    | 12,937   | 77,625    |
| Travel & Transportation          |        | 13,970     | 15,964      | 16,006   | 16,040    | 18,179    | 17,262   | 97,421    |
| Other Direct Costs               | 25,200 | 6,248      | 6,248       | 6,248    | 6,248     | 6,248     | 6,248    | 37,488    |
| SUBTOTAL                         | 25,200 | \$49,290   | 51,284      | 51,326   | 51,359    | 53,498    | 52,581   | 309,338   |
| Indirect Costs - 19%             |        | 9,365      | 9,744       | 9,752    | 9,758     | 10,165    | 9,990    | 58,774    |
| Total AID Request                |        | \$58,655   | 61,028      | 61,078   | 61,117    | 63,663    | 62,571   | 368,112   |
| MISC. - OICI Input               |        | 6,135      | 6,135       | 6,135    | 6,135     | 6,135     | 6,136    | 36,811    |
| TOTAL Project Cost               |        | \$64,790   | 67,163      | 67,213   | 67,252    | 69,798    | 68,707   | \$404,923 |

NOTE: A contingency/inflation factor of 15% has been incorporated into each cost category, excluding Personnel.

APPENDIX A  
LOGICAL FRAMEWORK MATRIX

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX

OICI

INSTITUTIONAL DEVELOPMENT GRANT (FY 80-FY 82)

| NARRATIVE SUMMARY  | OBJECTIVELY VERIFIABLE INDICATORS   | MEANS OF VERIFICATION  | IMPORTANT ASSUMPTIONS   |
|--|---|--|---|
| <p>Program or Sector goal:<br/>The Broader objective to which this project contributes: (A-1)</p>  | <p>Measuring Goal Achievement:<br/>(A-2)</p>  | <p>(A-3)</p>   | <p>Assumptions for achieving goal targets: (A-4)</p>  |
| <p>To provide skill training, motivation, and employment for poor unemployed and underemployed school leavers in underdeveloped countries.</p> | <ol style="list-style-type: none"> <li>1. Efficiency (internal &amp; external) of program operation.</li> <li>2. Expansion of OIC programs to additional LDC's.</li> <li>3. Effectiveness in responding to identified community needs.</li> </ol> | <ol style="list-style-type: none"> <li>1. Evaluative Studies on organizational efficiency and effectiveness.</li> <li>2. Records of project development implementation process/activities.</li> <li>3. Evidence of greater access to development assistance via OICI among community interest groups.</li> </ol> | <ol style="list-style-type: none"> <li>1. That International OIC Interest Groups continue to create a demand for OICI Services.</li> <li>2. That services offered by other PVO's &amp; Donors are insufficient and unsuited to meet the needs of the OICI interest groups.</li> </ol> |

PROJECT DESIGN SUMMARY  
 LOGICAL FRAMEWORK MATRIX  
 OICI  
 INSTITUTIONAL DEVELOPMENT GRANT (FY 80-FY 82)

| NARRATIVE SUMMARY  | OBJECTIVELY VERIFIABLE INDICATORS  | MEANS OF VERIFICATION   | IMPORTANT ASSUMPTIONS   |
|--|--|---|---|
| <p><u>Purpose:</u></p> <p>1. To strengthen and augment institutional capacity of OICI to plan, implement, and evaluate non-formal employment and training programs and small-scale economic enterprises for LDC's.</p> | <p><u>End of Project Status Conditions</u></p> <p>1. Increased efficiency and effectiveness of OIC design and evaluation strategies and methodologies.</p> <p>2. Increased skill &amp; productivity of program design and evaluation staff.</p> <p>3. OICI institutional capacity nearly doubled from six (6) operating programs in FY80 to eleven (11) by FY83.</p> | <p>1. Feasibility studies conducted in less time and at less cost than in FY79.</p> <p>2. Proposals written and submitted in less time and at less cost than in FY79.</p> <p>3. OPG's or other funding agreements signed or in process by FY83.</p> | <p>1. See goal assumptions, #1 &amp; #2.</p> <p>2. That funded proposals will result from at least eleven of the sixteen feasibility studies.</p> |

PROJECT DESIGN SUMMARY  
 LOGICAL FRAMEWORK MATRIX  
 OICI  
 INSTITUTIONAL DEVELOPMENT GRANT (FY 80-FY 82)

| NARRATIVE SUMMARY  | OBJECTIVELY VERIFIABLE INDICATORS  | MEANS OF VERIFICATION  | IMPORTANT ASSUMPTIONS   |
|--|--|--|---|
| <p>OUTPUTS:</p> <ol style="list-style-type: none"> <li>1. International OIC groups incorporated</li> <li>2. Project feasibility studies completed</li> <li>3. Internal evaluations or project progress completed</li> <li>4. Joint AID/OICI/TP consultant evaluation completed</li> <li>5. Program proposals completed and submitted to Funding Agencies</li> <li>6. Revised and improved Management Information System (MIS)</li> </ol> | <p>MAGNITUDE OF OUTPUTS:</p> <ol style="list-style-type: none"> <li>1. 16 groups by end of FY82</li> <li>2. 16 studies by end of FY82</li> <li>3. Two in-house evaluations by FY82</li> <li>4. One (1) joint evaluation by FY83</li> <li>5. Eleven (11) by end of FY82</li> <li>6. 1 Guideline Manual by FY82</li> </ol> | <ol style="list-style-type: none"> <li>1. OICI and host country records</li> <li>2. OICI &amp; AID records</li> <li>3. OICI records</li> <li>4. OICI &amp; AID records</li> <li>5. OICI, AID, &amp; other (local) Funding Agency records</li> <li>6. OICI records</li> </ol> | <ol style="list-style-type: none"> <li>1. Mutually cooperative working relationships can be achieved between OICI and local interest groups.</li> <li>2. Local interest groups will fully understand and participate in self-help efforts to insure institutionalization.</li> <li>3. Availability of qualified consultants at reasonable costs.</li> </ol> |

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX

OICI

INSTITUTIONAL DEVELOPMENT GRANT (FY 80-FY 82)

| NARRATIVE SUMMARY   | OBJECTIVELY VERIFIABLE INDICATORS  | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |      |          |          |          |   |  |
|---|--|-----------------------|-----------------------|------|----------|----------|----------|---|--|
| <p><u>Project Inputs:</u></p> <p><u>OICI</u></p> <ol style="list-style-type: none"> <li>1. OIC Comprehensive Services Model</li> <li>2. Assistance to overseas interest groups</li> <li>3. Personnel Services               <ol style="list-style-type: none"> <li>a) Development Administrative Specialists</li> <li>b) Program planning and operations specialist</li> <li>c) Program design and evaluation specialists</li> <li>d) Clerical/administrative support</li> </ol> </li> <li>4. Consultancy Services               <ol style="list-style-type: none"> <li>1. Program Design &amp; Evaluation</li> </ol> </li> </ol> | <p>Implementation Target (Type &amp; Quantity)</p> <ol style="list-style-type: none"> <li>1.               <ol style="list-style-type: none"> <li>a) Self-help approach to program development</li> <li>b) Model Components are: Outreach, Intake Counseling, Feeder (Pre-Vocational &amp; attitudinal development) Occupational Skills training, Job Development &amp; Placement, &amp; Follow-up)</li> </ol> </li> <li>2. Provision of guidelines for community organizing and OIC affiliate subscriptions.</li> <li>3. Personnel Costs:               <table style="margin-left: 40px; border-collapse: collapse;"> <tr> <td style="text-align: center;">FY80</td> <td style="text-align: center;">FY81</td> <td style="text-align: center;">FY82</td> </tr> <tr> <td style="text-align: center; border-top: 1px solid black;">\$83,603</td> <td style="text-align: center; border-top: 1px solid black;">\$90,051</td> <td style="text-align: center; border-top: 1px solid black;">\$96,804</td> </tr> </table> </li> </ol> | FY80                  | FY81                  | FY82 | \$83,603 | \$90,051 | \$96,804 | <ol style="list-style-type: none"> <li>A. OICI Records &amp; reports</li> <li>B. AID Records</li> </ol> |  |
| FY80  | FY81   | FY82                  |                       |      |          |          |          |   |  |
| \$83,603  | \$90,051   | \$96,804              |                       |      |          |          |          |   |  |

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX (Cont'd)

OICI

INSTITUTIONAL DEVELOPMENT GRANT (FY 80-FY 82)

| NARRATIVE SUMMARY  | OBJECTIVELY VERIFIABLE INDICATORS   | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |      |          |          |          |      |      |      |          |          |          |      |      |      |           |           |           |  |  |
|--|---|-----------------------|-----------------------|------|----------|----------|----------|------|------|------|----------|----------|----------|------|------|------|-----------|-----------|-----------|--|--|
| <p>2. Development Planning &amp; Administration</p> <p>5. Private Fund Raising Contributions</p> <p><u>A.I.D.</u></p> <p>Budgetary Support</p> | <p>3. a) 2 part-time specialists for 11.7 man-months</p> <p>b) 1 part-time specialist for 9 man-months</p> <p>c) 1 part-time specialist for 27 man-months</p> <p>d) 1 full-time specialist for 36 man-months</p> <p>e) 1 part-time specialist for 9 man-months</p> <p>Above are cumulative time to be spent for 3 years project, i.e. Total man months are 92.7 at an average per unit cost of \$13,099.</p> <p>4. <table style="display: inline-table; border: none; vertical-align: middle;"> <tr> <td style="text-align: center;">FY80</td> <td style="text-align: center;">FY81</td> <td style="text-align: center;">FY82</td> </tr> <tr> <td style="text-align: center;">\$61,800</td> <td style="text-align: center;">\$77,625</td> <td style="text-align: center;">\$77,625</td> </tr> </table></p> <p>5. <table style="display: inline-table; border: none; vertical-align: middle;"> <tr> <td style="text-align: center;">FY80</td> <td style="text-align: center;">FY81</td> <td style="text-align: center;">FY82</td> </tr> <tr> <td style="text-align: center;">\$25,732</td> <td style="text-align: center;">\$32,156</td> <td style="text-align: center;">\$36,811</td> </tr> </table></p> <p>B. AID Contributions</p> <table style="display: inline-table; border: none; vertical-align: middle;"> <tr> <td style="text-align: center;">FY80</td> <td style="text-align: center;">FY81</td> <td style="text-align: center;">FY82</td> </tr> <tr> <td style="text-align: center;">\$257,320</td> <td style="text-align: center;">\$321,564</td> <td style="text-align: center;">\$368,112</td> </tr> </table> | FY80                  | FY81                  | FY82 | \$61,800 | \$77,625 | \$77,625 | FY80 | FY81 | FY82 | \$25,732 | \$32,156 | \$36,811 | FY80 | FY81 | FY82 | \$257,320 | \$321,564 | \$368,112 |  |  |
| FY80   | FY81  | FY82                  |                       |      |          |          |          |      |      |      |          |          |          |      |      |      |           |           |           |  |  |
| \$61,800   | \$77,625  | \$77,625              |                       |      |          |          |          |      |      |      |          |          |          |      |      |      |           |           |           |  |  |
| FY80   | FY81  | FY82                  |                       |      |          |          |          |      |      |      |          |          |          |      |      |      |           |           |           |  |  |
| \$25,732   | \$32,156  | \$36,811              |                       |      |          |          |          |      |      |      |          |          |          |      |      |      |           |           |           |  |  |
| FY80   | FY81  | FY82                  |                       |      |          |          |          |      |      |      |          |          |          |      |      |      |           |           |           |  |  |
| \$257,320  | \$321,564   | \$368,112             |                       |      |          |          |          |      |      |      |          |          |          |      |      |      |           |           |           |  |  |

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APPENDIX B  
DETAILED COST TABLES

DETAILED COST TABLES

FY 1980

FISCAL 1980

| LINE ITEMS  | Sierra<br>Leone II | Ghana III | Ivory<br>Coast | Togo II | Total    |
|---|--------------------|-----------|----------------|---------|----------|
| <b>PERSONNEL SALARIES</b>                                       |                    |           |                |         |          |
| Exec Dir \$48079 x 1/8  | \$ 1,502           | 1,502     | 1,502          | 1,504   | \$ 6,010 |
| Dir F/A \$34890 x 1/5   | 1,694              | 1,695     | 1,694          | 1,695   | 6,778    |
| Dir Plan/Dev \$29275 x 1/4                                      | 1,830              | 1,830     | 1,830          | 1,829   | 7,319    |
| Prog Plan Spec \$20805 x 3/4                                    | 3,901              | 3,901     | 3,901          | 3,901   | 15,604   |
| Prog Eval Spec \$26555 x 1                                      | 6,638              | 6,639     | 6,639          | 6,639   | 26,555   |
| Secy II \$11179 x 1/4   | 699                | 699       | 699            | 698     | 2,795    |
| SUBTOTAL  | \$16,264           | 16,266    | 16,264         | 16,267  | 65,061   |
| * 28.5% (Fringe Benefits)                                       | 4,635              | 4,636     | 4,635          | 4,636   | 18,542   |
|   | 20,899             | 20,902    | 20,899         | 20,903  | 83,603   |
| <b>CONSULTANT FEES</b>  |                    |           |                |         |          |
| Feasibility \$140/dayx60x4 prsn                                 | 8,400              | 8,400     | 8,400          | 8,400   | 33,600   |
| Evaluation \$140/dayx45x4 prsn                                  | 6,300              | 6,300     | 6,300          | 6,300   | 25,200   |
| Local Consultants \$75/day x 10                                 | 750                | 750       | 750            | 750     | 3,000    |
| SUBTOTAL  | \$15,450           | 15,450    | 15,450         | 15,450  | 61,800   |
| <b>TRAVEL &amp; TRANSPORTATION</b>                              |                    |           |                |         |          |
| **Domestic \$400/rdtrp/study                                    | 400                | 400       | 400            | 400     | 1,600    |
| Bus,Rail,Taxi \$50/8 trips x 3 prsn                             | 1,200              | 1,200     | 1,200          | 1,200   | 4,800    |
| Private Car 18.5/mi x 300 mi/study                              | 56                 | 56        | 56             | 56      | 224      |
| <b>PER DIEM</b>   |                    |           |                |         |          |
| Overnits \$50/day x 14 day study                                | 700                | 700       | 700            | 700     | 2,800    |
| Day Only \$50/day x 46% x 4/trip<br>study x 3 persons           | 276                | 276       | 276            | 276     | 1,104    |
| <b>*** INTERNATIONAL FLIGHT COSTS</b>                           |                    |           |                |         |          |
| \$1200/trip x 3 persons   | 3,600              |           |                |         | \$ 3,600 |
| \$1575/trip x 4 persons   |                    | 6,300     |                |         | 6,300    |
| \$1052/trip x 3 persons   |                    |           | 3,156          |         | 3,156    |
| \$1575/trip x 4 persons   |                    |           |                | 6,300   | 6,300    |
| Local Travel \$12/day x 30                                      | 1,080              | 1,080     | 1,080          | 1,080   | 4,320    |
| <b>PER DIEM</b>   |                    |           |                |         |          |
| Sierra Leone II \$75/day<br>x 30 days x 3 persons               | 6,750              |           |                |         | 6,750    |
| Ghana III \$70/day x<br>30 days x 3 persons                     |                    | 6,300     |                |         | 6,300    |
| Ivory Coast \$118/day x<br>30 day x 3 persons                   |                    |           | 10,620         |         | 10,620   |
| Togo II \$88/day x<br>30 days x 3 persons                       |                    |           |                | 7,920   | 7,920    |
| Travel Allowances<br>x 3 persons \$6/day x 2<br>day x 3 persons | 36                 | 36        | 36             | 36      | 144      |
| SUBTOTAL  | \$14,098           | 16,348    | 17,524         | 17,968  | \$65,938 |
| <b>OTHER DIRECT COSTS</b>                                       |                    |           |                |         |          |
| Bank Chgs 1% x 24840  | 63                 | 63        | 89             | 79      | 294      |
| Communications  |                    |           |                |         |          |
| Postage \$200/study   | 200                | 200       | 200            | 200     | 800      |
| Telex & Telephone \$300/study                                   | 300                | 300       | 300            | 300     | 1,200    |
| Stationery Suppl \$250/study                                    | 250                | 250       | 250            | 250     | 1,000    |
| Resource Mtls \$400/study                                       | 400                | 400       | 400            | 400     | 1,600    |
| SUBTOTAL  | \$ 1,213           | 1,213     | 1,239          | 1,229   | \$ 4,894 |

\* Amounts shown represents salary column total x 28.5%, i.e. the cost of fringe benefits provided by OICI

\*\* Includes excess baggage at 20 kilos per roundtrip

\*\*\* Includes excess baggage at 20 kilos per roundtrip

DETAILED COST TABLES - FY81

| LINE ITEM  | Liberia II      | Gambia II     | Cameroon      | Sudan         | Egypt         | Caribbean     | Total                           |
|--|-----------------|---------------|---------------|---------------|---------------|---------------|---------------------------------|
| <b>PERSONNEL SALARIES</b>                          |                 |               |               |               |               |               |                                 |
| Exec. Dir. \$50,060 x 1/8                          | \$ 1,043        | 1,043         | 1,043         | 1,043         | 1,043         | 1,043         | 6,258                           |
| Dir. F/A \$37,360 x 1/5                            | 1,245           | 1,245         | 1,245         | 1,245         | 1,246         | 1,246         | 7,472                           |
| Dir. Plan \$32,275 x 1/4                           | 1,345           | 1,345         | 1,345         | 1,345         | 1,345         | 1,344         | 8,069                           |
| Prog. Officer \$22,940 x 3/4                       | 2,868           | 2,867         | 2,867         | 2,867         | 2,868         | 2,868         | 17,205                          |
| Prog. Eval. Spec. \$27,880 x 1                     | 4,646           | 4,646         | 4,647         | 4,647         | 4,647         | 4,647         | 27,980                          |
| Secy II \$12,775 x 1/4                             | 532             | 532           | 532           | 532           | 533           | 533           | 3,194                           |
| <b>SUBTOTAL</b>                                    | <b>\$11,679</b> | <b>11,678</b> | <b>11,679</b> | <b>11,679</b> | <b>11,682</b> | <b>11,681</b> | <b>70,078</b>                   |
| Fringe Benefits (28.5%)                            | 3,329           | 3,328         | 3,329         | 3,329         | 3,329         | 3,329         | 19,973                          |
| <b>Total Annual</b>                                | <b>\$15,008</b> | <b>15,006</b> | <b>15,008</b> | <b>15,008</b> | <b>15,011</b> | <b>15,010</b> | <b>90,051</b>                   |
| <b>CONSULTANTS</b>                                 |                 |               |               |               |               |               |                                 |
| Feas. \$140/day x 60 days x 2                      | \$ 4,200        | 4,200         | 4,200         | 4,200         | 4,200         | 4,200         | \$25,200                        |
| Eval. \$140/day x 45 days x 4                      | 6,300           | 6,300         | 6,300         | 6,300         | 6,300         | 6,300         | 37,800                          |
| Local Consultants \$75/day x 10 days               | 750             | 750           | 750           | 750           | 750           | 750           | 4,500                           |
| <b>SUBTOTAL</b>                                    | <b>\$11,250</b> | <b>11,250</b> | <b>11,250</b> | <b>11,250</b> | <b>11,250</b> | <b>11,250</b> | <b>\$67,500 x 1.14=\$77,650</b> |
| <b>TRAVEL &amp; TRANSPORTATION</b>                 |                 |               |               |               |               |               |                                 |
| Domestic \$400 rdtrp study                         | \$ 400          | 400           | 400           | 400           | 400           | 400           | 2,400                           |
| Bus, Rail, Taxi \$50 x 8 trips x 3 persons         | 1,200           | 1,200         | 1,200         | 1,200         | 1,200         | 1,200         | 7,200                           |
| Priv. Auto 18.5¢/mi x 300 mi/study                 | 56              | 56            | 56            | 56            | 56            | 56            | 336                             |
| <b>PER DIEM</b>                                    |                 |               |               |               |               |               |                                 |
| Overnite \$50/day x 14/day study                   | 700             | 700           | 700           | 700           | 700           | 700           | 4,200                           |
| Day Only \$50/day x 46½ x 6 trip study x 3 persons | 414             | 414           | 414           | 414           | 414           | 414           | 2,484                           |
| <b>INTERNATIONAL FLIGHT COSTS</b>                  |                 |               |               |               |               |               |                                 |
| \$1032/rd trip x 3 persons                         | \$ 3,096        |               |               |               |               |               | \$ 3,096                        |
| \$1048/rd trip x 3 persons                         |                 | 3,144         |               |               |               |               | 3,144                           |
| \$2100/rd trip x 3 persons                         |                 |               | 6,300         |               |               |               | 6,300                           |
| \$1398/rd trip x 3 persons                         |                 |               |               | 4,194         |               |               | 4,194                           |
| \$490/rd trip x 3 persons                          |                 |               |               |               | 1,470         |               | 1,470                           |
| \$390/rd trip x 3 persons                          |                 |               |               |               |               |               |                                 |
| Local Travel \$12/day x 30 days x 3 persons        | \$ 1,080        | 1,080         | 1,080         | 1,080         | 1,080         | 1,080         | \$ 6,480                        |
| <b>PER DIEM</b>                                    |                 |               |               |               |               |               |                                 |
| Liberia II \$70/day x 30 days x 3 persons          | \$ 6,300        |               |               |               |               |               | \$ 6,300                        |
| Gambia II \$74/day x 30 days x 3 persons           | 6,660           |               |               |               |               |               | 6,660                           |
| Cameroon \$70/day x 30 days x 3 persons            |                 |               | 6,300         |               |               |               | 6,300                           |
| Sudan \$92/day x 30 days x 3 persons               |                 |               |               | 8,280         |               |               | 8,280                           |
| Egypt \$90/day x 30 days x 3 prsn                  |                 |               |               |               | 8,100         |               | 8,100                           |
| Caribbean \$52/day x 30 days x 3 persons           |                 |               |               |               |               | 4,680         | 4,680                           |
| Travel Allowances \$6/day x 2 days x 3 persons     | 36              | 36            | 36            | 36            | 36            | 36            | 216                             |
| <b>SUBTOTAL</b>                                    | <b>\$13,282</b> | <b>13,690</b> | <b>16,486</b> | <b>16,360</b> | <b>13,456</b> | <b>8,566</b>  | <b>\$81,840 x 1.51=\$94,100</b> |
| <b>OTHER DIRECT COSTS</b>                          |                 |               |               |               |               |               |                                 |
| Bank Chgs 1¢ x 28566                               | 72              | 72            | 72            | 72            | 72            | 72            | 432                             |
| Communications                                     |                 |               |               |               |               |               |                                 |
| Postage \$200/study                                | 200             | 200           | 200           | 200           | 200           | 200           | 1,200                           |
| Telex/Telephone \$300/study                        | 300             | 300           | 300           | 300           | 300           | 300           | 1,800                           |
| Stationery Supplies \$250/study                    | 250             | 250           | 250           | 250           | 250           | 250           | 1,500                           |
| Resource Mtsl. \$400/study                         | 400             | 400           | 400           | 400           | 400           | 400           | 2,400                           |
| <b>SUBTOTAL</b>                                    | <b>\$ 1,222</b> | <b>1,222</b>  | <b>1,222</b>  | <b>1,222</b>  | <b>1,222</b>  | <b>1,222</b>  | <b>\$ 7,332 x 1.51=\$8,430</b>  |

DETAILED COST TABLES - FY82

| LINE ITEMS  | OICI          | Lesotho II      | Upper Volta   | Tanzania      | Swaziland     | Indonesia     | Malaysia      | Total                        |
|---|---------------|-----------------|---------------|---------------|---------------|---------------|---------------|------------------------------|
| <b>PERSONNEL SALARIES</b>                             |               |                 |               |               |               |               |               |                              |
| Exec. Dir. \$51,500 x 1/8                             |               | \$ 1,073        | 1,073         | 1,073         | 1,073         | 1,073         | 1,073         | 6,438                        |
| Dir. F/A \$41,190 x 1/5                               |               | 1,373           | 1,373         | 1,373         | 1,373         | 1,373         | 1,373         | 8,238                        |
| Dir. Plan \$35,585 x 1/4                              |               | 1,482           | 1,482         | 1,483         | 1,483         | 1,483         | 1,483         | 8,896                        |
| Prog. Officer \$25,290 x 3/4                          |               | 3,162           | 3,162         | 3,161         | 3,161         | 3,161         | 3,161         | 18,968                       |
| Prog. Eval. Spec \$29,275 x 1                         |               | 4,880           | 4,879         | 4,879         | 4,879         | 4,879         | 4,879         | 29,275                       |
| Secy II \$14,085 x 1/4                                |               | 586             | 587           | 587           | 587           | 587           | 587           | 3,521                        |
| <b>SUBTOTAL</b>                                       |               | <b>\$12,556</b> | <b>12,556</b> | <b>12,556</b> | <b>12,556</b> | <b>12,556</b> | <b>12,556</b> | <b>75,336</b>                |
| Fringe Benefits (28.5%)                               |               | 3,329           | 3,328         | 3,329         | 3,329         | 3,329         | 3,329         | 19,973                       |
| <b>TOTAL</b>  |               | <b>\$16,134</b> | <b>16,134</b> | <b>16,134</b> | <b>16,134</b> | <b>16,134</b> | <b>16,134</b> | <b>96,804</b>                |
| <b>CONSULTANTS</b>                                    |               |                 |               |               |               |               |               |                              |
| Feas. \$140/day x 60 days x 2 persons                 |               | \$ 4,200        | 4,200         | 4,200         | 4,200         | 4,200         | 4,200         | 25,200                       |
| Eval. \$140/day x 45 days x 4 persons                 |               | 6,300           | 6,300         | 6,300         | 6,300         | 6,300         | 6,300         | 37,800                       |
| Local Consultants \$75/day x 10                       |               | 750             | 750           | 750           | 750           | 750           | 750           | 4,500                        |
| <b>SUBTOTAL</b>                                       |               | <b>\$11,250</b> | <b>11,250</b> | <b>11,250</b> | <b>11,250</b> | <b>11,250</b> | <b>11,250</b> | <b>\$67,500x15%=\$77,625</b> |
| <b>TRAVEL &amp; TRANSPORTATION</b>                    |               |                 |               |               |               |               |               |                              |
| Domestic \$400 rdtrip/study                           |               | \$ 400          | 400           | 400           | 400           | 400           | 400           | 2,400                        |
| Bus, Rail, Taxi \$50 x 8 trips x 3 persons            |               | 1,200           | 1,200         | 1,200         | 1,200         | 1,200         | 1,200         | 7,200                        |
| Priv. Auto 18.5¢/mi x 300 mi/study                    |               | 56              | 56            | 56            | 56            | 56            | 56            | 336                          |
| <b>OVERNIGHT</b>                                      |               |                 |               |               |               |               |               |                              |
| Overnite \$50/day x 14 day study                      |               | 700             | 700           | 700           | 700           | 700           | 700           | 4,200                        |
| Day Only \$50/day x 46 1/2 x 6 trip study x 3 persons |               | 414             | 414           | 414           | 414           | 414           | 414           | 2,484                        |
| <b>INTERNATIONAL FLIGHT COSTS</b>                     |               |                 |               |               |               |               |               |                              |
| \$1494/trip x 3 persons                               |               | 4,482           |               |               |               |               |               | 4,492                        |
| \$1052/trip x 3 persons                               |               |                 | 3,156         |               |               |               |               | 3,156                        |
| \$1664/trip x 3 persons                               |               |                 |               | 4,992         |               |               |               | 4,992                        |
| \$1494/trip x 3 persons                               |               |                 |               |               | 4,482         |               |               | 4,482                        |
| \$1994/trip x 3 persons                               |               |                 |               |               |               | 5,982         |               | 5,982                        |
| \$1908/trip x 3 persons                               |               |                 |               |               |               |               | 5,724         | 5,724                        |
| Local Travel \$12/day x 30 days x 3 persons           |               | 1,080           | 1,080         | 1,080         | 1,080         | 1,080         | 1,080         | 6,480                        |
| <b>OVERNIGHT</b>                                      |               |                 |               |               |               |               |               |                              |
| Lesotho II \$42/day x 30 days x 3 persons             |               | 3,780           |               |               |               |               |               | 3,780                        |
| Upper Volta \$76/day x 30 days x 3 persons            |               |                 | 6,840         |               |               |               |               | 6,840                        |
| Tanzania \$56/day x 30 days x 3 persons               |               |                 |               | 5,040         |               |               |               | 5,040                        |
| Swaziland \$62/day x 30 days x 3 persons              |               |                 |               |               | 5,580         |               |               | 5,580                        |
| Indonesia \$66/day x 30 days x 3 persons              |               |                 |               |               |               | 5,940         |               | 5,940                        |
| Malaysia \$40/day x 30 days x 3 persons               |               |                 |               |               |               |               | 5,400         | 5,400                        |
| Travel Allowances \$6/day x 2 days x 3 persons        |               | 36              | 36            | 36            | 36            | 36            | 36            | 216                          |
| <b>SUBTOTAL</b>                                       |               | <b>\$12,148</b> | <b>13,882</b> | <b>13,918</b> | <b>13,948</b> | <b>15,808</b> | <b>15,010</b> | <b>\$84,714x15%=\$97,421</b> |
| <b>OTHER DIRECT COSTS</b>                             |               |                 |               |               |               |               |               |                              |
| Bank Chgs 1% x 32851                                  |               | 83              | 83            | 83            | 83            | 83            | 83            | 498                          |
| Communications  |               |                 |               |               |               |               |               |                              |
| Postage \$200/study                                   |               | 200             | 200           | 200           | 200           | 200           | 200           | 1,200                        |
| Telx/Telephone \$300/study                            |               | 300             | 300           | 300           | 300           | 300           | 300           | 1,800                        |
| Stationery Supplies \$250/study                       |               | 250             | 250           | 250           | 250           | 250           | 250           | 1,500                        |
| Resource Mtls. \$400/study                            |               | 400             | 400           | 400           | 400           | 400           | 400           | 2,400                        |
| MIS Redesign & Production Expenses 25,200             | 25,200        |                 |               |               |               |               |               |                              |
| <b>SUBTOTAL</b>                                       | <b>25,200</b> | <b>1,233</b>    | <b>1,233</b>  | <b>1,233</b>  | <b>1,233</b>  | <b>1,233</b>  | <b>1,233</b>  | <b>\$32,593x15%=\$37,488</b> |

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AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add  
 C = Change  
 D = Delete

Amendment Number

DOCUMENT CODE

3

2. COUNTRY/ENTITY

Centrally Funded

3. PROJECT NUMBER

938-0184

4. BUREAU/OFFICE

PDC/PVC

5. PROJECT TITLE (maximum 40 characters)

Opportunities Indust. Centers, Internat'l.

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY  
 09 30 81

7. ESTIMATED DATE OF OBLIGATION

(Under "B:" below, enter 1, 2, 3, or 4)

A. Initial FY 810

B. Quarter 4

C. Final FY 82

8. COSTS (\$000 OR EQUIVALENT \$1 = )

| A. FUNDING SOURCE      | FIRST FY 80  |             |              | LIFE OF PROJECT |              |               |
|------------------------|--------------|-------------|--------------|-----------------|--------------|---------------|
|                        | B. FX        | C. L/C      | D. Total     | E. FX           | F. L/C       | G. Total      |
| AID Appropriated Total | 272          | 0           | 272          | 998.7           | 0            | 998.7         |
| (Grant)                | ( 272 )      | ( 0 )       | ( 272 )      | ( 998.7 )       | ( 0 )        | ( 998.7 )     |
| (Loan)                 | ( 0 )        | ( 0 )       | ( 0 )        | ( 0 )           | ( 0 )        | ( 0 )         |
| Other U.S.             |              |             |              |                 |              |               |
| 1. private donations   | 21.6         | 0           | 21.6         | 79.6            | 0            | 79.6          |
| 2.                     |              |             |              |                 |              |               |
| Host Country           |              |             |              |                 |              |               |
| Other Donor(s)         | 0            | 73.8        | 73.8         | 0               | 295.2        | 295.2         |
| <b>TOTALS</b>          | <b>293.6</b> | <b>73.8</b> | <b>367.4</b> | <b>1078.3</b>   | <b>295.2</b> | <b>1373.5</b> |

9. SCHEDULE OF AID FUNDING (\$000)

| A. APPRO-<br>PRIATION | B. PRIMARY<br>PURPOSE<br>CODE | C. PRIMARY<br>TECH. CODE |         | D. OBLIGATIONS TO DATE |         | E. AMOUNT APPROVED<br>THIS ACTION |         | F. LIFE OF PROJECT |         |
|-----------------------|-------------------------------|--------------------------|---------|------------------------|---------|-----------------------------------|---------|--------------------|---------|
|                       |                               | 1. Grant                 | 2. Loan | 1. Grant               | 2. Loan | 1. Grant                          | 2. Loan | 1. Grant           | 2. Loan |
| (1)                   |                               |                          |         |                        |         |                                   |         |                    |         |
| (2)                   |                               |                          |         |                        |         |                                   |         |                    |         |
| (3)                   |                               |                          |         |                        |         |                                   |         |                    |         |
| (4)                   |                               |                          |         |                        |         |                                   |         |                    |         |
| <b>TOTALS</b>         |                               |                          |         |                        |         |                                   |         |                    |         |

10. SECONDARY TECHNICAL CODES (maximum 5 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

B. Amount

13. PROJECT PURPOSE (maximum 430 characters)

To expand program activities which generate employment for disadvantaged youth in selected LDCs.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY  
 06 81 09 82 09 83

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000  941  Local  Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment.)

17. APPROVED BY

Signature

Title

I. Austin Heyman  
 Director (Acting) PDC/PVC

Date Signed

MM DD YY

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

File copy  
JAN 8 1980

## ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR, PDC

FROM: PDC/PVC, Thomas H. Fox *THF*

**Problem:** To request authority to extend support to Opportunities Industrialization Centers, International (OICI) through FY 1980, to cover overhead costs for The Gambia and Ghana projects and interim funding for the Togo project under the existing grant AID/pha-G-1125.

Discussion:

1. The Action Memorandum approved by the Acting Deputy Administrator on May 22, 1979 (Attachment A) authorized extension of grant support to OICI through FY 1979 and the redelegation of authority to AFR from PDC for monitoring and funding of individual OICI project in Africa.
2. The Action Memorandum did not anticipate any need for PDC/PVC to fund individual OICI projects in FY 1980. Unfortunately, because of delays in implementation of this decision, only two projects, Sierra Leone and Liberia, were handled by the Africa Bureau. PDC/PVC continued to fund projects in Ghana, Lesotho, Liberia, The Gambia, and Togo, as noted in paragraph 3 below, but because of budgetary constraints, only partially funded overhead costs for Ghana and The Gambia in FY 1979.
3. In FY 1979, the WB level for the total OICI program was \$2,725,000. Of this, PDC/PVC funded \$1,525,000 as follows:

|                      |              |                     |
|----------------------|--------------|---------------------|
| Headquarters         | Thru 9/30/79 | \$ 320,070          |
| Ghana (Partial)      | Thru 9/30/80 | 455,000             |
| Lesotho              | Thru 9/30/79 | 123,625             |
| Liberia              | Thru 9/30/79 | 44,240              |
| The Gambia (Partial) | Thru 9/30/80 | 411,863             |
| Togo                 | Thru 9/30/79 | 170,002             |
|                      |              | <u>\$ 1,525,000</u> |

PDC/PVC transferred to the Africa Bureau the balance of \$1,200,000 from which two country programs were obligated:

|              |                 |            |
|--------------|-----------------|------------|
| Sierra Leone | 10/1/79-9/30/80 | \$ 557,708 |
| Liberia      | 10/1/79-9/30/80 | 641,503    |

4. At the time of the Action Memorandum of May 22, 1979, it was not known that interim funding for the Togo OIC would be needed in FY 1980. AFR and PDC have agreed that interim funding is desirable, and should be provided under PDC's grant to OICI, AID/pha-G-1125, to permit the Togo OIC project to be audited, evaluated, and, if deemed appropriate, redesigned. Interim funding will allow these actions to be completed during FY 1980. Any subsequent funding from FY 1981 onward for the Togo OIC project would be provided by AFR.

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5. The FY 1980 Congressional Presentation (Annex V, p. 132) proposed \$3,000,000 for total FY 1980 support. This included headquarters and all the individual Africa country projects. The FY 1980 OYB recommended by PDC/PB is currently \$2,800,000. With this budget level in mind, the OICI program is projected as follows:

|  |                    |
|--|--------------------|
| PDC/PVC funded activities                                  | \$1,100,000        |
| Africa Bureau activities                                   | 1,400,000          |
| New Project in Philippines<br>(if approved by ASIA Bureau) | 141,000            |
|  | <u>\$2,800,000</u> |

PDC/PVC funded activities include \$827,038 for The Gambia and Ghana overhead and for interim Togo funding. The balance, \$342,543, will support a new Institutional Development Grant (IDG) to OICI. This is shown in detail on the attached table (Attachment B).

6. A request for authorization for the new IDG to OICI will be presented in a subsequent action memorandum.

Recommendation: That you authorize support to Opportunities Industrialization Centers, International (OICI) under Grant AID/pha-G-1125, through FY 1980, in the amount of \$827,038, as detailed in the attached table, to cover overhead costs for The Gambia and Ghana projects and interim funding for the Togo project.

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Date \_\_\_\_\_

Clearances

AFR/HA:GIParker (draft)

ASIA/D:MSnoddy (info)

PDC/PB:KToe (draft)

PDC/PMS:KPFlanary (draft)

PDC/PMS:ICStamberg (draft)

PDC/PMS:JOPailpoth *JOP* Date *12/80*

Attachments

- A - Action Memorandum dated May 22, 1979  
 B - Table: FY 80 Funding of OICI by Grant Instrument  
 C - Project Paper Facesheet

PDC/PVC/OPNS:REB *REB* :lhw:ch:1/4/80

## ATTACHMENT B

BEST AVAILABLE COPY

FY 80 Funding of OICI by Grant Instrument,Period and Country/Project

| <u>Grant Instrument<br/>&amp; Phase</u>  | <u>Country/<br/>Project</u> | <u>Funding Period</u> | <u>Amount</u>  |
|--|-----------------------------|-----------------------|----------------|
| <u>To be funded by PVC</u>               |                             |                       |                |
| <u>AID/pha-G-1125</u>                    |                             |                       |                |
| Phase II - Final Yr.                     | Ghana (Overhead)            | 10/1/79-9/30/80       | 89,302         |
| Year 3 (Overhead)                        | The Gambia                  | 7/1/80 -9/30/80       | 15,687         |
| Interim between<br>Phases I & II         | Togo (Ag)                   | 10/1/79-2/29/80       | 300,854        |
|  |                             | 3/1/80-9/30/80        | 421,195        |
|  |                             |                       | <u>827,038</u> |
| <br><u>New IDG</u>                       |                             |                       |                |
| Year 1                                   | Headquarters                | 10/1/79 - 9/30/80     | 342,543        |
|  |                             | Sub-Total (PVC)       | 1,169,581      |
| <br><u>To be funded by Africa Bureau</u> |                             |                       |                |
| <u>AFR OPGs</u>                          |                             |                       |                |
| Final Year                               | Sierra Leone                | 10/1/80-9/30/81       | 308,631        |
| Year 2-3                                 | Lesotho                     | 10/1/79-9/30/80       | 373,366        |
| Year 4                                   | The Gambia                  | 10/1/80-9/30/81       | 296,620        |
| Year 4                                   | Liberia                     | 10/1/80-9/30/81       | <u>510,290</u> |
|  |                             | Sub-Total (AFR OPGs)  | 1,488,907      |
| <br><u>To be funded by Asia Bureau</u>   |                             |                       |                |
| <u>New Projects</u>                      |                             |                       |                |
| Year 1 - (Partial)                       | Philippines                 | --                    | <u>141,512</u> |
|  |                             | GRAND TOTAL           | \$2,800,000    |

BEST AVAILABLE COPY, 80

MAY 2 1979

## ACTION MEMORANDUM FOR THE ACTING DEPUTY ADMINISTRATOR

THRU: ES

FROM: AA/PDC, Anthony M. Schwarzwalder (Acting)  
AA/AFR, Goler T. Butcher

**Problem:** Request for authority to (a) extend AID grant support to Opportunities Industrialization Centers, International (OICI) headquarters through FY 79 and (b) redelegate authority from PDC to AFR for the monitoring and funding of individual projects in Africa.

Discussion:

1. An action memorandum, dated September 14, 1976, signed by the Deputy Administrator, authorized a total funding for OICI of \$10,450,000 for the period FY 75 - FY 78 inclusive (Attachment B). Table 1 indicates that over this period actual obligations were \$8,658,393. Funds have covered costs of OICI headquarters operation and country projects in Ghana (Phase II), Zambia, Togo, Sierra Leone, Lesotho, The Gambia, and Liberia. The Zambia project has been terminated. Until FY 76, AFR supported OIC projects in Nigeria, Ghana (Phase I), Kenya and Ethiopia under various task orders.
2. The action memorandum of September 14, 1976 indicated that funding for the period FY 79 through FY 81 was to be determined on a case-by-case basis by PDC, contingent upon the outcome of evaluations scheduled by FY 78. At present, PDC fully monitors grant support to OICI.
3. An intensive field and headquarters evaluation by Wolf and Co. was completed May 18, 1978. Wolf and Co. found a continuing growth in the capacity of OICI to run its international development program in vocational training (Attachment C). Similarly, AAG Audit No. 78-126 of June 29, 1978 (Attachment D) notes a "marked improvement in OICI administration and operating practices" over what existed at the time of the previous audit in 1976.
4. We believe continued AID support to OICI is warranted in the future on the basis of the aforementioned evaluation and audit.

**Recommendation:** That AID grant support to Opportunities Industrialization Centers, International (OICI) be approved through FY 79 with additional funding of \$2,725,000, as detailed in the revised OICI Project Paper Facesheet (Attachment A).

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Date \_\_\_\_\_

5. Over the past three years, PDC/PVC has coordinated oversight of all grant-supported activities both for OICI headquarters in Philadelphia and for a growing number of discrete projects in several countries. This approach has produced the effect AID desired, namely, to bring OICI up to speed as an international development PVO. We believe OICI has demonstrated its capacity to do vocational training programs and no longer requires centralized oversight of projects by PDC/PVC.
6. Given the spread and diversity of OICI projects, decentralization of monitoring to individual USAID Missions may be advantageous both to AID and OICI. Improved OICI reporting to AID and internal evaluation would be anticipated. The USAIDs also are better able to respond to individual project needs and requests than PDC/PVC in Washington. This change in monitoring would recognize that OICI is an established PVO and that AID must tap its field resources to provide the most responsible monitoring of individual PVO projects.
7. Based on joint review by PDC and AFR, it was agreed that it was desirable that funding and monitoring of the OIC field projects in Africa be the responsibility of AFR. USAID Missions will handle PVO liaison and project monitoring in the field and will be the primary receiving unit for OIC project reports and internal evaluations.

Recommendation: That grant monitoring responsibility be redelegated to AFR from PDC for OICI projects in Africa countries.

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Date \_\_\_\_\_

8. PDC and AFR also agreed that AFR will determine on a project-by-project basis whether fund control will reside with the Mission or in AID/W. Support for current projects in Ghana, Togo, Sierra Leone, Lesotho, The Gambia and Liberia, plus possibly one new project in Africa, would be allocated to AFR in FY 79 and FY 80, from funds provided PDC/PVC for OICI support for those years. Projects would be funded as OPCs under new and separate grant instruments. AFR would be responsible for including appropriate support, for these and other OIC projects in Africa, in congressional presentations after FY 80. See Table 1 for projected funding from FY 79 onward. AFR and PDC have agreed on, and detailed separately, operating procedures and divisions of responsibility.

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cc: AA/LAC: AValdez  
AA/ASIA: JSullivan  
AA/NE: JWheeler  
CM/SOD: MSnyder  
PPC/PB: AHerrick  
AFR/DP: CWard  
AFR/DR: NCaticchio  
AFR/CAWA: Nolsen  
AFR/TOGO: Blane  
AFR/SL: EWalkinson  
AFR/Lesotho: RWIn  
AFR/Gambia: OLustag/JJohn  
AFR/Liberia: SAnderson  
CM/PCD: JAnderson/RCohn

PDC/PVC/CPNS: R. Bijelow: rh: 4/16/79: K51634

Recommendation: That funds provided for the individual OICI projects in Africa in FY 79 and FY 80 be made available to AFR, that these projects be funded as CPGs under new and separate grant instruments, and that appropriate support for these and other OIC projects in Africa be included by AFR in its congressional presentations after FY 80.

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Date \_\_\_\_\_

- 9. We believe PDC/PVC should continue to monitor the AID direct support grant to OICI/Philadelphia, including the maintenance of contact and liaison and evaluation of program effectiveness. PDC/PVC should also continue to coordinate within AID new project/program proposals submitted by OICI headquarters. The existing grant agreement would be used for FY 79 funding of OICI headquarters. However, support from FY 80 onward would be based on a new institutional development grant which would encourage OICI to raise increasing levels of future funding from private sources. See Table 1 again for headquarters funding projections.

Recommendation: That PDC/PVC continue to monitor direct OICI (headquarters) support and coordinate new OIC project/program proposals within AID.

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Date \_\_\_\_\_

**Attachments**

- A - OICI Project Paper Facesheet
- B - Action Memorandum of September 14, 1976
- C - Wolf and Co. Evaluation of OICI, May 19, 1978
- D - AAG Audit Report No. 78-126, June 29, 1978
- E - FY 1979 CP Activity Sheet - OICI

Clearance

PDC/PVC:THFox (draft) Date 4/10/79  
 DAA/AFR:WHNorth Date 5/5  
 AA/PPC:CPaclillo Date 5/14/79  
 KC:MBLL Date

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