

9320076001501-4, 9320076001502+
 PROJECT EVALUATION SUMMARY (PES) - PART I 9320076001503
 Report Symbol

1. PROJECT TITLE Opportunities Industrialization Centers, International (OICI) PD-AAK-258-B1			2. PROJECT NUMBER 932-0076	3. MISSION/AID/W OFFICE PDC/PVC
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) No. 3	
A. First PRO-AG or Equivalent FY <u>75</u>	B. First Obligation Expected FY <u>81</u>	C. Final Input Delivery FY <u>82</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>6/75</u> To (month/yr.) <u>5/78</u> Date of Evaluation Review <u>5/18/78</u>	
5. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ <u>10,450,000</u>				
B. U.S. \$ <u>10,450,000</u>				

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

(NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Review findings of intensive evaluation in the field with OIC personnel, USAID officers, host country representatives and others. (See Wolf and Company evaluation and field report by Bigelow attached).	R. E. Bigelow	5/78
2. Review findings with OICI/Philadelphia including project statuses, timely reporting, staffing, field-visitation and program tracking, French language training for OIC/Togo staff, rate of program/OICI expansion, local Boards roles, and ways AID/W and USAID officials can be more helpful.	R. E. Bigelow	6/78
3. Review (jointly by PDC/PVC and AFR) OICI grant and project monitoring responsibilities within AID/W and by USAID missions.	R. E. Bigelow (and AFR)	6/78
4. Prepare revised action memo (to replace that of Sept. 14, 1976, attached) to request funding for OICI and projects under subject grant from FY79 - FY81, and redelegate monitoring responsibilities as agreed per #3 above.	R. E. Bigelow	7/78

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CRT Network	<input checked="" type="checkbox"/> Other Specific: <u>monitoring responsibilities</u>	A. <input type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	<input type="checkbox"/> Other Specific: _____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C		C. <input checked="" type="checkbox"/> (monitoring responsibilities by AID)	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P		<input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER PARTNERING PARTICIPANTS AS APPROPRIATE (Name and Title)		12. Mission/AID/W Office Director Approve	
Ros E. Bigelow, PDC/PVC/OPNS Ulmost James, AFR/DR		Signature <i>[Signature]</i>	
		Typed Name John A. Uliniski, Jr.	
		Date 6/15/78	

UNITED STATES GOVERNMENT

Memorandum

TO : PDC/PVC, Mr. John A. Ulinski, Jr.

DATE: June 5, 1978

FROM : PDC/PVC/OPNS, Ross Edgar Bigelow



SUBJECT: Trip Report: Opportunities Industrialization Center, International (OICI) Projects in Togo, Ghana and Liberia

Purpose: To visit and become familiar with OICI projects in Togo, Ghana and Liberia, so that AID/W can provide better and more informed backstopping of these projects.

Period: May 20 - June 3, 1978

Status: The Togo, Ghana, and Liberia OICs are three of seven projects funded under grant AID/pha-G-1125. The Togo project began in June 1976 and will run to June 1980 with a total AID input of \$1,364,427. The Ghana project began in 1970 in Accra under an AFR contract which finished in 1976. Under the present grant support for a Ghana phase II expansion began in September 1976 and is projected to end in 1980, with a total AID input under this grant of \$1,900,300. The Liberia project began in September 1977 and will be completed in September 1981, with a total AID input of \$2,119,311. OIC projects in Sierra Leone, Zambia, Lesotho and The Gambia plus headquarters costs are also funded by this grant.

OIC/Togo:

1. As with all OIC projects in the U.S. and abroad, the Togo OIC is founded on a philosophy of self-help, concern for the well-being of one's fellow man, and the generation of satisfying and productive employment for the poor. It is under the direction of an indigenous PVO, formed by a Togolese interest group which has become the board of the Togo OIC. This OIC feels very much a part of the American-based movement founded by Rev. Leon Sullivan in Philadelphia in 1964. Though based on Christian principles, this movement has no specific religious ties or obligations; but the common philosophy, with its appealing concern for addressing basic human needs, seems to be a real unifying force for Americans and Togolese.

2. As in other African countries OIC/Togo is well-known to national leaders who see it as their own project, aided by the OIC movement in the States. When Rev. Sullivan visited the project in July 1977 he was accorded honors normally reserved for visiting foreign heads of state. He was also the personal guest of President Eyadema on a weekend visit to his estate. The project, though very visible at this high official



level, is not yet well known throughout Togo, partly because of its newness and partly because it is located on a rather remote agricultural plateau 105 kilometers from the capital, Lomé.

3. The American Embassy considers it important that the OIC/Togo project succeed; the Ambassador has made it clear that every effort be made to assure the success of the project. Ambassador Palmer (who was in the States during my sojourn in Togo) is said to be one of the strongest supporters and most knowledgeable observers of this project. USAID officer Sally Sharp, who now has no direct responsibility for monitoring this centrally-funded project, is however in regular contact with American OIC advisors and keeps abreast of project developments. Two sessions with Chargé d'Affaires Leslie Young confirmed the Embassy's continuing interest in and concern for the well-being of the project.

4. However, to date the local OIC Board has been somewhat standoffish in its attitude toward the project. Few visits to the farm site have been made by Board members, and Togolese OIC staff expressed to me a general feeling that the Board has not placed adequate priority on project support. It appears that they are waiting to see whether the project will really succeed. In Boston, I had met Board members Amegbo Sodatonou, Vice President, Mazna Medezinawe, Technical Adviser, and Afantchao Yao, founder and secretary. I took the opportunity to meet Board President Abalo Baka while in Lomé. Baka strikes me as a pragmatic businessman (a very successful contractor) who very much wants to help OIC succeed, although other business matters have generally taken precedence over OIC. When the board meets Baka apparently often finds himself at odds with his French-trained fellow Board members who sometimes represent a more conservative element.

5. The Wolf and Company draft evaluation report was shared with USAID officer Sally Sharp, Chargé Young, and OIC Advisor Ron Harvey who passed it around to other American members of staff. All persons expressed general agreement and raised no special objections to statements in the report, although detailed comments were to be sent to me by June 2, 1978. The following remarks are based primarily on my own independent observations in Togo.

6. The Togo project is at the crossroads -- it could become a great success or just another expensive agricultural failure, depending upon what steps are taken to support it now. It is probably the most complicated project attempted by OICI to date. It is the first in Francophone Africa and the first in agriculture. It is really a trinity of projects: (a) a jobs project (like all OIC projects) to encourage self-help, humanitarian concern, and increased employment and productivity, in line with the OIC philosophy, (b) an education project to train people in new skills to increase employability and output, and finally, unlike anything within the OIC experience before Togo (c) a project in agriculture where a model farming operation is to be demonstrated. All three subpro-

jects must succeed for the overall project to be judged a success; if any element fails the project as a whole will fail.

7. It is important to underline the need for OICI to give the Togo project the best possible support. Auditors, evaluators and pressing matters in other Africa projects in recent months have interfered with adequate program tracking and OICI advisory assistance in Togo. This project needs to be accorded the attention that the OICI industrial training efforts in Ghana and Nigeria deserved in the early 1970's and sometimes did not adequately get. The Togo OIC is breaking new ground (both figuratively and literally) for OICI and must have special assistance. Specifically, the following matters must be dealt with: (a) better French language capacity by the American advisory staff and generally more effective communication with Togolese officials, board members, staff, local citizens and potential OIC supporters; (b) full staffing of all American OIC advisor slots; (c) greater exposure of American advisory staff to other agricultural activities in West Africa, especially the cropping systems research underway at the International Institute of Tropical Agriculture (IITA) in Ibadan, Nigeria; (d) more involvement and support by the Board of Directors; (e) more frequent self-evaluation and project tracking in junction with OICI visitations; and (f) closer monitoring by AID/W and by USAID/Togo. These matters were fully discussed with the American staff, senior Togolese staff, Board Chairman Mr. Baka, Mrs. Sally Sharp of USAID, and Mr. Leslie Young, the Chargé. There was general agreement on all points, with one exception. The Chargé feels monitoring of the project should remain entirely with PDC/PVC and not be transferred to AFR or the field. However, I understand that the Ambassador has his own view on this matter. Sally Sharp would like to take direct responsibility for the project. In my view greater USAID involvement would greatly help the project.

8. I visited the project site May 22 and 23 and spent the night in a community center guest house in Notsé. Despite the problems noted above, it is impressive to see what has been accomplished so far. A total of 100 of 300 acres have been cleared from the Savanna, a dam has been built, four classrooms and two service buildings have been erected, a good local staff of about twenty has been hired, initial contacts and support have been gotten with local citizens and authorities in Notsé, a board has been constituted of potentially influential persons from both the private and public sectors, training has begun (in February 1978), and the rains have permitted the first good crops of maize, sorghum, peanuts and beans to grow on 75 planted acres. The project possesses the elements of success, and with proper attention now could achieve excellent results and become a replicable model for OIC application elsewhere in the world.

OIC/Ghana:

9. The project in Ghana is the longest continuous AID-supported OIC project. It will have been funded for ten years when the grant ends in

1980. The present grant (AID/pha-G-1125) since 1976 has covered the so-called Phase II expansion from Accra to new centers in Takoradi and Kumasi plus headquarters costs for the American advisory team in Accra. There are now four very active OIC boards and projects in Ghana: OIC/Ghana (National Board), OIC/Accra, OIC/Takoradi and OIC/Kumasi. The Wolf and Company evaluation was reviewed by the USAID Director and his staff; they had no major disagreement with it.

10. I was able to visit the national headquarters and the multi-sited and diversified program of OIC/Accra. Through FY77, 638 Accra/OIC trainees had been placed in jobs; and through April 1978 an additional 127 OIC trainees had been placed; a total of 765 to date. Employer demand for trainees greatly exceeds supply. Major fields of training are carpentry, office skills, plumbing, masonry, electrical installation, motor mechanics, management, catering, and graphic arts. During FY77 the Accra/OIC made a total of 140 trainee job placements with an average increase in income from 60.00 cedis per year before OIC to an average of 1,294.23 cedis/year after training and placement. This represents a total benefit in increased earning power of c172,792.20. Average monthly salaries for OIC-placed tradesmen are: 261 cedis/month for secretaries, to 230 cedis/month for motor mechanics, 191 cedis/month for carpenters, 171 cedis/month for electricians, 155 cedis/month for plumbers and 60 cedis/month for typists. If one adds to this the annual salaries for local OIC/Accra employees of 90,700.00 cedis plus OIC/Accra local purchases of goods and services valued at 102,000.00, there is a gross benefit of 365,492.20 cedis (\$317,819) generated by the OIC training activities in Accra. These figures are based on OIC/Accra statistics; they do not include OIC/Kumasi and OIC/Takoradi impacts. If the Ghana projects continue to mature, the training capacity and level of placed trainees will grow. Thus, economies of scale will produce increasingly cheap benefits each year. The projects in Accra, Kumasi and Takoradi will be fully self-sustaining by 1980 as planned, according to Al Jacobs the OIC/Ghana Program Advisor who has been in the Ghana program since 1972.

11. The American Technical Cooperation Team (TCT) consists of Jacobs and three others in the areas of finance/administration (Herb Crosby), program evaluation and fund raising (Earl Jefferson), and feeder course and curriculum development (Doris Mack). There are over forty Ghanaian employees in OIC/Accra and the national headquarters who are experienced, committed and competent. The project design calls for two of the four TCT people to leave at the end of FY78, but OIC/Ghana has asked OICI to retain all four at least one more year. I believe this would be a wise decision if the existing budget has enough flexibility to permit this. The turn-over to local staff would be smoother, and the institutionalization process including fund-raising activities would be helped.

12. The Ghana OIC projects already have demonstrated impact and in future could have a significant role to play in addressing the devastating economic conditions in Ghana. In addition to the direct payoff of training noted above, indications of OIC impact in Ghana are:

(a) established capacity for and fair success with private fund-raising activities; (b) excellent support by the existing OIC Boards, business and industry; (c) use of the OIC student counselling process as a model for a country-wide educators course in Cape Coast University in Ghana; (d) a commitment by the Government to provide 3,000,000 cedis to OIC activities, and (e) numerous requests for new OIC centers from various Ghanaian interest groups outside Accra. With inflation and prices shooting upward in Ghana, the picture is becoming increasingly hopeless for the poor and could lead to major social and economic upheaval even within the coming year or two. In these circumstances OIC provides not only a practical economic solution from the ground up, but also proffers a compelling philosophy of self-help and positiveness which seems to be needed so badly in Ghana today.

OIC/Liberia:

13. The LOIC project is only in its first year. Ron Howard, the TCT Program Advisor, who arrived in Liberia in October, 1977 feels that in most areas the project is on schedule. All six TCT staff will be on board by July 1977. About half of the 32 local staff have been hired so far and the other slots should be filled by August. LOIC feels it has been very fortunate in finding very capable people. A potentially excellent training site in Klay, 35 miles north of Monrovia on the road to Bomi Hills, has been turned over to LOIC for the five years of the project. The site has not been used for the past 3 1/2 years, unfortunately, and many repairs are needed. The LOIC Board is making efforts to assure that the facility will be ready by August 28, 1978 when the first four technical courses are scheduled to begin in Klay.

14. Originally, the OIC in Liberia was to be based in Monrovia itself. This was the basis for the original budget submitted to AID/W. However, during the visit of Gary Robinson to Liberia in early 1977 it was decided that the excellent Klay facility would be made available for the project by the Government of Liberia (GOL). It was hoped then that the entire OIC could be located there. However, when Ron Howard and the other TCT staff arrived, it was determined that Klay did not have adequate classroom space to house all courses. Therefore, Ron made efforts to locate a second smaller site in Monrovia to accommodate the feeder and commercial programs. A site was tentatively made available by the government on Mamba Point, but was later taken back because an ILO project which had prior claims came through after several months of delay. At the time of my visit OIC was planning to locate a temporary facility in a new section of the Providence Baptist Church in Monrovia, which is available for the first three-month feeder courses only. After that it is uncertain where the OIC Monrovia office and feeder facilities will be located.

15. I visited the Klay site with Ron Howard, Greg Porter, the building trades specialist, and Mr. Jacob Dogbeh, the Liberian project manager. There are accommodations which could be renovated for use by the projected 120 trainees, but water and electrical facilities need to be upgraded. Two buildings built in the early 1970's by ILO are in good shape

but some of the twenty-year old shops will need improvements. LOIC has requested the GOL to make necessary repairs, costing some \$141,000, by August. Another problem is staff housing. Greg Porter and seven Liberian staff will be moving to the site in June, and other staff will have to find accommodations in the small town of Klay nearby. The semi-rural setting of this OIC forces it to provide boarding facilities for staff and students unlike other OICs in Africa. The houses on site also need some repairs.

16. Though the donation of the Klay site, which is on 600 acres of agricultural land, is a significant host country contribution to LOIC, it presents numerous problems of regearing the program envisaged in the feasibility study, i.e. site renovation, accommodations for staff and students, divided facilities in Klay and in Monrovia, transportation between Klay and Monrovia, etc. Also, it is not clear what will happen when the five years of the project are up. This needs to be clarified with the government. The formal OICI-GOL agreement calls for GOL to "take over" OIC, but does not clarify how this can be done while maintaining the private nature of OIC. One would guess that if the project is judged a success, GOL would cooperate in providing support to a privately constituted OIC.

17. One very bright spot in the LOIC picture is the Board. I attended a Board meeting on May 30, 1978. LOIC local and American staff were introduced, I was introduced and made some general observations, and various matters of LOIC concern were discussed. The Board is very large, eighteen members, and represents diverse elements of the government, private interests and business. Rev. Richards is the Chairman and Foday Massaquoi of the Family Planning Association of Liberia is a key member. Both I had met during their visit to the Boston OIC Convocation in April 1978. Mrs. Surleaf of the Ministry of Finance is also a strong Board member, and has good influence in the government.

18. One of the perplexities, however, relates to the strong influence of the GOL in the project. The Board feels that the private character of LOIC is at times put in jeopardy and that GOL would prefer to run the project itself since it is making a significant contribution to facilities. At the time of my visit OIC offices were located in the Ministry of Labour, Youth and Sport since that Ministry had asked LOIC not to take the Mamba Point site. Ron and I discussed how these circumstances might create some confusion in the minds of Liberians about whether OIC is truly private. Ron has decided to move out as soon as possible.

19. The first feeder courses are to begin June 5th in the Baptist Church facility. Dr. Godwin Odumah arrives June 6th, so that he will be able to see classes actually in process. Hopefully, budgetary changes and program redirections for LOIC can be resolved by OICI during his visit. I made it clear to LOIC that the decisions rest with OICI itself concerning these changes, and that within the existing AID commitment, there would be considerable flexibility from line item to line item, if OICI makes a case for change.

20. Ron Howard, Jacob Dogbeh and I met with Mr. Steve Crayton, Asst. to Deputy Minister, Ministry of Labour, Youth and Sport and with the Honourable Charles Clarke, Minister of State without Portfolio, who have been key LOIC contacts. The latter has been delegated the key facilitator by President Tolbert for OIC's development in Liberia. It is hoped that the President and Vice-President of Liberia will be present in Klay for the opening ceremonies of the LOIC there on August 28th. The meetings with GOL officials made it clear that LOIC activities are very much in line with GOL development objectives, especially in providing training to overcome unemployment. The meetings probably had the effect of reconfirming a sincere GOL interest in and commitment to the project. Minister Clarke appreciated the need for guaranteeing the private nature of OIC. He also said that on behalf of the President he would continue to give OIC GOL support and that he also planned to support OIC in his own private capacity.

21. I also learned of a World Bank -funded project in the late planning stage to service a similar target audience as OIC. It will be designed to annually train 500 "street boys" as trades apprentices in Monrovia. Future evaluation of LOIC should take into account the comparative effectiveness of the two programs.

AID Monitoring of the OICs

23. The present AID monitoring responsibility for grant AID/pha-G-1125 is with PDC/PVC, while OICI continues to exercise primary control of OIC projects in the field. However, it is clear in at least the cases of Togo, Ghana and Liberia that the OIC projects have received on-going and often considerable assistance from the USAID offices too. In Ghana, Lucretia Williams is a regular OIC contact in USAID although she has no monitoring control over the project. USAID Director Irving Coker, as his predecessor Haven North, is prepared to help OIC to enhance the work of what they feel is a significant PVO effort. In Togo, Sally Sharp has played a similar role with strong endorsement from Ambassador Palmer. In Liberia, Messrs. Marsh, Guttman, and Whitten have had regular contact with OIC and have been available for advice and assistance. Deputy Director to USAID/Liberia, Ed Anderson, and Mr. Martinez, Acting Program Officer, also endorse the need for closer USAID monitoring of the OIC project.

24. Thus, in each of the posts USAID exercises a de facto monitoring role but without any of the responsibility, control or paper work, which continue to rest with PDC/PVC in Washington. This division of labor is not in the best interests of the PVO, I believe. That the responsibility and control should shift to the field may be very important where OICs require frequent support. USAID can better monitor country-specific grant elements than can be done at long distance from Washington. I discussed this possible shift with each of the USAID missions and they were in general agreement, but emphasized that the matter needed to be fully clarified in Washington. Similar arrangements may be possible to support OICs in Zambia, Lesotho, The Gambia and Sierra Leone.

25. I recommend that AFR and PDC/PVC representatives meet again to detail new procedures to better monitor the OIC Country projects funded under this grant.