

*Indexed
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UNITED STATES GOVERNMENT

Memorandum

DATE: July 23, 1982

REPLY TO
ATTN OF: Curt Wolters, DP, USAID/Liberia

CK

*PD-MAQ-123
ISM-37207*

SUBJECT: In-house Review, Youth on-the-job Training (669-0160)

TO: Mr. Henry Miles, AFR/DP
AID/Washington

Enclosed is a copy of the recently completed in house rev of the Youth on-the-job Training project (669-0160).

Please note that as a result of this review a number of assumptions and targets have been changed to reflect the changed economic environment. More of an emphasis on women has also been incorporated. A revised log frame has been prepared. (attached)

1. The Review Committee spent two days reviewing this Project. Essentially, it was a review of project documents, including the mid contract report of P.S.I and a discussion of project progress with the Chief of Party and the Project Director.

The Review Committee Members were:

1. Mr. Henry W. Reynolds, USAID/EHR
2. Mr. Curt Wolters, USAID/DP
3. Dr. Gladys Harding, Ministry of Planning & Economic Affairs
4. Mr. Charles Collins, Assistant Director General, National Youth & Sports Commission

2. The review of the Life of Project Work Plan, based on the scope of work for the contractor, revealed that the project was essentially on target. The Chief of Party produced documentation which verified that, except for the task relating to developing means by which women can be more involved in the project, work was moving on satisfactorily.

3. Regarding women, it was suggested that the project do a limited survey of acceptable employment fields in which women can work, and that training slots be identified in those job areas. It was also recommended that attempts should be made to get women into non-traditional work areas.

4. The assumptions and targets, listed in log frame were reviewed. It was found that several assumptions are no longer valid, due to a sharp decline in the economic situation and the high unemployment level. Further, it was found that the scope of this project is so limited that it would be impossible to validate evidence of its success by use of statistical data regarding employment and economic changes.

It was noted by the Committee, however, that the trainee placement statistics themselves are enough to demonstrate that the project is impacting positively in its own limited way.

In reference to the previous paragraph, it was found that Assumption #1 under Goals, "Manpower Demand and Supply Projections are sufficiently reliable for project purposes" was not a sound assumption due to the unreliability of information in the area. However, the other two assumptions regarding (1) GOL priorities remaining the same and (2) the GOL pursuing its policy of Liberianization, were found to have validity.

The project purpose was noted to still be valid. Under the End of Project Status (EOPS) indicators, the targets for item #1, the number of trainees to be planned for and supervised, was reduced from 500 to 200 annually. Under item #3, the number of trainees to complete training during L.O.P., was reduced from 1,100 to 400. These adjustments were necessary to allow for unanticipated reverses in the economy. Since EOPS item #5 ("re-education in unemployment") is not clear, it was dropped.

The assumptions under "purpose" were found to be valid except that under assump-

tion #2 it was determined that staff performance as well as trainee performance would be important to the encouragement of employer participation. On Assumption #5 (unemployment data) it was concluded that existing data on unemployment in Monrovia could not be accepted as reliable.

The outputs were found to be valid as originally designed

The inputs were reviewed and the Committee asked for a list of expenditures by category for the AID and Host Country budgets. This is attached. An updated Log-frame is also attached.

ACCOMPLISHMENTS OF THE PROJECT

1. Preparation of Job Description

Job descriptions have been prepared to define the specific duties of each category of staff components. These were prepared in cooperation with the staff to reflect the duties they were assigned and the duties projected in the revised administrative organization.

2. For Statistical Data Retrieval

The amount of factual data for the Program - which had been in existence since 1972 - was minimal because almost no effort had been made to track the trainees and monitor the developmental results of the training. Special document forms have recently been developed to assist in the collection of pertinent data.

3. Staff Development

The majority of the staff had been selected and assigned prior to the arrival of the COP. This included the Vocational Counselor, four (4) Trade Specialists, two (2) Secretaries, two (2) Messengers, two (2) Custodians, two (2) Drivers, and two (2) Security Guards. One (1) Job Developer was available but assigned by the then MLY to work with several programs. The Director at that time was also assigned as the Director of Vocational and Technical Affairs for the Ministry.

It was evident that some training was needed to bridge the gap between the world of work and professional knowledge, to support the implementation of the proposed revised direction of the program.

To meet the apparent need, early workshops were conducted in Task Analysis, Performance Objectives Development, Current Trends in Vocational Education Administration and Supervision of OJT Program, and General Philosophy of Vocational Education for Emerging Countries.

These workshops are still in progress as new concepts are needed for program upgrading and expansion. Other staff developments will be addressed in the section dealing with Participant Training.

4. Trainee Selection

Trainees were selected in the early years of the Program with the presentation of an application form accompanied by two passport size pictures. Assignments were then made based on available slots and the expressed desires of the applicants.

The revised organization introduced the General Aptitude Test Battery (GATB) designed to prepare profiles which would indicate the potential a prospective trainee has for any given occupation. These twelve tests help to indicate or identify nine aptitudes. The aptitudes are general intelligence, verbal ability, clerical aptitude, mathematical aptitude, spatial perception, form perception motor dexterity, manual dexterity, and finger dexterity.

Based on the aptitude pattern, applicants are counseled as to their vocational choices and advised as to the predictions for their success.

5. Orientation Sessions

Orientation sessions are held with several designed objectives. These sessions are conducted by the OJT staff and include defined understanding of what the trainees and trainers responsibilities are, and what the functions of the Center's staff are in regards to monitoring, special instructions and other important training considerations. To date, 98 persons have participated in these orientation sessions. Additional sessions will be held as more slots are made available for trainees.

6. Life of Project Plan

The original Task Scheduling Plan was prepared in April 1981. A revised schedule was prepared in April 1982.

7. Monitoring Procedures

Teams are composed of the Trade Instructors, Guidance Counselor, Counselor Aide, and occasionally, the Project Director and U.S. Advisor.

Each instructor has been assigned special industries where his trade speciality and allied specialties are being taught. The routine visits involve short conferences with trainees and trainers to inquire about the training progress, problems of training, recommendations from the training institutions, and any other matters of interest to trainer, trainee and YOJT staff.

Surveys which have been conducted have revealed many improprieties which existed and some still remain. Among these was the discovery that many individuals have been classified as trainees for as many as five years. These have been withdrawn from the training complement, and replacements have been assigned where possible. Some trainees were so ill-equipped for the special training that they had not progressed beyond the stage of janitorial and elementary helpers. This has been corrected in that outlines of suggested training coverage have been developed and training institutions are requested to follow these guidelines thus insuring a comprehensive exposure for trainees in the various training areas.

8. Training Areas

To date, trainees are enrolled in the following areas:

- Auto Mechanics
- Electronics
- Air Conditioning and Refrigeration
- Carpentry
- Plumbing
- Cabinetmaking
- Masonry
- Machinist (machine shop)
- Welding
- Electricity
- Clerical
- Laundry Operations
- Upholstery
- Motor Rewinding

Additional applications request training in areas where possible slots may be eventually secured are:

- Technical Drafting
- Accounting
- Aircraft Mechanics
- Bookkeeping
- Hair Dressing
- Tailoring

9. Current Trainee Enrollment

A system of regular charting of daily statistics of enrollment, new slots, separations and drop-outs has been devised.

During the month December 1981, the number of bona fide trainees enrolled was 122. Ninety-five (95) of these were placed during the period January to December 1981. Thirty-four (34) trainees have been placed during the period January to April 1982, four (4) of these persons have been separated from the program. These cases involved two (2) persons who left without informing the center, two (2) persons who were discharged for dishonesty.

Several prospective slots are in the offing. These include:

- Carpentry
- Electrical
- Auto Mechanics
- Machinist
- Welding
- Dry Cleaning

Of the above mentioned assignments during January to April, three (3) women were assigned - one clerical, one dry cleaning and one motor rewinding.

10. Participant Training

Short-term participant training is one of the important tasks mandated by the project paper. The training is designed to provide skills at an advanced level in the theory and practice of all phases of the instructor's technical specialty.

Two (2) participants

left Liberia January 17, 1982 for study at Cheyney State College Cheyney, Pennsylvania, in the Industrial Technology Division of school.

The study is designed to help develop competencies in supervising and directing activities supporting an ongoing On The Job Training Program.

The institution agreed: to organize visitations and observations of OJT programs in industries; enroll the participants in courses in Industrial Safety, Industrial Organizational Management Principles, and Management, Planning and Training Program Monitoring; visitations to area technical schools, community colleges and institutes; interaction with technical instructors at Cheyney State College and trainers in industry; and some "hands-on" activities in the participants' special instructional area.

This first group of participants returned to Liberia in June 23.

Two other trade specialists and one administrator are scheduled for training during the fall semester. As currently planned, they are Joseph Nagbe, Electrical Instructor, and Christopher Benson, Building Trades Instructor, and Nyema Kieh, Sr., Project Director. One three-month program is anticipated for administrators.

In the effort to expose participants to a wide variety of experiences in various universities and colleges, it has been tentatively decided that the University of the District of Columbia, Washington, D.C. may be a choice for this second group.

11. Short-Term Consultants

Two short-term consultants were employed during the period June 15 to August 27, 1981. They were Messrs. Carden S. White and Frank J. McCann. The special deliverables were to include some interaction with the staff in developing competencies in learning activities packages (LAP's) development, assisting in aptitude testing, and instruction in color slide processing and mounting.

Members of the staff, including the Director and the Advisor, were exposed to this slide processing training and some degree of competency has been achieved. The team is currently able to accurately process and mount slides for instruction and public relations purposes.

12. Instructional Materials

The team has been occupied to a great extent in developing learning activity packages (LAP's) for supplementary instructional purposes. These have been through many developmental stages. At present, forty (40) packages have been assembled in an elementary form. The Advisor is currently working with the instructors to

develop these LAP's in professional formats prior to field testing and final printing.

The processing of this material has been improved in that a Xerox machine is available in house for use.

13. Interim Evaluation

As projected in the Project Paper, an initial (interim) evaluation was held in November 1981 to assess the progress of the program to date and to make recommendations for additional development in re-organizing the program.

Dr. Elizabeth Abramowitz, President of PSI Associates, Inc., Washington, D.C., the contracting agency, spent seven days in Liberia making a thorough investigation of the Project and the changes now being implemented. During this visit, conferences were held with USAID, NYSC and the staff of the center.

Results of this visitation are documented in the "INTERIM EVALUATION REPORT" available at USAID, NYSC and YOJTP.

14. Participating Industries

At present, forty-nine (49) industries are participating in the program as trainers. This represents an additional nineteen (19) industries since the re-organization began. Special contacts are being made daily to increase participation of the industrial sector in training Liberian youth.

PROJECT IMPLEMENTATION SUCCESSES AND FAILURES

This project has generally functioned well and no element could be considered to have failed thus far.

Except for the over-projections in the numbers of trainees to be placed and graduated, it has moved along on track in virtually every element. It could be said that placement of trainees and participations of private and public enterprise have been above expectations given the sharp decline in the economy.

The project could run into a problem with funds for the host country contribution. To the present, however, the G.O.L. has managed to provide them. This problem can be resolved by the use of E.S.F. counterpart funds to cover the G.O.L. contribution.

The project staff has been working on the development of the Project Advisory Council; the delayed issuance of a decree establishing the National Council on Technical and Vocational Education and Training (NCVTET) has slowed this process. Nevertheless, now that the NCVTET is a reality the advisory council is about to be established.

Although, there are indications that some establishments have absorbed many more trainees than the volume of work seems to justify, it was not thought to be a problem at present; project staff was warned to be careful that industry did not take on too many trainees and use them in place of qualified staff to save money.

1. Recommendations for Future Action

A. Finding: Because the National Apprenticeship Program has not been implemented, it has impossible to integrate this program with the former

recommendation: That every effort be taken to assure that at the appropriate time this project is tailored to dovetail with the National Apprenticeship Program and be sure all project data are passed on to the Agricultural and Industrial Training Board.

B. Finding: Gradually the Liberian staff is taking over increased responsibility for the project. It was found, however, that major attention should be given to this element.

Recommendation: That the technical advisor take major steps toward passing over responsibility for the project's operations to the Liberian staff. At the next evaluation exercise, all presentations would be made by the Liberian staff.

C. Finding: The Committee was advised by the Chief of Party that he was looking toward changing the U.S. institution which was training the first two project staff participants. While he felt training was adequate, he thought a better program could be set up.

Recommendation: That the project staff look into a variety of training institution including institutions in third world countries to assure the most appropriate training for project staff.

D. Finding: In many cases in AID funded projects, all assistance ceases at the end of the project. In this case there will be a two year period after the long term T.A. leaves, where additional assistance can be made available under the grant.

Recommendation: That A.I.D. take precautions to assure the availability of short term assistance after the two years of long term T.A. to ensure proper institutionalization of the program. It is also recommended, subject to the availability of funds, that the Chief Advisor continues in post for some months after the return of staff from participant training.

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AID Grant Expenditure to Date in YOJT Project

Technical Assistance	\$400,000
Training	64,292
Commodities	-0-
Other Costs	-0-
Uncommitted	<u>30,708</u>
Total	<u>\$495,000</u>

July 16, 1982

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YOJTP
Monrovia, Liberia

June 4, 1982

RE: GOL Budgetary Input -YOJTP

Mr. Henry Reynolds
EHR Chief
USAID/Liberia

Dear Mr. Reynolds:

As per your request, enclosed herewith are budgetary figures for the Youth On-The-Job Training Program contributed by the Government of Liberia:

1980-1981	\$86,000.00
1981-1982	\$119,000.00
1982-1983	\$194,718.00 (Proposed)

The breakdown of these items will be found attached.

Respectfully submitted:

Joseph E. Butcher
Joseph E. Butcher
Chief of Party
Youth OJT Program
Monrovia, Liberia

NATIONAL YOUTH & SPORTS COMMISSION

CODE: 2-28

DEPARTMENT OF VOCATIONAL & TECHNICAL TRAINING SERVICES
DEVELOPMENT PROGRAM - YOUTH ON THE JOB TRAINING

CODE: 800-2-28-2-03

<u>CATEGORY OF EXPENDITURE</u>	<u>DATA</u>	<u>ESTIMATE 1980/81</u>	<u>REVISED 1980/8</u>	<u>ESTIMATE 1981/82</u>
<u>ADMINISTRATIVE SECTION</u>				
110-1.1	Director	-0-	-0-	3,633
	Vocational Counsellor	0,000	10,000	0,000
	Clerk/Typist 2 @ 4,500 ea	9,000	9,000	9,000
<u>OFFICE OF THE INSTRUCTORS</u>				
11-1.1	Auto Mechanics Instructor	7,500	7,500	7,500
	Electrical Instructor	7,500	7,500	7,500
	Masonry Instructor	7,500	7,500	7,500
	Carpentry Instructor	7,500	7,500	7,500
	General Trades Instructor	-0-	-0-	7,500
<u>HOUSEKEEPING SECTION</u>				
110-1.1	Chauffeur 2 @ 3,400 ea.	4,800	4,800	4,800
	Messengers 2 @ 2,400 ea.	4,800	4,800	4,800
	Janitors 2 @ 2,400 ea.	4,800	4,800	4,800
	Watchmen 2 @ 2,400 ea.	4,800	4,800	4,800
	TOTAL, PERSONNEL SERVICES	<u>68,200</u>	<u>68,200</u>	<u>89,333</u>
251 1.1	Maint. & Repairs of Bldgs	-0-	-0-	1,500
	TOTAL, OTHER SERVICES:	<u>-0-</u>	<u>-0-</u>	<u>1,500</u>
311-1.1	Motor Fuel/Lubricant.	9,200	9,200	9,200
315-1.1	Edu. Mats. & Supplies	5,000	5,000	5,000
318-1.1	Household Mats. & Supplies	-0-	-0-	1,500
351-1.1	Stationery & Supplies	3,600	3,600	3,600
	TOTAL, MATERIALS & SUPPLIES	<u>17,800</u>	<u>17,800</u>	<u>19,300</u>
400-1.1	Furniture & Furnishing Equip In General	-0-	-0-	8,867
	TOTAL, EQUIPMENT	<u>-0-</u>	<u>-0-</u>	<u>8,867</u>
<u>YOUTH ON THE JOB TRAINING PROGRAM</u>				
	GOL	86,000	86,000	119,000
	External Assistance USAID	<u>120,000</u>	<u>120,000</u>	<u>185,000</u>
	TOTAL, YOUTH ON THE JOB TRAINING PROGRAM	206,000	206,000	304,000

DEPARTMENT OF VOCATIONAL & TECHNICAL TRAINING SERVICE
DEVELOPMENT PROGRAM - YOUTH ON-THE-JOB TRAINING

<u>CATEGORY OF EXPENDITURE</u>	<u>DATA</u>	<u>REVISED 1981/82</u>	<u>ESTIMATE 1982/83</u>
<u>ADMINISTRATIVE SECTION</u>			
110-1.1	Director	\$13,633	\$13,633
	Vocational Counselor	10,000	10,000
	Sr. Clerk/Typist	4,500	4,800
	Jr. Clerk/Typist	4,500	4,500
<u>OFFICE OF THE INSTRUCTORS</u>			
11-1.1	Auto Mechanic Instructor	7,500	8,250
	Electrical Instructor	7,500	8,250
	Masonry Instructor	7,500	8,250
	Carpentry Instructor	7,500	8,250
	General Trades Instructor	7,500	8,250
<u>HOUSEKEEPING SECTION</u>			
110-1.1	Chauffeur 2 @ 2,400 ea.	4,800	4,800
	Chauffeur 1 @ 2,400		2,400
	Messengers 2 @ 2,400 ea.	4,800	4,800
	Janitors 2 @ 2,400 ea.	4,800	4,800
	Watchmen 2 @ 2,400 ea.	4,800	4,800
130-1.1	Stipends for 100 Trainees \$600 ea. P/A		60,000
	TOTAL PERSONNEL SERVICES	<u>\$89,333</u>	<u>155,783</u>
252-1.1	Maint. & Repairs of Bldg.	<u>\$1,500</u>	<u>\$3,500</u>
	TOTAL, OTHER SERVICES	<u>\$1,500</u>	<u>\$3,500</u>
311-1.1	Motor Fuel Lubricant	\$9,200	\$12,700
315-9.1	Edu. Mats. & Supplies	5,000	8,000
318-1.1	Household Mats. & Supplies	1,500	3,000
351-1.1	Stationery & Supplies	<u>3,600</u>	<u>5,000</u>
	TOTAL, MATERIALS & SUPPLIES	<u>\$19,300</u>	<u>\$28,700</u>
	1 Toyota Corrolla		
	4-door Sedan 1,600 DX @ 6,735 (Duty free)		\$6,735
	TOTAL VEHICLE		<u>\$6,735</u>

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YOUTH ON-THE-JOB TRAINING PROGRAM

GOL

\$119,000

\$194,718

EXTERNAL ASSISTANCE USAID

185,000

TOTAL, YOUTH ON THE JOB TRAINING PROGRAM

\$304,000

\$194,718

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

ANNEX A

Life of Project:
From FY 79 to FY 82
Total U.S. Funding \$495,00
Date Prepared July 20, 1979
Date Amended, May 1982

Project Title ON-THE-JOB-TRAINING PROJECT #669-0160

LOGICAL FRAMEWORK MATRIX

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATIONS	MEANS OF VERIFIABLE INDICATIONS	IMPORTANT ASSUMPTIONS
<p><u>GOAL</u> TO: Develop an adequate body of trained manpower with relevant knowledge and skills to support the nation's socio-economic development.</p>	<ol style="list-style-type: none"> 1. Manpower survey statistics evidence increase Liberian employment. 2. Foreign exchange outflow for expatriate manpower covered or stabilized. 3. Growth continues unabated. 	<ol style="list-style-type: none"> 1. MPEA Manpower Data. 2. GNP Data 3. GNP Data 	<ol style="list-style-type: none"> 1. GOL Priorities in EHR will remain the same. 2. GOL will actively pursue its policy of Liberianization.
<p><u>PURPOSE</u> TO: Upgrade the current Youth On-The-Job Training Program enabling it to place more and better trained semi-skilled workers on the job market.</p>	<p><u>EOPS</u></p> <ol style="list-style-type: none"> 1. MLYS with capability to effectively plan and supervise up to 200 trainees annually. 2. Increased numbers of employers participating effectively in the YOJT Program 3. 400 trainees will complete training and 75 percent will enter the work force. 	<ol style="list-style-type: none"> 1. MLYS records on staff and facilities. 2. MLYS list of participating employers 3. MLYS trainee and certification records, and employment statistics, 	<ol style="list-style-type: none"> 1. GOL provides adequate support to MLYS for vocational training. 2. Trainee and staff performance sufficient to encourage employer participation 3. Trainees are sufficiently motivated to continue in work force as semi-skilled workers

	4. MLYS with capability to backstop other Vocational Training Programs in its portfolio.	4. MLYS records and on-site visits to projects.	4. NYSC continues its current portfolio.
OUTPUTS			
1. Trained Staff	1. Levels of training a. Two (2) Administrators b. Five (5) training Supervisors c. Five (5) Clerical and Support Staff	1. USAID and MLYS training records and project staff reports	1. Qualified Liberians will be available for and complete training and return to the job for which they were trained
2. Policies and Procedures	2. Administrative and Support Systems: a. Adm. arrangements with employers (i.e. terms, conditions, stipends, etc.). b. Systematic supervision of trainees c. Trainee evaluation and skill performance certification d. Job placement and follow-up procedures.	2. Project records, on-site observations, discussions with employers and trainees, trainee evaluation reports and employment records.	2. Employers will provide the administrative, supervisory and financial support for trainee
3. Training Programs	3. Training Programs in 4 Vocational areas: a. Mechanics b. Electricity c. Building Construction d. Carpentry/joinery	3. Project reports and on-site observation.	3. Trainees will elect to enter one of the vocational training programs.
4. Training Materials	4. Types of Materials and Procedures: a. Recruitment materials and information b. Pre-training screening tests and materials c. Orientation and guidance, materials and procedures.	4. Project reports and on-site observation.	4. Training materials can be prepared in a form that will be relevant and effective for both trainees and employers.

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- d. Instructional modules for in-plant instruction (3. above)
- e. Learning Aids for trainees
- f. Job performance rating scales
- g. Achievement tests.

INPUTS \$000

AID

Technical Assistance

Long-term (24 PM)	140.0
Short-term (9 PM)	90.

Participant Training

Study tours (4 PM)	12.0
Short-term training	62.4
Workshops	15.6

Commodities

Vehicles (2)	20.0
Office Equipment/Furniture	15.0
Training Materials	5.0

Other Costs

Contingency	14.7
Inflation	40.0

Total AID	<u>\$494.7</u>
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GOL

Personnel	333.1
Other services	40.0
Other Costs	<u>108.4</u>

Total	<u>\$481.5</u>
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