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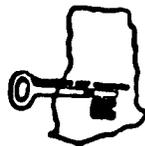
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I N S T I T U T I O N A L R E A D I N E S S
T O G R A D U A T E

OIC

OPPORTUNITIES INDUSTRIALIZATION CENTRE



GHANA

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P r e f a c e

The review team that prepared this report was in Ghana for four working days in the final week of February 1985. The focal purpose of our work and our schedule permitted work to be performed only in Accra. We did not visit the programs in Kumasi and Sekondi-Takoradi.

It should also be noted that a number of key people were not available to us -- among them, the Executive Director and Resource Mobilization Director of the Ghana OIC Head Office. Other key personnel extended themselves to fill the informational and perceptual gaps thus created. For their very helpful efforts, we are deeply grateful. Special thanks are due to Mrs. Stella Dzidzienyo in this regard.

The program review was performed by a team comprised of Eloi H. Kingbo of OICI's Evaluation Office and Nat Engel, partner of Barnett & Engel, who edited the report and who assumes responsibility for its errors.

I. SCOPE AND PURPOSE

Ready or not, all country programs established with the assistance of OIC International graduate at some time; that is, financial support of the U.S. Agency for International Development or a USAID mission through OICI ends. As that end of project (EOP) milestone approaches, OICI and interests in the host country look for indicia of institutionalization, which is the purpose of every OIC project.

As this is written, AID/OICI-sponsored OICs in Liberia, Sierra Leone and Ghana are nearing graduate status. Formal, comprehensively documented EOP evaluations will be performed for each program at an appropriate time after its termination as an OICI project; but OICI fielded a project review team to cast an early eye on the strengths and weaknesses of all three country programs with respect to achievement of full institutional capability.

When the scope of work of this evaluative effort was drafted, its frame of reference defined readiness to graduate as "the extent to which project purpose has been achieved" and set as the team's central task to determine the "level of institutionalization which, in fact, has been the purpose of every project." The letter of contract differentiated the core of the effort in Ghana from those in Liberia and Sierra Leone as follows:

"In the case of Ghana OIC, the program review report will be of a follow-up type, indicating progress toward financial self-sufficiency since the last evaluation in March 1984, the possible expectations as regards this matter by September 1985, and the necessary conclusions and recommendations. Information on program outputs of Ghana Phase III should also be updated."

Accordingly, the predominant theme of the review team's inquiries was preparations of Ghana OIC (GOIC) for the upcoming cessation of AID/OICI financial support. During our relatively brief (four work days) stay in Accra, we devoted some time to other indicia of readiness to graduate, which had been defined structurally in a set of eight criteria of institutional self-sufficiency which were constituted as the outline of the team's work effort and reports in Liberia and Sierra Leone.

The fifth of those eight criteria of institutional maturity was financial self-sufficiency. As we noted in our opening comments in examining this indicator with respect to the Sierra Leone and Liberia OICs, "To observe that the ultimate criterion of institutionalization and readiness to graduate is assurance of financial capability is to belabor the obvious." We felt compelled to note that if "program, accomplishments, linkages and leadership have not progressed enough toward institutional vitality to warrant life-after-

OICI, funding plans and commitments are unlikely to assure institutional security."

The other-than-financial criteria preceding and following the focus of this review were:

- o an effective Board of Directors and committees
- o sound management structure and systems in place
- o staff in place and functional
- o instructional standards and methods operative
- o community acceptance, awareness, support
- o in-country replication of OIC project
- o appropriate, permanent facilities

II. GHANA O.I.C. PROGRESS TOWARD FINANCIAL STABILITY

In Ghana as in the two country programs the team reviewed earlier, the issue of sound financial footing was addressed as OICI Central Office executives and other quarters see it: determination of whether the program's Board and management have developed a "strategy for survival." In Ghana, as in the others, it is equally important to report on the extent to which strategic decisions have been implemented or whose implementation is visibly under way. And, finally, this central indicator is examined here within a framework similar to that which obtained in the other reviews; that is, organized by the kinds of financial resources that can be cultivated by an OIC.

II-A. Commitment of the Government of Ghana

It was noted earlier that it belabors the obvious to recognize that assurance of financial resources is the sine qua non of institutionalization. The same can be said about observing that the underdeveloped nations in which OICs have been established are distressed economically; that the host governments to which graduating programs must look for substantial, more-than-majority financial sustenance are beset by demands far in excess of their cash incomes or prospects. Although it is not as obvious, it is an equally universal condition that -- the merits and accomplishments of an OIC notwithstanding -- even high-ranking officials such as ministers, deputy ministers and key technical and administrative personnel cannot provide flat and absolute assurance of continuing government subvention at any level of funding.

GOIC's principal liaison officer in the Ministry of Finance and Economic Planning is unequivocal about the program. OIC philosophy and operational distinctions are well-known and appreciated in government circles; GOG is keenly aware that GOIC contributes importantly to the technical training needs of Ghana, which has long been a skilled

manpower pool for the West African region. He and his MFEP colleagues and program linkages at the Ministry of Labour and Social Welfare regard the three-center program as "exceptional" and meriting continued support by the government. But GOG is in "crisis" and could not possibly underwrite GOIC program costs in full, or at a higher level -- or even ensure that committed levels can be sustained.

Although these (and similar expressions cited by members of GOIC's Board and staff) favorable attitudes clearly reflect GOG commitment to the program, this authoritative spokesman says GOIC must develop "an elaborate program" of self-help -- income-generating production and other ventures and attraction of financial contributions from offshore donors. With respect to the latter expectation, it is particularly clear that GOIC's leadership will have to bring in its own hard foreign currency to permit procurement of materials and equipment outside of Ghana; that failure to do so will create a significant restraint on GOIC's institutional capability. In plain terms: No matter how committed or willing, host government subvention cannot ever include support in any but cedi funds.

Until FY1982, GOG's contribution to GOIC's operating cost amounted to 40% of budget. In FY1983 and into the current year, GOG funding has accounted for approximately 21% of annual need. In FY1984, that has amounted to about ₵2.1 million of GOIC's ₵10 million budget.*

For fiscal years 1985 and 1986, GOIC has projected budget needs that total ₵12 million and ₵15 million respectively, encompassing recurring personnel and other costs but calling for no capital acquisitions. Those allocations are as follows (in millions of cedis):

		Head Office	Accra	Kumasi	Sekondi Takoradi	GOIC Total
		18%	38%	22%	22%	
FY1985	Salaries	₵1.087	₵2.540	₵ .992	₵ .960	₵ 5.579
	Other costs	1.053	2.126	1.632	1.631	6.442
	Total	2.140	4.666	2.624	2.591	12.021
FY1986	Salaries	1.141	2.667	1.042	1.008	5.858
	Other costs	1.625	3.025	2.259	2.258	9.167
	Total	₵2.766	₵5.692	₵3.301	₵3.266	₵15.025

The GOIC staff paper from which these projections are taken asked project management and the Board to seek restoration of the 40%-of-budget subvention characteristic of earlier years (a patently unrealistic goal in the short term), but projects GOG subvention at the

*Fiscal projections and other data presented to GOIC Board in an undated staff paper entitled, "A Draft Policy Paper to the GOIC Board -- Meeting the Problem of Funding the GOIC Programme After September 1985." At the time of visit, exchange rate was \$1.00 = ₵50.

21% rate that has obtained since FY1983 -- that is, ₵2,524,000 in FY85 and ₵3,155,000 in FY86. Projections of funding gaps in those two years quantify amounts to be acquired from other sources as ₵9,496,000 in FY85 and ₵11,870,000 in FY86, underscoring the very critical need for development of those alternate sources.

Discussions with Board members brought forth expressions of awareness that outsiders and some staff personnel have deemed Board efforts in pressing for GOG support as not sufficiently forceful. The review team was told that the Board has been cautious in the past, and astutely so. Both the politics and the economy of Ghana have been extremely unstable, and the Board's members have had to move with great care. The situation is now seen as easing; that a prevailing antipathy to private investment has now dissipated. A new investment "code" is being promulgated to clarify GOG policy in that regard, so job creation and opportunity will be in an uptrend. OICs which train craftsmen for private sector employment should regain some of the priority they lost in the intervening period.

In summary, it is reasonable to observe that -- to the extent that GOG subvention can be factored into the financial future of the program -- the staff paper has done so realistically. At the same time, their conservative projections urgently underscore the critical need for development of additional sources of operating money.

II-B. Non-Government Fund-Raising

The review team was unable to meet with GOIC's Resource Mobilization Director during our brief stay in Accra. We were permitted to review the fund-raising files, which yielded a mix of proposed projects and ideas for self-help ventures that might help close the wide funding gap after graduation. Items cited below were noted in the relevant file at Ghana OIC's Head Office.

- An undated concept paper -- prepared by Dr. A. Romeo Horton -- proposed that OICI help launch (by January 1985) an African Finance Corp. to assist GOIC and other programs in development of income-generating ventures. The file reveals no action.
- 8 January/85... Executive Director K.A. Keelson requests that a new Board member who is an attorney (J.M. Lamptey) help set up a limited liability company to be called OSIC (Opportunities Self-Reliance Investment Company) to function as a holding company for the OIC's profit-making ventures, and to be capitalized with 55% private sector interests, 25% OIC/Ghana and 20% personal investments by Board members and staff personnel. The ventures envisioned include petrol stations in addition to the present operation, motor and body repair, ceramic products, textile products, printing and graphics production, agricultural production, food processing and retailing, and entertainment events.

Capital of ₵200,000 -- a loan from Ghana OIC -- is cited to be provided to OSIC as seed money for offices, secretarial staff and transport expenses. The file reveals no action.

- 2 January/85... A feasibility study was performed by UST (the University of Science and Technology) for a fee of ₵20,000 and seemingly well worth the expenditure by GOIC. It endorses the economic feasibility of a proposed poultry-raising project for Kumasi OIC, and would require seed money for a project whose capital needs are quantified at ₵200,000.

Similarly, the file contains requests from the other local programs for seed money to be provided by the national Board for (unspecified) business ventures -- a ₵90,000 request from Sekondi in July 1984, ₵300,000 sought by Accra OIC in August 1984.

Thus, from file content going back nine months, the Board was being asked to produce almost ₵.6 million in venture capital -- at February 1985 exchange rate, almost \$US12,000 -- for all three local programs.

In discussions with Head Office personnel, it was amply clear that fund-raising is viewed as a role of the national Board of Directors rather than the subordinate LPCs (Local Program Committees) of the three OICs. However, the Director of Resource Mobilization has set out "budgets" -- fund-raising targets -- for each of the OICs. In an August 1984 memorandum to the local program directors, those targets were specified with great precision for FY1984. The net yields (after expenses) set forth were:

Head Office	₵ 501,653
Accra	1,079,716
Sekondi-Takoradi..	538,800
Kumasi	<u>571,775</u>
Total Net Goal ...	₵2,691,944

The local program directors responded by submitting spread sheets in minute detail, sometimes in 1/100th of the cedi, broken down by monthly targets, by source (e.g., direct mail appeals, businesses present and envisioned, certification day events) mostly worked out by costs against revenues to produce monthly nets of between ₵40,000 and ₵50,000, and totaling to the targets laid down by the Resource Mobilization office.

The investment of project management time to develop these clearly synthetic projections has to have been inordinate; and the shared disbelief in their validity equally so. The review team expressed its finding that an exercise so futile would have to be followed by non-effort and failure, and encountered no disagreement. The circumstance is provided in some detail here to illustrate that GOIC tends to approach its most compelling challenge with less than forthright appreciation of the difficulty it clearly faces.

On 13 February, GOIC submitted an informal letter request for funding support from the Konrad Adenauer Foundation, sent to the representative of the foundation at one of several projects it already helps in Ghana. While the letter presented substantive detail on outputs since the program was established, current and upcoming needs, and the share of operating costs and equipment it is being asked to fund, it expresses readiness to prepare and submit a more formal and detailed proposal in response to a favorable reception of the letter submission.

The request to the Adenauer Foundation is one recent effort to tap non-governmental sources. (One letter in the file is addressed to the Australian High Commissioner in January/85 and does not specify an amount requested; and the team was told others of a similar open request type have been sent to other foreign government representatives in Accra.) The staff memorandum summarizes the submissions (other than to GOG) in the last year as follows (with disposition noted as G = Granted, P = Pending, D = Declined).

Date of Submission	Application of Funds	Donor	Amount		Status
			₵ Cedis	\$ US	
May / 84	Sponsorship of training of 50 in carpentry and masonry	Seventh Day Adventist Church	132,000	2,640	P
May / 84	Food for trainees and staff		116,000	2,320	G
Aug. / 84	Tools and equipment for Accra art school	Embassy of Japan	1,000,000	20,000	P
Aug. / 84	Annual Subvention	Valco Trust	2,300,000	46,000	D
	Renovation of Kumasi center		150,000	3,000	G
Aug. / 84	Annual subvention to Sekondi-Takoradi	Pioneer Tobacco Co.	1,700,000	34,000	P
Aug. / 84	Sponsorship of training of 50 in carpentry and masonry	Social Security & Natl. Insur. Trust	132,000	2,640	P
Jan. / 85	Two vehicles	German Volunteer Service	500,000	10,000	P
Jan. / 85	Financial support of Kumasi center	World Vision International	5,400,000	108,000	P
Jan. / 85	Financial support of Accra center	Rotary Club of Accra West	839,000	---	P
Feb. / 85	Vehicles, tools, equipment replacements, technical assistance/staff development programs	Konrad Adenauer Foundation	38,350,692	767,000	P

Eliminating the one submission that has been declined, the requests tabulated above total about ₵48.3 million, a little under \$950,000.

Noting that "project proposals" of the type summarized in the table on the preceding page are the funding source on which "we shall continue to rely very heavily," the staff paper lists proposals for long-term funding that are to be prepared and submitted by June 1985. Each is to be aimed at partial or full financial support for GOIC and its centers, and is based on budget projections ostensibly worked up through fiscal year 1991.

Fiscal Year	Application of Funds	Donor	Amount	% of Budget
1986	Support of GOIC, OIC/Accra, OIC/Sekondi-Takoradi	World Council of Churches	£ 6,767,583	56.3%
1987	Same as above		12,598,274	90.5
1988	Entire GOIC program	Konrad Adenauer Foundation	40,976,406	96.5
1989	Entire GOIC program		22,538,576	100.0
1990	Entire GOIC program	Netherlands Government	28,173,220	100.0
1991	Entire GOIC program		35,216,525	100.0

All of the budgetary projections are based on an assumption that both the short/medium term and longer term funding efforts will be conducted in a period of "consolidation and stabilization" rather than expansion; i.e., no additional centers will be established.

Further refined, GOIC's staff has allocated stable shares of annual operating budgets to Accra (40%), Kumasi and Sekondi-Takoradi (21% each and Head Office (18%) in the years through 1991, with total projected budgets in cedis and dollars (converted at current rate -- £1.00 = \$.02) as follows:

	Ghanaian Cedis	US Dollars
1986 ...	£ 11,967,287	\$ 239,345
1987 ...	13,920,744	278,415
1988 ...	42,462,597*	849,250*
1989 ...	22,538,576	450,770
1990 ...	28,173,220	563,465
1991 ...	35,216,525	704,330

Implicit in much of the GOIC staff approach to future funding needs and sources is a multi-pronged perception that, in effect, commends to the Board that Ghana OIC --

1. Exert maximum influence/pressure to raise GOG subvention from

*The 1988 £42.5 million budget includes £18.8 million for salaries and other costs projected for other years, plus £23.7 million for office and training equipment, vehicles and other non-consumables.

current actual disbursement level of about 21% of budget (during the waning era of AID/OICI funding support) to the "committed" but unpaid 40% share, or as close to that proportion as may be doable in light of fiscal and political realities.

2. Cast a wide proposal net for funding from alternate (especially European and other offshore) sources with zero-base assumptions -- i.e., as though no GOG financial support will materialize.
3. Seek to expand development of business ventures to create program income through use of trainee labor and/or merchandising or other marketing efforts unrelated to OIC-taught skills.

On the basis of what the program review team could learn, planning and concept development appears to be centered in staff efforts. In the matter of fund-raising as in other policy-related issues, however, staff can propose but Board must endorse plans and methods and provide seed money and other supporting means.

In discussions with key staff personnel of the Accra center, proposed fund-raising ventures were reported as heading in the direction of agricultural production in all three local programs, involving palm oil, poultry and piggeries. Accra is also looking to expand the business in which it has been engaged, by acquiring management of more petrol/service stations. It has also conducted sports tournaments and showings of films (provided by the British Council and USJA) with income from admission charges) and dances. OIC/Accra netted about ₵7,000 on the last dance it sponsored, and has earned over ₵25,000 from film showings.

They are aware that production for profit, using trainee labor, has to be approached with caution because it has been shown to cause adverse effects on training quality. Catering and selling food to staff and trainees to generate program income from profit is acceptable (particularly when the food has been donated...) as a means of raising money.

II-C. Board Role in Fund-Raising

The program review team found much discretion exercised by key GOIC staff when asked about the effectiveness of the Board of Directors in its leadership role with respect to funding plans and efforts. In other quarters, there was less reticence. The assessment of one important, knowledgeable interest was that the "Board of Directors has not bestirred itself enough."

The fund-raising file at Head Office revealed that early in 1984, when graduation was scheduled to take effect in September 1984, the minutes of the Board recorded a discussion of the upcoming change. A committee was appointed to spearhead development of alternate

sources of financial support. Subsequently, OICI's request for extension of Ghana Phase III by a full year to September 1985 (with no additional obligation of AID funds) was approved. There was no further record of Board deliberations and/or action on this principal issue of institutional capability after the extension action.

Two aspects of the review team's findings were discussed with Board members. At one end was the unfavorable perception of Board activism with respect to fund-raising; at the other, noticeable absence of positive observations and endorsement of their dynamic leadership. (It should be noted here that questions about the Board's role in fund-raising were cast -- intentionally -- in a critical framework to stimulate strong defense of Board activity.)

Several observations emerged.

- a. The chairman acknowledges that some members retain a hope that AID/OICI support will be extended, and that accounts in part for what appears to be relative lack of a sense of urgency. The chairman says he is fully cognizant that will not happen and expects other members of the Board to come to that point.

The review team impressed on its Board interviewees that certification as an indigenous private voluntary Ghanaian organization eligible for assistance from USAID/Accra is contingent, in part, on a Catch 22 requirement: that it demonstrate that survival does not rest on USAID support.

- b. There is a ready confidence that GOIC is ready for graduation; that the program will be sustained at its present level.
- c. Two conflicting perceptions are voiced side-by-side: that the Board's influence will open doors as needed and program funds will be secured; and that the economy of Ghana, although improved, is still severely troubled, so neither locally owned nor foreign-owned firms can be expected to contribute as generously as they have done in the past.
- d. Asked why the GOIC Board has not gone after European or other international donor organizations aggressively as in Liberia, Nigeria and Lesotho, the team was told the Board was diffident toward AID in the past, not wanting to offend its US donor.
- e. Asked why the recorded concern at the Board meeting of 25 January 1984 re post-graduation funding dropped from priority consideration after extension to September/85, the assessment offered is that the Board deals with urgent issues of the moment (as its members do in their private business affairs), puts aside those whose urgency has subsided. Former Pres. Nixon was quoted twice to explain what can be expected between the program review and the end of the OICI project in September -- "When the going gets tough, the tough get going." Asked to confirm in plain terms what was meant, we were told the Board

will galvanize into action when graduation is at hand.

Determining whether the Board has, in fact, been galvanized must surely be the point of evaluative departure for the EOP team.

The seeming absence -- or low level -- of Board appreciation of the urgent priority that must be accorded development of new, alternate sources of funding is a problem in whose genesis OICI must share. Whether in the orientation of TCTs when projects were in launching phases; the inadequate stress laid on as-day-follows-night utter certainty that AID/OICI funding will end and that provisions for funding continuity will be a premier indicator of institutional capability; wherever the shortfall in guidance has occurred, OICI will want to emphasize that hard truth in all new country programs from Day One and monitor actual preparatory efforts by their Boards.

III. OTHER INDICATORS OF INSTITUTIONAL CAPABILITY

The March 1984 Evaluation of OIC/Ghana Phase III reported that key program tasks had been accomplished since the end-of-Phase II evaluation in 1980; among them:

- o Organizational structure had been made less cumbersome / confusing. There was now but one Board of Directors -- at national level -- and three subordinate Local Program Committees (LPCs) for the centers in Accra, Sekondi-Takoradi and Kumasi.
- o A comprehensive new Standard Operating Procedures manual had been developed and implemented to govern internal relationships.
- o Documentation and Management Information Systems (MIS) reports were being operated soundly.
- o In-house evaluation and program monitoring methods were markedly improved.
- o Staff capabilities were found enhanced.
- o Syllabi / curricula had been added, and linkages with other vocational/technical institutions in Ghana had been established or strengthened.
- o No new facilities had been acquired or built, but centers were found well-organized, maintained and utilized.

The Phase II evaluation report observed that while the Kumasi and Sekondi-Takoradi centers were underrepresented on the national Board, there was substantial overlap between the memberships of the Accra LPC and the Board; and that the new SOP manual defined poorly the manner in which the Board and LPC should interact. It also saw a possibility that efforts to strengthen documentation were leading to excessive paperwork and waste of time. (See page 5 of this report on what may be an example of this type of bureaucratic excess.)

On balance, last year's findings were predominantly favorable with

respect to all the key indicia of institutional readiness to graduate except for provisions to sustain the program financially; and the scope of this update was shaped accordingly. However, the program review team did not limit its inquiries and discussions to the single issue, and our observations on other matters are offered in brief form below.

On instructional staff capabilities -- The director of the Accra center agrees with evaluative reports that have held the trainers in high regard with respect to technical proficiency. However (as the program review team was told in similar contexts in the other two country programs assessed in this itinerary), while OIC instructors are generally well-versed in their craft specialties, they are not trained teachers, and have not been educated in the techniques of instruction. Most do not use the audio-visual equipment and materials available to them because they don't know how to do so.

On OICI technical assistance via TDY missions -- During the latter part of October 1984, Program Advisor Perkins and Vocational Training Specialist (Dr.) Burrell exposed project personnel to the AAVIM* Educational Development Teaching Series. There are some reservations about the full applicability of these US-oriented teaching modules, but the leadership of the Accra and Sekondi-Takoradi centers look forward to their introduction in succeeding TDY visits.

The efficacy and need for continuing after-graduation technical assistance via TDY visits is foreseen particularly as new training components may be added to the Ghana program. A specific example that may be expected concerns the effect of Ghana's continuing economic distress, which has made job placement a problem. Management foresees that self-employment may be "the wave of the future" and that Entrepreneurial Training and Management Development (ETMD) in the Foremen Training mold of the Lesotho OIC may be indicated as a new departure at GOIC. Extensive technical assistance from OICI and extra TDY input would be requested.

Industrial Advisory Council -- a pillar of the OIC model -- is deemed moribund (but Technical Advisory Committees providing guidance to individual craft areas are reported to be active and effective). Over a year ago (January 1984), GOIC's chairman recommended that the IAC concept be replaced by an Economic Development Council (differences between the roles and natures of and EDC and IAC not defined), and the idea was endorsed by the October/84 TDY team.

The perception of IAC remains negative. It has not been replaced or reconstituted. The program review team notes to OICI that the GOIC experience with respect to the IAC is comparable to findings in other country programs.

*American Association for Vocational Instructional Materials

On appropriate, permanent facilities -- The Valco Trust donated ₵260,000 so that Kumasi OIC could acquire ownership of its facility (a coup described as "fortunate"), and subsequently granted ₵150,000 more to pay for renovation to meet OIC use needs.

But Kumasi is the only operating center of the three in Ghana that is owned. The national Board's fund-raising committee was to meet in March to possibly launch a campaign aimed at promoting money for acquisition of a facility for Accra OIC.

Sekondi-Takoradi OIC's program manager reports that a facilities problem may emerge from an ongoing suit in which S-TOIC's landlord's ownership of the facility is being contested. The facilities are deemed suitable and adequate and rental cost of ₵6,000 per month is acceptable. If the litigation ends adversely for the OIC's landlord, the project is looking to the Ministry of Education for a fallback facility -- a now unused secondary school that would require much rehabilitation work quickly. This situation is unstable.

GOIC's situation with respect to this criterion of institutional achievement is clearly unsatisfactory, with Kumasi the only center at which it is met, and Sekondi-Takoradi potentially faced with a full-blown crisis that could cause a severe disruption.

On in-country replication -- In Ghana, where the Accra program was replicated in the Ashanti province north in Kumasi, and in the west at Sekondi-Takoradi, this indicator has obviously been met. It was also envisioned for Kpandu, north of Accra and near the Togo border, and an Interest Group has been active there for a long time. A Kpandu OIC was to have been established during Phase III but is in abeyance indefinitely pending firmer financial underpinnings for the three operating programs already established.

On sound management systems -- The Ghana OIC executives with whom the review team met exemplified pragmatic, aware management of OIC training purpose and objectives. Hard-to-market skills have been phased out or modified to meet change. Employers, enjoying a buyers' market in Ghana's depressed economy, now demand a higher level of accounting ability and managerial skill rather than conventional bookkeepers. GOG needs typists but has frozen hiring to meet hard conditions imposed by a IMF credit. Private employers demand that typists bring shorthand capability as well as typing, so Accra OIC is now tending to secretarial sciences rather than typing alone.

All textile mills are closed down because, with no hard currency to buy cotton, raw materials are not available, so the OIC's textile skills graduates were not placeable. Similar forces have caused printing and packaging to come to a near standstill. Ceramics graduates are being placed with production shops, but textiles and graphic arts may have to be dropped.

IV. SELECTED PROGRAM OUTPUT DATA

From the inception of Accra OIC in 1971 through FY1983, when GOIC had three operating centers, the program graduated 2,090 young people trained in vocational skills through its normal intake process. It also taught new skills to over 200 civil servants who had been declared redundant. Through FY/83, job placements had totaled 1,901 -- 91% of GOIC's training output.

The tabular summary of the last three fiscal years in each of the three operating OICs presents totals of vocational training completions, job placements and feeder training, and data of the first third of FY/85 in Accra and Kumasi. In the last three fiscal years, in addition to vocational skills training, GOIC's centers have pre-

	A c c r a				K u m a s i				S e k o n d i T a k o r a d i			
	Goal	Actual	Variance	% of Variance	Goal	Actual	Variance	% of Variance	Goal	Actual	Variance	% of Variance
FY 1982	160	198	+38	+23.8%	51	32	-19	-37.3%	60	42	-18	-30.0%
FY 1983	182	145	-37	-20.3%	50	44	-6	-12.0%	59	60	+1	+1.7%
FY 1984	155	117	+38	-24.5%	52	62	+10	+19.2%	61	49	-12	-19.7%
FY85 to 1-31	78	41	-37	-47.4%	16	19	+3	+18.8%	--	--	--	----

V O C A T I O N A L T R A I N I N G C O M P L E T I O N S

FY 1982	186	159	-29	-14.5%	58	32	-26	-45.0%	59	34	-25	-42.4%
FY 1983	151	131	-20	-13.2%	46	39	-7	-15.2%	54	41	-13	-24.1%
FY 1984	149	112	-37	-24.8%	44	51	+7	+15.9%	44	39	-5	-11.4%
FY85 to 1-31	78	30	-48	-61.5%	13	15	+2	+15.4%	--	--	--	----

J O B D E V E L O P M E N T P L A C E M E N T S

FY 1982	125	191	+65	+52.0%	96	67	-29	-30.2%	58	56	-2	-3.4%
FY 1983	190	144	-46	-24.2%	41	52	+11	+26.8%	68	78	+10	+14.7%
FY 1984	175	132	-43	-24.6%	57	70	+13	+22.8%	57	48	-9	-15.8%
FY85 to 1-31	72	80	+16	+22.2%	27	26	-1	-3.7%	--	--	--	----

F E E D E R T R A I N I N G C O M P L E T I O N S

prepared an average of 282 enrollees for skills training and the world of work in feeder courses -- computational and language skills, personal development and and consumer education.

In FY/84, a total of 228 new trainee graduations was reported for the three centers (117 in Accra, 62 in Kumasi and 49 in Sekondi), bringing aggregate vocational training output to 2,318. Kumasi OIC training completions were almost a fifth higher than planned, but both Accra and Sekondi-Takoradi were substantially under their goals.

At present, the three centers provide training in a total of 11 skills areas, of which 3 are offered in all the Ghana OICs, 1 is conducted in two of the centers.

Skill	Accra	Kumasi	Sekondi Takoradi
Carpentry	●	●	●
Masonry	●	●	●
Office Skills	●	●	●
Plumbing	●	●	
Auto body rep.			●
Auto mechanics	●		
Electricity	●		
Catering	●		
Graphic arts	●		
Ceramics	●		
Textile design	●		

Appendix

LIST OF INTERVIEWEES
Ghana
Week of 25 February 1985

		OIC * Program Staff
Asana, A.K.	Resource Development Officer	OIC/A
Assan, J.F.K	Program Manager	OIC/S-T
Baddoo, Michael	Ministry of Finance & Economic Planning, International Economic Relations Div.	
Dankwa, K.A.	Program Manager / Coordinator for Training & Curriculum	OIC/A
Dzidzienyo, Ms. Stella	Research & Development	OIC/G
Ennim, Ebenezer	Coordinator for Training & Curriculum	OIC/G
Luche, Thomas C.	Acting Mission Director, USAID/Ghana	
Moses, J.E.K.	Chairman, Board of Directors, OIC Ghana	
Odoi, G.Y.	Treasurer, Board of Directors, OIC Ghana	
Okroku, George S.	Student Services Coordinator	
Putnam, Warren	General Dev. Officer, USAID/Ghana	
Samba, E.K.	Training Supervisor	OIC/A

* OIC/G Head Office of OIC Ghana
OIC/S-T... OIC Sekondi-Takoradi
OIC/A OIC Accra