

Contract: PDC-0100-0-00-1109-00

## OIC INTERNATIONAL

### A PROGRESS REPORT

...being a review of the first ten months (October 1, 1980 - July 31, 1981) of OICI's performance under an Institutional Support Grant from the Agency for International Development

Submitted: September 18, 1981

## Acknowledgements

This tenth-month review of OICI's activities under an AID Institutional Support Grant would not have been possible without the support and cooperation of the organization's staff in Philadelphia. From the Executive Director to, in fact, the "Kelly Girl" receptionist, we received useful assistance. And, fortuitously, we had the opportunity to speak with the Program Advisor of OIC/Liberia, who was at the central office during home leave.

The unusual breadth of our mandate for this Progress Report no doubt raised an eyebrow now and then. Nevertheless, the OICI people persisted in providing us with data.

We would also like to thank the staff at PVC, who offered their views, files, and office space on a few occasions.

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## Introduction

According to AID's Project Implementation Order/  
Technical Services:

The major thrust of this grant is to design and carry out feasibility studies in selected countries (first year - 4; second and third years - 6 each) which have already established or are developing OIC Interest Groups. It is also intended that OICI's project development process and management capacity will be the subject of three evaluations utilizing internal and external resources. ...The continuation of the project into years two and three will be contingent upon completion of an AID-OICI evaluation review in the tenth month of the first year of the grant.

The draft Scope of Work for the Progress Report states:

The primary objective of this assessment is to assist OICI to review the status of its organization and programs before the first annual review by AID, and to make whatever changes or re-inforcements are deemed necessary to comply with its own and AID's expectations during the grant period, both in the short- and long-term.

Ten "objectives and activities" are listed for consideration with particular note taken of OICI's efforts in regard to "private resource mobilization." This point reflects the notice provided in a 12 September 1980 letter from AID to OICI:

We realize that OICI is developing its fund raising strategy. We will be insisting, however, that OICI absorbs a greater share of the total grant program costs each year. This grant will be the last from A.I.D. to OICI that does not include a significant cost sharing element for OICI, including a much greater private American contribution.\*

OICI's proposal for the ISG (April 1980) calls for the development and/or revision of seven "guidelines manuals," as well as for four feasibility studies to be produced during the first segment of the three-year grant. This segment is to last fifteen months, i.e., through December 31, 1981, and encompasses all of the project's Phase I ("Research and Development") and about one-quarter of Phase II ("Feasibility and Evaluation Studies").

In the light of these facts, the final version of our mandate, concurred in by AID and OICI, said that the Progress Report study would be organized around the answering of three questions...

Is OICI on target with respect to developing a private donor and supporter base?...

To what extent has OIC...

- a) identified the clientele it can best serve,
- b) the clientele needs it seeks to meet, and
- c) the services with which it is most productive vis-a-vis these clienteles and needs?...

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\* from Dennis Baker, Development Officer, PVC, to Cynthia Gilliam-Pierre, Director, Planning/Program Development

To what extent does OICI have a system for operational management, i.e., a comprehensive and coherent approach to planning, organization, leading, and controlling?\*

In the pages which follow, we suggest answers to these questions plus issues for AID and OICI as they consider separate and joint next steps.

Since we view this document as a report to management and recognize the limited time managers have available, we have aimed for a concise presentation even with the wide-ranging scope of work.

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\* letter from Stan Druben, Director, Druben & Ricci Associates, Inc., to Quy Nguyen, Evaluation Officer, OICI, with copy to Ross Bigelow, Senior Development Officer, PVC

## Executive Summary and Observations

The first year of an AID Institutional Support Grant to OICI concludes on 30 September 1981. A decision will be made about that time whether to proceed with the second year of the grant. To assist both AID and OICI with respect to that decision, the ISG calls for a tenth-month Progress Report on OICI's performance.

In undertaking that review, we (Druben & Ricci Associates, Inc.) agreed with both parties to emphasize three key subjects within an extensive look at the grantee. These topics were fundraising, mission, and operational management.

To carry out this mandate, during July, August, and September, we read documents in both OICI/Philadelphia's and AID/PVC's files, interviewed OICI and AID people, and asked for written replies from OICI to several questions. The cooperation received from the two parties was most gratifying.

Distributed through this report are a number of observations on the status of OICI in the three areas previously mentioned. Here we bring these together for easy reference and, equally important, in order to provide the sense of our findings and suggestions.

Fundraising. Like other PVOs, OICI is being required to obtain non-AID funds (25%) to match future AID support (75%). The centerpiece of the agency's response is an impressive \$500,000, three-year campaign among large corporations with a significant stake in Africa. This project is in line with good marketing principles, in particular, a recognition that the potential donor must see its needs being served by the donee.

As we reviewed the corporate approach, we felt that at least three points might be further considered by OICI:

- o the agency's "competitive edge," i.e., why OICI, rather than another program, is worth funding
- o an explicit, written set of guidelines for evaluating the campaign en route, e.g., dollar targets by date
- o the possible implication in the appeal of a future focus only on mineral-rich, African countries.

OICI's non-AID financing is not confined to this corporate project. OICI has already shown success in obtaining host-government and local-community contributions, and will continue to seek these. The World Bank recently approved funding, British businesses (through an Industrial Training Foundation) have financed a feasibility study for a London OIC, and an approach to foundations has begun.

A plan encompassing the various components sketched in the preceding paragraphs could be of significant value. But we would venture to say, given further development of a marketing orientation, which we expect, OICI will be well on the way in its appeal to non-AID sources.

Mission. Under this heading, we looked both at whether OICI's understanding of the "business" it is in is up-to-date and at whether the agency is meeting its ISG commitments.

Regarding the latter, we found five feasibility studies completed (vs. four expected), three proposals nearing submission (at least a month ahead of the original schedule), and a plan for having all seven guidelines manuals done within the fifteen-month period allocated, although work on only one was already underway.

We did find that statistics are not being collected with respect to the costs in time and money of feasibility studies and proposal development but doubt the value of such numbers without a corresponding look at benefits. Moreover, these statistics did not strike us as a high-priority need. (The grant calls for tracking costs only.)

With respect to mission, we found a richness of ideas, but no recent attempt to sort these out and to shape an updated, consolidated definition of OICI's clients, their needs, and the techniques for meeting these. Frankly, we were neither surprised nor discouraged by the absence of a current strategic plan; our impression is that many PVOs have this need. On the contrary, we were encouraged by OICI's recognition of the issue: its Board of Directors has arranged for a strategic planner, loaned by IBM, to work with management, and discussions with the Ford Foundation have centered on assistance in this area (as well as with fundraising).

Our belief is that the most promising decision OICI could make at this time might be to put strategic (and long-range) planning on the front burner.

Operational management. Our look at this topic was in terms of the functions of management: planning, organizing, leading, and controlling. We found a wide variety of useful tools for fiscal management, staff development, information collection, etc. To us, the fact of quality performance and the potential for improvement seemed evident, particularly given the calibre and longevity of the managerial and professional staff.

A more formal planning system than now exists may be the linchpin needed for a quantum advance in the administrative area, especially if associated with an updated strategy and long-range plan. Such formalization, with a one-year horizon, would increase the effectiveness of objectives-oriented personnel appraisal, currently confined to managers, and other tools.

As to the control function, the productivity of OICI's extensive manual Management Information System seems to be good in the fiscal arena and improving in the programmatic area. However, OICI is aware of a need to alter the system so as to integrate these halves. We would suggest that MIS revision await completion of a strategic plan: strategy will guide determination of the activities about which data should be collected; it will define the role--hence shape--of the

system vis-a-vis autonomous OICs, for example. And we would note that review and modification of the system should be seen as a year or longer process in light of a computerization possibility.

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In sum, we found an OICI roughly on target in terms of the ISG's specific requirements, aware of the issues with which it must deal, and using many praiseworthy systems. A review of strategy--followed by conversion into long- and short-range plans--strikes us as a most valuable effort for the near future.

## Fundraising

### NEW ENVIRONMENT

To date, in financial terms, OICI has been almost totally dependent on AID. In the packet sent to people abroad who are interested in establishing new OICs, an enclosure states:

Virtually all of OICI's funding has come from USAID. Between 1969 and 1980 OICI received more than \$18 million in AID funding. The current budget for OICI activities is \$3.5 million of which 99% is provided by AID.

The paper goes on to say that "a major change in AID's funding policy occurred in 1980 when AID notified OICI and all other private voluntary organizations it funds that a 25% matching requirement would be a standard condition in all future grants and contracts."

### CORPORATE CAMPAIGN

The centerpiece of OICI's response to this changed environment is a three-year, \$500,000 corporate fundraising campaign. This project is based on solid marketing principles; we suggest that at least four considerations might strengthen the effort even more.

In "Marketing Nonprofits," James Gregory Lord writes:

Raising funds in a competitive marketplace is like competing for a good job. The most successful candidates, although they may not necessarily be aware of the marketing approach, tend to be those who think of themselves

in terms of what they can do for the employer rather than what the employer can do for them.\*

OICI is beginning to take this insight to heart. Its fundraising plan, designed by two business people loaned by members of OICI's Technical Advisory Committee, is centered on the following themes\*\*:

4. [ Africa ] is the richest continent in mineral reserves, many of which are vital to the U.S. economy.
5. U.S. companies have long had an interest in Africa as a source of raw materials and its vast potential as an export market. Therefore, its development economically and politically is key to future opportunities...
8. This need [ for raw materials ] dictates a strategy which will ensure the continued availability of those resources, responsibility of which is both government and private industry...
11. OIC International represents one of the many ongoing efforts of the U.S. government, and to some extent private industry, in assisting Third World countries improve their basic economy through human resource development programs...
28. Funding for the program comes primarily from the U.S. Agency for International Development. Host governments contribute both finance and inkind contributions. African companies have also made financial contributions...
37. Africa is truly the key to the world's future supply of critical minerals. It is clear, without growing economies,

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\* The Grantsmanship Center News, January/February 1981

\*\* From the script for a slide presentation which will be made available by OICI's Executive Director to selected corporations. The numbers are those of the slides.

capable of taking advantage of the wealth generated by mineral development, African leaders will not make their resources available to the rest of the world.

38. There is a growing economic interdependence. Europe, which has 53% of all African imports, cannot meet the needs of Africa in the manner of the United States. African leaders recognize this situation and are anxious to expand their ties to the U.S.
39. A developed economy, with needs for goods and services supplied by the U.S., is in our best interest.
40. OICI is not the total answer, but it is certainly one of the most visible and viable. It is your investment in our future. A future that Africa and Third World countries are destined to play an important role.

Earlier this year, a researcher for OICI produced information on large American corporations having a significant interest in Africa; for example\*:

<u>Names of Industries</u>	<u>Sales</u>	<u>Assets</u>
World Business, Inc. 123 Central Avenue New York, New York 10016 212-555-2345 John S. Smythe, Chairman & CEO	\$9,176,500	\$8,802,600
	<u>Income:</u>	\$556,200
	<u>Corporate Contribution to OIC/A</u>	
<u>Location of Companies</u>	\$15,000 - \$24,999	
Ghana    Nigeria    Gabon	[Ranges were provided to OICI by OIC/A]	
<u>Commodities Produced</u>		
Manganese		

\* The entry under "Names of Industries" has been altered by us to preserve confidentiality. The other data are from the original entry.

From this research has come an initial list of fifty-five corporate prospects. These and additional companies are to be approached in groups of fifteen starting this month (September 1981).

Other elements of the campaign are in place--from advance letters to chief executive officers to materials for leaving at the close of interviews. Suffice it to say that components of good marketing practice seem to have been addressed: for example, based on an estimate of client (in this case, donor) behavior, the first contact with corporations will be at the CEO level.\* This contact is a letter from John A. Murphy, head of Miller Brewing Company and chairperson of OICI's campaign, to top executives of targeted firms. In his letter, Murphy states the effort's theme: "Many [ African and other Third World ] countries, rich in critical natural resources, have developing economies which would benefit greatly from an expanded skilled labor force."

#### POSSIBLE IMPROVEMENTS

What is less clear to us from the available documents or from our discussions in Philadelphia is whether there has been deliberation regarding OICI's "competitive edge": for example, what is it that should interest a corporation in giving a significant amount to this program as opposed to others which address the problems identified? Elements of a response may already lie in the slide presentation, e.g., "OICI finds itself in the unique position of dealing directly with heads of state and senior cabinet level officials." We believe it would be to OICI's benefit to develop an explicit, written answer to the question of "competitive edge."

Another area which OICI may wish to consider strengthening is that of management control\*\* of the campaign. In particular, OIC may wish to set en route financial objectives, e.g., goals for the end of six months or to be achieved as a result of ten corporations being visited. In addition, it might be useful for OICI to develop a written checklist for reviewing how well both the strategy

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\* Informal minutes of a 15 January 1981 TAC meeting show three business executives believing that "information coming from the top down is more effective."

\*\* "The work managers perform to assess and regulate work in progress and to assess the results secured." From COMVOC: The Louis A. Allen Common Vocabulary of Professional Management (Fifth Edition, c1978)

of the undertaking and the tactics match the prospects with whom OICI's Executive Director speaks... or is unable to meet. Our belief is that such control points and questions should be explicitly developed.

#### OTHER FUNDRAISING

Indicative of OICI's traditional non-AID revenue-raising is a paragraph in the organization's first program proposal under the ISG\*:

Financially, the OIC Ghana program has been effective in raising over \$227,000 in local community contributions over three years. Benefits of this high level of community support include concerned local participation in program direction and a reduced demand eventually for foreign donor support. Long-run financial prospects seem assured through private OIC Ghana revenues and Government of Ghana resources. (underlining in original)

Behind this excerpt are projected local private fundraising activities, an "economic development" effort (OIC Ghana owns a for-profit enterprise related to its training function), and the prospect of "OIC being formally integrated into the Five-Year Development Plan of GOG for the amount of 3.5 million dollars"\*\* (underlining in original).

In another vein...

The International Development Association (IDA), the World Bank's affiliate

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\* OICI Ghana Program Proposal: Phase III, January 1, 1982 - December 31, 1986 (a draft completed in August 1981 and to be finalized in September, one of three ahead of the schedule in the ISG)

\*\* OIC Ghana Phase III Feasibility Report: February 23 - March 16, 1981. Completed March 16, 1981

for concessionary lending, has announced the approval of credit...to Lesotho for a third education project... Permanent facilities for...the Lesotho Opportunities Industrialization Center (LOIC) will be provided to expand the capacities of these centers to produce skilled workers.\*

While USAID may not support this project, the fact of OICI's obtaining World Bank backing is evidence for the availability of non-AID funding for the organization's activities.

Finally, OICI is considering an approach to foundations. (In fact, it has already received money from an Industrial Training Foundation, established by British businesses, for a feasibility study of a London OIC.) Prospective donors have been identified and recently a proposal was submitted to the Ford Foundation. An exploratory memorandum to Ford noted that\*\*:

the project envisioned by OICI would accomplish the following objectives:

1. design and complete a comprehensive reassessment of OICI missions, objectives, program models and operating procedures to identify strengths and weaknesses and develop and implement a long-range strategic plan to expand the capacity of OICI to effectively manage the expansion of its activities into new host nations.
2. design and implement a private sector fundraising strategy through the developing of promotional materials and the use of expert consultants.

#### AN OVERVIEW

Looked at as a whole, we believe, OICI is a good prospect in regard to its ability for matching future AID grants. What we suggest the organization seek in

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\* IDA News Release No. 81/88, May 22, 1981

\*\* "Concept Paper for Proposal from Opportunities Industrialization Centers International," March 25, 1981, from Lamond Godwin (a consultant) to Reed Hertford (at Ford)

the fundraising area, beside the items already mentioned, is an inclusive plan of action beginning with the sorting of central office and field needs, goals for corporate dollars, local contributions, profits, host-country funds, foundation grants, and other donations... and moving through the activities involved, their scheduling, an assignment of responsibilities, a budget, etc.

It is very much to OICI's credit that its talks with Ford indicate a large measure of recognition of the need we have sketched. We would suggest, however, that the organization think more broadly than "private sector fundraising" (cp: non-AID fundraising) and more carefully distinguish strategy from such tactical items as "promotional materials."\*

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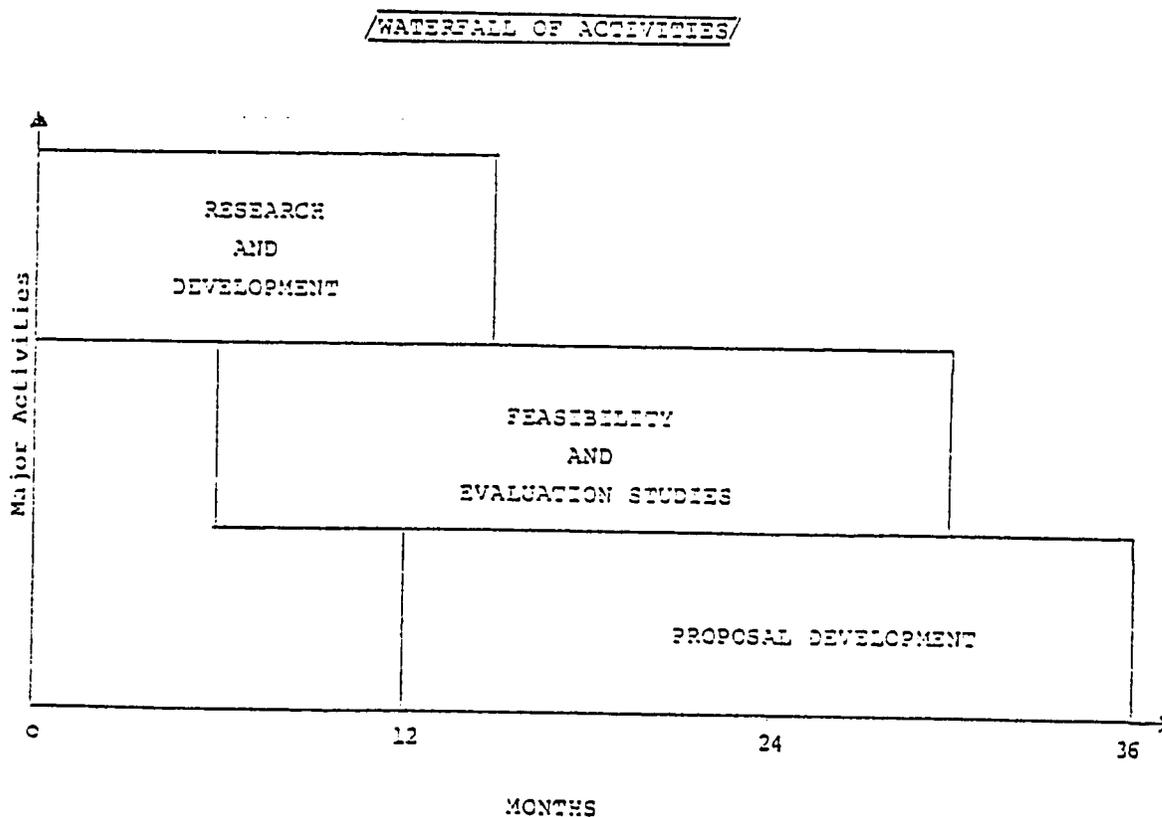
\* See the Ford excerpt on the previous page for the context whence these quoted phrases come.

## Mission

In this chapter, we deal with two sets of facts: those relating to the specific requirements of the ISG and those concerned with the mission of OICI. These sets overlap to the extent that the feasibility studies called for by the grant reflect and/or imply the mission of the agency and to the degree that mission clarification may be useful and practicable as a preliminary to some of the tasks still to be done.

### GRANT REQUIREMENTS

The bar chart which follows comes from the ISG proposal.



Despite the sequencing indicated, both AID and OICI have given the second item, "Feasibility and Evaluation Studies," first priority. Hence one expectation has been the production of four feasibility studies by September 30, 1981, namely, those for Ghana (Phase III), Sierra Leone (Phase II), Togo (Redesign), and Ivory Coast (Redesign). Letters\* have dealt with two changes in the countries to be examined: the first letter substituted The Gambia (Phase II) for Togo and the second added Liberia (Phase II) "at this time [rather than the scheduled FY 82 ] due to the fact that the OIC Liberia program will run out of funds by February 1982." OICI has completed five studies and so is ahead of schedule vis-a-vis this activity.

Regarding "Research and Development," the ISG calls for:

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 utilized.

Using the information gathered, seven "guidelines manuals will be developed and/or revised."

In response to our request for information on the manuals production process, we were told that work on one began in July. A consultant (a former Ambassador to the Organization of African Unity) has been assigned the "Interest Group Development and Incorporation" handbook.\*\* The plan for doing all manuals appears in the

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\* From Rosemary Burke, OICI Program Officer, to Dennis Baker, dated 20 January 1981 and 4 June 1981

\*\* His "Activity Schedule" appears in Appendix A. There seems to be some variance between his agreement with OICI and the objectives listed in the memo on "Info on Guidelines Manuals Development." OICI may need to bring the two sets of objectives into fuller overlap.

memorandum on "Info on Guidelines Manuals Development" which is reproduced on the next two pages. It was prepared in reply to an inquiry from us by OICI's Planning/Program Development Director, which cooperation we much appreciated. Completion of these handbooks in the timeframe shown would constitute compliance with the ISG.

A recent Scope of Work\* shows a sophisticated approach to the content of feasibility studies. The scope lists purpose, objectives, methodology, data/information materials needed, a daily schedule of activities, etc. And it calls for such "expected outputs" as assessments of training design, technical information, fiscal situation (fundraising possibilities, "potential for long term viability," and so on), economic circumstances ("an analysis of economic conditions of target population to determine if it justifies the need of continued financial support," "an analysis of the compatibility of the project with national goals and development strategy," etc.), social and cultural situation, managerial factors, political circumstances, and so forth. Furthermore, the projected Study Team includes both OICI and host-government representatives with various professional skills, i.e., institutional, financial, technical, economic, and policy analysis.

Variations on this comprehensive model have been used in all five feasibility studies conducted under the ISG. OICI views these reports as a baseline for its new "Feasibility Study Design & Implementation Plan" manual, i.e., the FY82 round of studies (and scopes) will consciously incorporate lessons learned from Year One.\*\*

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\* What follows comes from Scope of Work Feasibility Study for Phase II - The Gambia OIC: Agricultural Resettlement Training Program, March 1-20, 1981, Submitted to USAID January 26, 1981.

\*\* See Appendix B for "Recommendations in Relation to Feasibility Studies," an in-house memorandum which illustrates the quality of thought which one finds at OICI.



240 West Tulpenocken Street • Philadelphia, PA 19144 • United States of America • Telephone: 215 342-0220 Telex 902021 OIC INTLPHA

DATE: August 21, 1981

TO: Stan Druben

FROM: Cynthia Pierre

REF.:

SUBJECT: Info on Guideline Manuals Development

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The development and completion of the guideline manuals was intended to cover the 15 month period of Phase I of the ISG as described in the proposal (see pages 28-30). The first ten (10) months of the project were spent carrying out feasibility studies according to our previous system, but with an eye to data collection and delineating specific areas of improvement in (1) our Scope of Work design, (2) our Amodus operandi in carrying out feasibility studies, (3) interest group organization, and (4) proposal development. The next five months will be focused on preparation of the manuals.

It was also indicated in the proposal some manuals are to be revised; some will be new documents. The Scope of Work, Interest Group Manual, and the MIS are to be revised; the other four documents will be new manuals for OICI. I will comment on each manual separately:

- 1) Scope of Work: The basic outline for a feasibility Scope of Work is contained in the Planning Guidelines Manual. The Scope of Work is utilized to define the objectives of the study, the roles of the various study team members, a list of informational requirements and a proposed activity schedule. It is needed in order to provide a focus for the team and to allow the Interest Group to prepare for the study at the field level. The Program Officer & Research Assistant will be assigned to complete this document. Start date is 9/81 and finish date is 10/81.

(Continued on Chart)

Name of Document	Narrative Description	Objective (for OICI)	Schedule		Responsibility	Budget
			Start	Finish		
2. Feasibility Study Design & Implementation Plan	Will describe what a feasibility study is, methodology to be used, & results expected also will include sample questionnaires.	To provide an objective determination of whether a project may be viable & to furnish a data base for future proposal development.	9/81	10/81	Operations Officer	Not separately accounted for staff time and consultant fees charged to ISG. Cost of paper & materials used charged to Central overhead for ISG.
3. Evaluation Study Design & Implementation Plan	Will describe what an evaluation study is, methodology to be used, & results expected will also include sample questionnaires & survey instruments.	To provide OICI management with critical info. on progress of project & make recommendations for change and/or improvement.	10/81	12/81	Evaluation Officer	
4. Interest Group Development & Incorporation	Will provide guidance to a requesting individual or organization on how to organize an OIC Interest Group and, the steps to be completed in order to be recognized by OICI.	To provide an objective set of criteria for acceptance of an Interest Group into the OICI organization. To provide screening process for feasibility study country selection.	7/81	10/81	Consultant	
In-Service Staff Development	Will present an organized plan for new staff orientation & for specialized training in various technical areas, and advise on educational opportunities to enhance mobility within the organization	To provide overall awareness of Scope of OICI activities, policy & procedures, as well as to promote self-growth & development	10/81	12/81	Program Officer	
6. Proposal Development & Funding Plan	Will contain format and guidelines for proposal writing and budget preparation & follow-up. Will identify key sources of funding and staff needs	To systematize proposal development process, so that it is not dependent on the capacity of individuals in the organization. To increase efficiency, i.e., minimize amount of time required to write, review, submit proposals.	10/81	12/81	Program Officer	
7. Revised & Improved MIS package	Contains system for recording and reporting programmatic and fiscal activities of individual projects on a monthly basis. Is a tool for monitoring the project. Is basically a statistical package	To provide detailed timely info on major inputs/outputs activities of individual projects that will allow OICI mgmt. to make informed decisions.	10/81	12/81	Evaluation Officer	

A minor problem exists with the baseline on a narrow question, i.e., were "feasibility studies conducted in less time and at less cost than in FY79?" This cost reduction is to occur, according to the Logical Matrix Framework, by the end of the project. But data are not now being collected. This is true as well with regard to another logframe item: "Proposals written and submitted in less time and at less cost than in FY79."

It seems to us, however, that these costs by themselves may not be very useful unless a benefits side to the ledger can be devised. Whether to collect the financial data, work out benefits, do neither, etc. is an issue for AID and OICI to resolve. Our opinion is that these tasks have a low priority as compared to the planning issue, discussed below.

## PLANNING

In a 1979 article, management specialists Benjamin Tregoe and John Zimmerman make an important point and a useful distinction when they write:

To survive and flourish, organizations must face the future knowing what they want to be--strategic planning--as well as how to get there--long-range planning and operational decision making.

Neither a fundraising campaign nor operational management can be most productive without a private voluntary organization unequivocally understanding its mission, especially who its clientele are (both beneficiaries and benefactors), which of their needs the agency seeks to meet, and how it can best do so.\* This understanding comes from strategic thinking. Without clarity on at least these points, it is not possible to know which corporate donors are the best prospects, which data are indispensable--or only desirable--for maintaining management controls, etc. For example, a mission which defines all future beneficiaries as Africans will guide managers to different donors than one which projects a shift to Asians, and a mission which focuses on vocational trainees will call for different indicators than one concerned with creating self-sustaining local schools.

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\* This description of mission is oversimplified but adequate for present purposes.

Generally speaking, both government agencies and nonprofit organizations can use guidance in the key areas of strategy development and long-range planning. OICI is not an exception.

With respect to the mission of OICI, we gleaned pieces of information from many sources rather than just one. For example, when asked for a copy of OICI's mission statement, one executive led us to a portion of the Articles of Incorporation:

...within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954, as amended, and in furtherance thereto the Corporation shall supply or provide inter alia;

(a) trained administrators, volunteer workers, and other personnel involved in the development of Opportunities Industrialization Centers Programs in any community and countries foreign to the United States of America;

(b) technical assistance to communities setting up Opportunities Industrialization Centers, Inc., and will provide appropriate services to them and make available those resources in our possession for the organization and appropriation of Opportunities Industrialization Centers Programs;

(c) provide motivation and training and will develop and utilize the technical skills of people regardless of race, creed, color or sex in the art of manufacturing and industrialization as well as in other training areas, in order to ease local unemployment and underemployment problems.

Another piece of information relevant to mission was given to us in connection with our review of the fundraising campaign. We received an undated, but recent paper describing the "Nature and History of OICI" (a document which is being revised, though not

substantively). This paper, one of the items distributed to potential donors, states:

OICI is the largest American-based employment and training organization funded by AID to operate in foreign countries. It is the largest Black American organization currently involved in African Development activity and tests the transferability of the OIC approach to African and other Third World nations.

By 1980, the OIC had become the largest community based employment and training program with projects in foreign nations... OICI offers training in a variety of skills including: building trades; secretarial science; automotive mechanics; surveying; food services; farm technology; animal husbandry; and business-management training. The mix of activities in any local project is determined by local economic and employment demand and supply conditions in the host communities. The major objective of OICI is to establish local community-based projects that can achieve total self-sufficiency over a five-year period...

If funded, OICI recruits and provides orientation for staff comprised of skilled administrators and volunteers who are then sent to live for the duration of the project in the new host country. Staff are recruited from host countries as well as in the U.S....

The feasibility studies carried out under the ISG offer additional insights into OICI's clientele, needs, techniques, for example\*:

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\* The excerpts are not meant to be representative of the full richness of the reasoning and decisions contained in each study.

## THE GAMBIA.

Initially, the team held a very frank and fruitful meeting with USAID Banjul and The GOIC Management Committee...

There were frank and honest discussions held at all the government departments visited. There was no disagreement about the relevancy of GOIC or whether it was in line with the government's objectives... There were varying opinions on the specific role of GOIC in The Gambia, its target population, its curricula (whether the program should be involved in animal traction or mechanization)... It was unanimously expressed that the resettled trainees should be provided with a financial package to purchase the necessary inputs to commence a small farm... There was the desire to develop linkages with GOIC and that it would be an integral part of The Gambia's total rural and agricultural development program.

## IVORY COAST.

...at the first joint meeting held to draw general conclusions and recommendations, the feasibility study team proposed...the areas in which it felt OIC-CI could make a relevant contribution. This included development of an OIC Center... that focused upon training students for jobs in the artisanal/traditional sector of the economy and small business development.

In a different section, the study speaks of a target group of "young Ivoirians between the ages of 16 and 21 years who are residing in the rural area or urban centers who have a desire to pursue a career in agro-mechanics... Preference will also be given to the unemployed and underemployed youth."

## GHANA.

The primary thrust of the OICI Ghana Phase III program efforts will be directed towards completing the institutionalization of the program. To...upgrading the management capabilities in all phases of the OIC Ghana

programs...developing alternative financial support sources to ensure the on-going continuation of OIC Ghana operations.

#### SIERRA LEONE.

Another recommendation was to develop a profit-making arm to the OIC Program through the ETMD [Entrepreneurial Training and Management Development] Unit. Small businesses could be developed and managed with ETMD expertise. These businesses would then provide funds to contribute in part to the local operating costs of the OIC vocational training Program and thus reduce the input required from the Ministry of Education.

#### LIBERIA.

Present skill training areas offered at LOIC are not adequate for the manpower needs of Liberia. New areas of skill training need to be added including Driver Education, and Bookkeeping... Increased services to the Military are a felt need of the GOL. Especially in the following areas: maintaining rolling stock of motor vehicles, purchasing and inventory.

The Articles of Incorporation, the "Nature and History of OICI," the various feasibility studies, and other sources, including a detailed verbal analysis of the agency's multiple clienteles by one manager, are suggestive of OICI's mission. It is important to note, however, that:

- a) so far as we could determine, no one document can be turned to for a statement which ties together the many parts into one or, if necessary, more integrating explications of what OICI is about;
- b) it does not appear that a structured consideration of mission has occurred in some years.

With regard to a long-range plan, apparently OICI began work on one a couple of years ago, but it was not

completed, nor could the original document be found. One professional said that a problem he faced was the lack of a five-year plan into which he could tie the activities for which he was responsible.

What do exist for central office personnel are six-month Work Plans, which list tasks to be done and those completed during the previous period.

While the preceding comments on planning may seem critical, actually we are very encouraged by the situation at OICI. First, this organization is far from alone in needing to "do its strategic homework." Second, OICI, as indicated by the approach to Ford, is cognizant of the need: the foundation is being asked to aid with "a comprehensive reassessment of OICI missions, objectives, program models...." Furthermore, the 25 February 1981 minutes of OICI's Board meeting state: "IBM has agreed to lend a strategic planner to OICI to assist in the development of an organizational 5-10 year plan." This person has already done some work, though a plan for the planning process has not been submitted to OICI.

We applaud OICI's awareness of the need vis-a-vis strategy and long-range planning and urge it to obtain/develop a plan for planning at the earliest moment.

As to mission per se, we would look for answers to questions such as the following, among others:

o Who are OICI's clients?

- citizens of any Third World country
- poor people
- school leavers
- entrepreneurs, current or prospective
- urban dwellers
- farmers
- bureaucrats (in some of its ETMD work)
- local OIC Boards of Directors
- local staff members
- foreign governments
- AID
- others
- a combination

(Is OICI's main goal institutionalization of local OICs, placing graduates in decent jobs, or...\* To what extent can OICI be effective and efficient yet serve all the clienteles above? Would some systematic staging of its efforts within a country help pull together disparate elements?)

- o Which of its clienteles' needs does OICI wish to serve?
  - increased income
  - employment
  - increased vocational skills
  - managerial capabilities (to run an OIC)
  - others
- o Which techniques for meeting the needs of its clients is OICI best at?
  - counterpart training (local staff and Board) overseas
  - counterpart training in the U.S.
  - vocational training
  - small business operation
  - others

At another level...

- o Should OICI continue its current reactive approach to country selection?: "OIC/I programs are developed in three phases. The first begins with a letter of interest from an individual or group within a

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\* In a 30 October 1979 memorandum ("Trip Report - Freetown and Bo, Sierra Leone), Ross Bigelow, then PVC's OICI grant officer, wrote:

Eventually, in say 3-5 years, I believe, we must hope (and help if we can) that the self-sustaining OICs in the LDCs will become development hubs themselves, able to provide technical assistance for other centers and other LDCs... OIC would be less directly involved in setting up and demonstrating the OIC approach and more a resource to LDC centers that would do these things themselves. OIC in this future state would emerge more as a funding conduit and proposal vetting [sic] agency than is the case now.

country."\* Or should it take a proactive stance? If the latter, what means should be used for choosing potential countries and how should information about OICI be disseminated in order to interest the appropriate clients?

We believe OICI can and will address these and other questions in its upcoming strategic/long-range planning undertaking. The outcome of that process will determine the emphases in feasibility studies, evaluations, OICI's Management Information System, etc. The process itself will engage the Board of Directors in its most vital role, shaping the organization's direction.

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\* from fundraising slide #22

## Operational Management

No brief report can do justice to the array of tools OICI has developed for operational management. Succintly put, the agency has numerous parts for an impressive management system.\*

What follows are highlights of OICI's management process.

### PLANNING\*\*

The key planning document for OICI Headquarters is the Six-Month Work Plan prepared by each Philadelphia staff member. This memorandum includes\*\*\*:

- o major activities planned and completed during the previous six months
- o major activities planned but not completed
- o major activities not planned but completed
- o major activities planned for next six months
- o additional activities (if funds are available).

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\* "An integrated whole in which the parts (planning, organizing, leading and controlling) serve to complement each other in the achievement of the objectives of the enterprise" (from COMVOC).

\*\* Strategic and long-range planning have already been discussed. No further comment will be made here on those topics.

\*\*\* From a 9 March 1981 memo from Cynthia Gilliam-Pierre to the OICI Management Team on "Program/Planning Development Work"

This document provides a sense of what has and is going to happen.

OICI may wish to consider combining this document with a more formal planning process, ranging...

- o from agency-wide annual objectives
- o through division of these among departments
- o to translation into individual persons' scheduled tasks (with budget, of work-days and/or finances, terminal and advice & service responsibilities\*).

Such a scheme would permit better estimation of personnel needs, in addition to greater efficiency in the use of resources.\*\* Combined with periodic monitoring and evaluation, this approach could produce better management control.

More broadly, OICI may want to review its central office operational planning in terms of a taxonomy of management such as Louis A. Allen's (which is used in courses given by OAMT, a sibling organization that provides managerial training). Allen divides the planning function into seven activities: forecasting, developing objectives, programming, scheduling, budgeting, developing policies, and developing procedures.

With respect to planning at the interface between field and headquarters, a revised Monthly Reporting System was introduced coincidentally with the outset of the ISG:

In accordance with recent audit recommendations to (1) improve the speed and quality of the Monthly Reporting System and (2) more keenly focus on planned targets versus shortfalls, the OICI Department of Planning and Program Development has devised new and more comprehensive PPT

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\* Terminal responsibility is "the work individuals are obligated to carry through to completion so nothing further needs to be done." Advisory & service responsibility is "the work performed to help others achieve their objectives and not one's own objectives." (from CONVOC)

\*\* Appendix D contains a September 1980 statement to the Technical Advisory Committee covering, among other subjects, the "objectives" of the Planning and Program Department and "activities and outputs" expected in FY 1981.

[Project Performance Tracking] and Monthly Narrative Report (MNR) formats which are to be implemented officially as of October 1, 1980. The PPT and MNR are a package along with the logical framework matrix for use in monitoring program operations. The PPT and MNR formats were revised in response to the need to adequately keep the donor agency informed on the progress of the programs according to the design familiar to them, i.e., the logical framework matrix and PPT contained in the original proposal as well as the officially revised program targets.\*

A sample PPT planning document is shown on the next page. This chart lists activities of which a project is composed, targets to be met during the fiscal year, and a schedule for reaching those objectives. It is an extremely useful tool.

A document analogous to the PPT is prepared in the fiscal area. That chart shows anticipated expenditures by month for the coming year. Monthly reports of actual expenditures must be submitted by each project. An over-expenditure in a given month leads to an equally decreased payment from Philadelphia for the following month, thereby aiming to control total spending. We will return to this subject in connection with the MIS.

## ORGANIZATION

As can be seen by the charts on the page after next, OICI has been reorganized since it was evaluated by Wolf and Company in 1978.\*\* The agency continues to be organized functionally, but today there are four departments: Finance & Administration, headed by the Deputy Executive Director; Planning & Program Development; Evaluation; and Personnel.

The Executive Director and the heads of Finance and Administration, Planning and Program Development, and Evaluation form the OICI Management Team, the staff's coordinating and policy body.

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\* "Guidelines for Preparation of the FY81 PPT and Monthly Narrative Reports," an 11 September 1980 memorandum from the Director of Planning/Program Development to All Program Advisors.

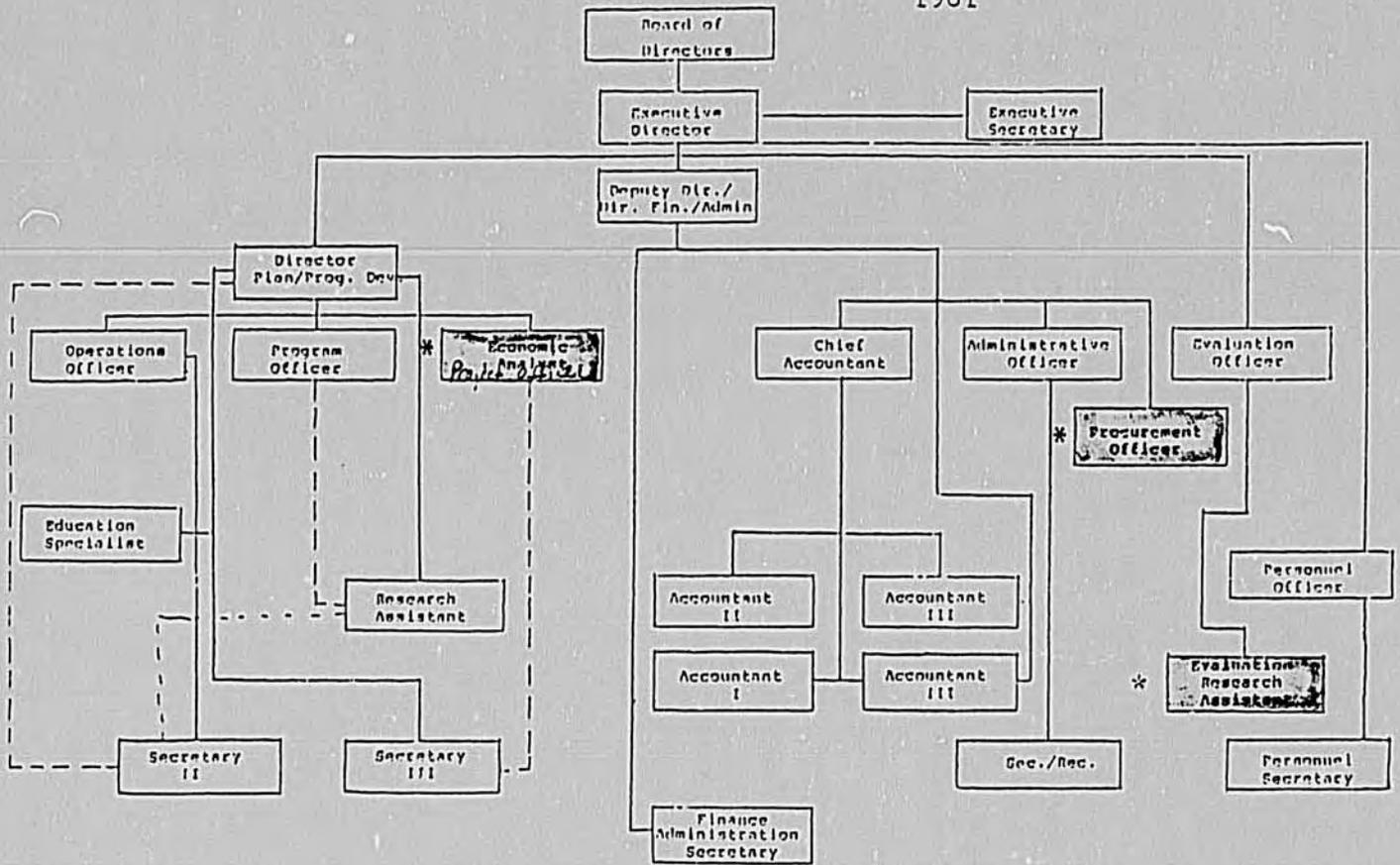
\*\* The current chart could profit from some redrawing; there seems to be an unnecessary jumble of lines.

FY 1981 - PROJECT PERFORMANCE TRACKING SYSTEM (PPT)  
 ( October 1, 1980 - September 30, 1981 )

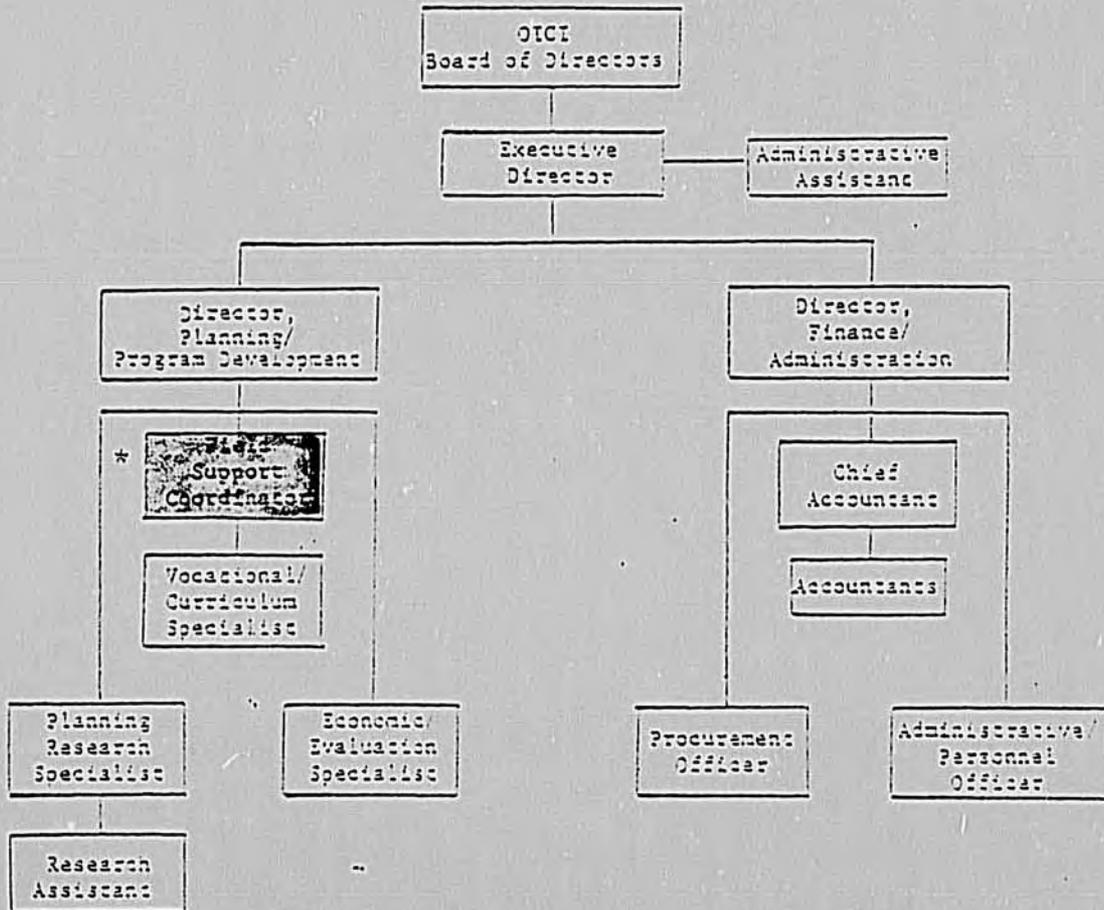
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ACTIVITIES	ANNUAL TARGETS	MONTHS			SEIT
		OCT	NOV	DEC	
1. PERSONNEL					
a. Local Staff	35 (120 p.m.)				
b. PCT	1 (18 p.m.)	35	35	35	35
c. Consultants	Lo 1,200	1	1	1	3
		0	50	50	100
2. FEEDER	150 trainees/year - 3 cycles		60		
3. TRAINING VOCATIONAL	138 trainees graduated	15	15	10	
4. TRAINING ET/MD	167 ET/MD completions	15 completion		25 completions	5
5. PARTICIPANTS TRAINING	1 Board member to U.S.	Staff Trng.			
	1 Liberia OIC staff to Es	Conducted			
	10 Liberia OIC staff to Es	Submitted	Submitted	Submitted	Submitted
	Board training	16	16	11	6
6. STUDENT SERVICES		15	15	10	5
a. MIS Reports	All monthly MIS reports submitted			Submitted	Submitted
b. Job development	150 jobs identified				
c. Job placement	138 trainees placed on jobs				
7. PLANS/BUDGETS	Quarterly work plans				
	Budget FY 02, Phase II			Submitted	Submitted
	PPT Time Schedule - FY 01	Submitted			
	Phase II Feasibility Study				
8. AGREEMENTS	Review MOA with GOSL and Board			Conduct	
	Draft new MOA for Phase II			Review	
	Review agreement with UNC			Review	
	Draft new agreement with UNC				
9. TECHNICAL DOCUMENTS	Curriculum Review		Consumer Ed.	Auto H	
	Personnel policy update			Update	
	Purchasing plan	Develop			
	SOP update				
	Publish ET/MD Business Directory				
	Publish ET/MD Class Schedule Prochure		Publish		
10. FACILITIES	Identify new facilities for Phase II				
11. EQUIPMENT/COMMODITIES					
a. U.S./Third World					
b. Local Purchase	Lo 20,500				
12. EVALUATION	Some Annual Report	769	3,178	2,000	36
	Staff evaluations	FY80 submitted			2,530
	OIGI/USAID/GOSL Evaluations	1 conducted	5 conducted	10 conducted	2 conducted
13. INSTITUTIONALIZATION					
a. Board of Directors	Quarterly Board Meetings	Board Meeting		Board Meeting	
b. Local Staff	Weekly staff meetings	5 meetings	1 meetings	3 meetings	
c. IAC/TAC	IAC Meetings (3)		IAC Meeting		1 meetings
	ET/MD TAC Meetings (2)		TAC Meeting		
	TAC development in Es				
14. LOCAL INPUT					
a. Government	Lo 101,962	56,453	15,609	15,000	
b. Community/Fund Raising	Lo 35,000	2,500	2,500	3,000	3,000

1981



1978



\* Post vacant

In relating to the field, Planning & Program Development assigns projects to specific individuals. A similar system of "desk officers" exists in the Department of Finance & Administration.

Overall the current framework seems reasonable. In any event, until completion of strategic and long-range plans, there is little to be gained by a reconsideration of the present structure since the shape of an organization should match its goals (modified by the characteristics of the human resources available).

## LEADERSHIP

In line with our mandate, we look at two activities under this function, viz., staffing and the development of people.

### Staffing

With regard to the former, here are a few facts which "speak for themselves":

#### Central Office

Person:	Position:	Initial Date of Hire:
Kura Abedje	Deputy Executive Director	12-15-75
Donald Green	Chief Accountant	1-08-73
Ronald Howard	Operations Officer	1-05-76
Quy Nguyen	Evaluation Officer	3-22-76
Cynthia G. Pierre	Director, Planning & Program Development	12-22-75
Gary Robinson	Executive Director	1-06-75
Millie Sparks	Personnel Officer	10-21-74*

#### Field

Reginald Hodges	Program Advisor**, Liberia	11-15-76
Hubert Boyer	Program Advisor, Sierra Leone	10-04-76
C.L. Mannings	Program Advisor, The Gambia	1-03-77

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\* Two-year break in service.

\*\* The Program Advisor is the top OICI officer in the field.

In a nutshell, OICI has been able to maintain significant stability among its upper-level people. With regard to the field staff OICI has optimized the experience gained by Program Advisors by rotating them to new projects or back to the home office when a field tour is completed.

Evaluation of such personnel is in line with up-to-date practice, i.e., it is objectives-oriented (see Appendix E for a sample form). As OICI's planning system changes, this approach will become increasingly effective for meeting agency-wide goals.

The assessment of non-management performance uses the older "qualities" approach, e.g., "work habits," "relationships with people," and "reliability" are examined. Regarding this method, the general view of management experts is summarized by Karl Albrecht: "Simply stated, the problem is that most managers do not really appraise performance; they find themselves attempting to evaluate the individual as a person."\*

The objectives-based system can be applied to every employee. It is a better instrument all-around.

The recruitment of new personnel is facilitated by job descriptions containing task analyses. These are updated through the use of data from de-briefings of people who have performed the jobs. (A sample "Task Analysis Survey" is to be found in Appendix F.)

New American personnel for project work receive pre-service training under the direction of OICI/Philadelphia. Occasionally an American is hired abroad and training is provided in-country by the pertinent Program Advisor to keep costs down. One tool for this training is a set of country handbooks which OICI has developed. These cover a range of topics, from inoculations to sights and shopping to suggested readings and useful local-language phrases.

Local-staff pre-service training is the responsibility of the American staff in the field (the Technical Cooperation Team or TCT). There are no set requirements: the program is determined by the TCT as appropriate to the given circumstances.

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\* Successful Management by Objectives (Englewood Cliffs, NJ: Prentice-Hall, Inc., 1978)

### Development of People

In-service training for local staff is an ongoing process consisting of on-the-job training, formal preparation (e.g., monthly workshops), monitoring of work, courses conducted in the field by OAMT so far (e.g., in pedagogy and management), and the Participant Training Program (PTP). The last of these, which supplements in-country efforts, occurs in conjunction with the annual OIC movement\* Convocation. A memo to the field sent in advance of the last gathering stated\*\*:

Board members selected from each of our funded field programs will be provided training during the two (2) week period of May 26-June 9, 1981. Local program staff selected from each country will receive four (4) weeks of training May 26-June 24, 1981. It is expected that approximately ten (10) Board members and eleven (11) local staff members will attend this year's Participant Training Program.

The training provided by OICI included such topics as\*\*\*:

- o OICI Management Control Requirements
- o OICI Project Design and the Logical Framework Matrix
- o Evaluation Department Workshop I
  - MIS
  - Program Evaluation
  - Report Writing
- o Finance/Administration Workshop
  - Annual Budget and Fiscal PPT
  - Property/Equipment Management

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\* domestic and international

\*\* "OICI 1981 Participants Training Program - Memorandum #1," from Cynthia G.-Pierre 6 March 1981

\*\*\* OIC International "1981 Participants Training Program, Board and Staff Participants Daily Activities Schedule, Week One - March 26-30, 1981"

- o OICI Work Planning Tools and Techniques I
  - Annual PPT Schedule
  - Annual Operations Work Plans
  - Quarterly Work Priorities
  - Monthly Work Plan/Time Schedule

A new form of training for local Board and staff members has been instituted during this fiscal year. "A Three-Week Programme of Technical Assistance in Management Planning and Coordination" was presented in October and November in Ghana by OICI's Operations Officer and its Togo Program Advisor. This undertaking had several aims\*:

- o Facilitate and monitor the development of the following critical program documents:
  - 1981 PPT Schedule Update
  - 1981 Program Operations Work Plan
- o Conduct training workshops (5) on the following topic areas:
  - A. OICI Management Control Requirements
  - B. 1981 PPT Schedule Update
  - C. 1981 Operations Work Plan
  - D. OICI Monthly Narrative Report
  - E. Strategies for Institutionalization

In Philadelphia, headquarters staff development includes short-courses, films, subscriptions to twenty-one magazines and numerous foreign and domestic newsletters, and a generous employee tuition-refund policy\*\*:

OICI recognizes the continuous advancements occurring in the highly skilled labor market. In order that employees may stay abreast with employment-related skill requirements and improve their effectiveness as OICI employees, meritorious Central Office permanent employees who have had at least one year of service shall

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\* Scope of Work, October 27-November 14, 1980

\*\* OIC International Personnel Policies and Procedures, effective 1 October 1980

be reimbursed allowable tuition costs, i.e., tuition, registration and applicable fees, associated with individual course study or degree program up to \$1000 of allowable tuition/dissertation costs in any one semester for any eligible employee.

Development of OICI Central Staff also includes periodic visits to field projects, which affords both an opportunity for staff to apply other theoretical types of training to actual situations, and enables insight to be gained which then enhances the ability of central staffers to support field activities.

Viewed as a whole, OICI's training efforts are considerable and impressive. As with personnel performance appraisal, the productivity of these efforts is bound to increase with the implementation of strategic and long-range planning. For example, the program content of a long-range plan would guide the selection of attendees for the annual Participant Training Program and might better inform the choice of courses for the tuition-reimbursement program.

## CONTROL

According to the User's Guide for OICI's Management Information System, its two purposes are to provide:

- o "the data necessary to routinely monitor and evaluate local OICI performance and to facilitate management decision-making"
- o "the information needed to meet the reporting requirements of AID and other funding sources."

The system was designed seven years ago in cooperation with OICI's auditors.

The MIS is divided into three parts:

- "1. A statistical system to measure and record actual performance.
- "2. A fiscal management system to measure and record the receipt and expenditure of funds and other resources available.
- "3. A reporting system to report actual performance."

The MIS is operations-oriented (cp: strategic) and can be, and is, viewed as having two halves: fiscal and programmatic.

The fiscal half performs more expeditiously...because a delay in data submission yields a delay in funds transfer from Philadelphia to the reporting (field) project. Though such leverage is not exercised on the program side, the percentage of required reports submitted has risen dramatically. This increase has resulted from a deliberate effort by the responsible manager, OICI's Evaluation Officer. To date his emphasis has been on quantity. In the near future, quality will take center stage.

In part, the MIS is based on a functional analysis of OICI's field operations as envisioned in 1974: so, for example, the functions included Vocational Training and Entrepreneurial Training & Management Development but not agricultural activities, a later addition to OICI's repertoire which necessitated a modification of the MIS.

Recently, in describing a revision of OICI's Monthly Reporting System, the Director of Planning/Program Development wrote\*:

We realize that the information requested in this section [of the Monthly Narrative Report] is also available within the monthly MIS fiscal reports. Our new requirement that the fiscal summary information and explanations be included in the MNR is based upon the need for both Central and the field to better monitor the relationship between program operations and program spending.

This statement is a specific reflection of a general issue expressed by the Evaluation Officer, i.e., that the MIS in and of itself does not integrate the fiscal and programmatic subsystems.\*\* Consequently, it is possible for monies to be expended at the planned rate without "production" proceeding as scheduled. An improved MIS would flag such a

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\* 11 September 1980 memo cited earlier

\*\* 19 August 1981 discussion between Quy Nguyen and Druben & Ricci.

management control problem, a problem which apparently has been more potential than actual so far.

Other MIS topics of concern as expressed by OICI are:

- o the need for more pre-service training (now at most three days out of a four-six week program)
- o the lack of inter-project reports
- o the possible orientation of the system to Philadelphia's needs more than to the field's, despite the MIS's ostensible aims
- o the barriers to system maintenance by autonomous OICs raised by the difficulty and cost of obtaining the multiple-copy forms required
- o the possibility of computerization

Our suggestion is that revision of the MIS follow development of OICI strategic and long-range plans. There are many reasons for this advice; for instance:

- o If the organization's mission emphasizes the formation of viable local OICs (cp: stressing the placement of graduates in jobs), then the MIS would include more data on Boards of Directors, local staff people, etc. than is true today.
- o If the mission placed greater focus on using small enterprises as means for achieving local self-sufficiency, the MIS might gather data on progress in this area, which is different from data now gathered.
- o Depending on the relationship OICI sought to establish with autonomous OICs, one or another form of computerization might make sense, e.g., conceivably Philadelphia could be a service bureau to overseas OICs. (There are international legal questions that would need exploring in connection with this approach.)

Since a major change in the MIS, particularly if computers are involved, might take well over a year, it is encouraging to note that OICI has already approached its auditors (the firm which helped design the original system) to discuss their involvement.

## Methodology

In conducting a progress review of OICI, three tools were used to gather or develop the data which yielded this report. In descending order of time consumed, these means were: documents search, interviews of OICI and AID staff, and consultant-initiated inquiries calling for written responses from OICI.

Research began during the week of 22 July 1981, with reading of OICI materials in the files of the Office of Private and Voluntary Cooperation (AID) and with a discussion with Ross Bigelow. Mr. Bigelow, who is PVC's evaluation manager, was formerly that Office's grant administrator for OICI.

On 24 July, a letter was sent from Druben & Ricci Associates, Inc., to OICI. In response, Quy Nguyen, OICI's Evaluation Officer, classified both people and written materials into the categories to be reviewed.\*

Research at OICI in Philadelphia began during the week of 10 August. It was opened by a conversation among Kura Abedje, Deputy Executive Director and Director of Finance and Administration; Cynthia Gilliam-Pierre, Director of Planning and Program Development; Quy Nguyen, Evaluation Officer; Stan Druben, Director, Druben & Ricci Associates, Inc.

This meeting was followed by one-on-one interviews between each of these OICI managers and Mr. Druben. Later, additional individual discussions were conducted by Bonnie Ricci of Druben & Ricci. Throughout the review process, less formal talks also occurred.

In order to obtain the panoramic view of OICI required by the Scope of Work, it was necessary to look at documents from all parts of the organization, from

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\* See Appendix G

personnel policies through the MIS manual to the latest proposal, still in draft form. Ms. Gilliam-Pierre and Messrs. Abedje and Nguyen were asked to review their jobs in terms of actions, decisions, and information needs. Several other staff members were interviewed: Don Green, Chief Accountant; Ron Howard, Operations Officer; Millie Sparks, Personnel Officer; Yolanda Thomas, Executive Secretary. Fortuitously, Reginald Hodges, Liberia Program Advisor, stopped in during his home leave and made some time available to talk with us. We also obtained insights into OICI from Eric Acolatse, Procurement Officer, and Dorinda Russell, Information Officer.

A substantial quantity of written material was photocopied so that our review could continue in Washington.

Upon his return to OICI, Executive Director Gary Robinson was interviewed on 25 August 1981 by both Ricci and Druben. The conversation lasted a total of approximately four hours.

To gain additional background, in the course of our work we viewed OICI's film about its history and efforts, as well as Mr. Robinson's fundraising slide presentation.

On 17 September, key OICI and Druben & Ricci people met to discuss the draft Progress Report. This final version incorporates the comments made at that meeting.

## Appendices

ACTIVITY SCHEDULE

Philip Palmer, Program Development Consultant  
\*July 1, 1981 thru October 31, 1981

Summary

The services of Mr. Palmer will be utilized to assist OICI Management in the formulation of long-range plans and strategies to effect new program start-ups and institutionalization of OIC programs on the continent of Africa.

Specific Duties and Responsibilities

- 1) To advise on liaison and protocol procedures for establishing contact with African Governments, especially Tanzania & Zimbabwe.
- 2) To advise on and coordinate protocol for hosting of international guests at OICI conferences and meetings.
- 3) To develop a standard operating procedure (S.O.P.) for OICI communications with host government officials, business and community leaders.
- 4) To review and advise on final preparation of all Memoranda of Agreement signed with host governments.
- 5) To revise and update selected portions of OICI guideline manual on local Interest Group development and incorporation.

\*We reserve the option to extend the deadline date if necessary in order to complete all indicated assignments.

MONTHLY ACTIVITY SCHEDULEMONTH 1 - July 1 - July 31, 1981

- 1) Prepare S.O.P. manual for OICI communications/contacts with foreign governments (esp. Africa), business and community leaders.
- 2) Review and critique all existing Memoranda of Agreement with host governments and community boards. Prepare standardized document for use with new programs.

MONTH 2 - August 1 - August 31, 1981

- 1) Review and critique OICI guidelines on Interest Group development and incorporation procedures.
- 2) Prepare written official protocol procedures document for OICI; include recommendations on invitation wording, seating arrangements, accommodation requirements, introductions, etc.

MONTH 3 - September 1 - September 30, 1981

- 1) Work to solidify support from host government and entree of feasibility study team to appropriate government ministries in Zimbabwe.

MONTH 4 - October 1 - October 31, 1981

- 1) Continue/finalize all activities listed for month three.



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DATE: July 2, 1981

TO: Cynthia Gilliam Pierre, Director Planning/Program Development

FROM: Quy D. Nguyen, Evaluation Officer *Quy D. Nguyen* REF: *REF*

SUBJECT: Recommendations in Relation to Feasibility Studies

Last Friday June 26, 1981, I spent one (1) hour with Mei-Mei to discuss the Liberia OIC Project and to provide her with some recommendations in relation to the Feasibility Study for Phase II of LOIC. Some of these recommendations were based on the specific needs of the LOIC project. Others arose from lessons from the past experience of OICI in general.

This communication is to share with you some of my recommendations of the second category (as defined above) and which I already shared with Mei-Mei. While the extent of their applicability may vary from case to case, I believe these recommendations can greatly enhance the results, and especially the quality of OICI's new series of Feasibility Studies (Liberia, England, etc.). I must confess that I didn't have the chance yet to review thoroughly the recent Feasibility Study Reports of Dr. Mannings, Mei-Mei and Ron, but it appears that the following recommendations will still be useful to all.

Recommendation 1:

Feasibility studies should focus more on the specific contents of technical delivery than heretofore. Hence the need to explain in detail the rationale, feasibility, and comparative advantage of the defined package of technical assistance. It is, therefore, expected that future Feasibility Study Reports and Project Proposals will deal much more extensively with the contents of technical delivery than heretofore.



#### Recommendation 2:

Feasibility Studies should include sample survey studies of the targetted beneficiaries whom the proposed projects are supposed to benefit. The information thus obtained will enable (a) precise and accurate development of the package of technical assistance, (b) monitoring project impact, (c) evaluation of project performance. It is, therefore, not enough to rely on secondary or tertiary sources of data, especially those which cover much more than the targetted beneficiaries and or the locality wherein the project(s) will take place.

#### Recommendation 3:

Budgets proposed at the Feasibility Study stage should be thoroughly analyzed. Thus, it is not sufficient to submit a budget proposal. The latter should be accompanied by an analysis which details the rationale of the costs involved, the interrelationships between various costs and their implications, the expected cost-benefit ratio, and the cost per trainee or participant. At this stage, the donor(s) or client(s) should be able to determine whether or not the proposed project is (a) financially feasible, and (b) desirable with respect to the cost-benefit ratio and cost per trainee involved. This will enable the timely development of alternative solutions, or alternative project design, and possibly when the Feasibility Study Team is still on-site.

#### Recommendation 4:

With respect to the major assumptions in the Logical Framework Matrix (if the Log. Frame approach to project design is adopted), efforts should be made to project both programmatic and budgetary impacts of cases wherein the assumed conditions are not met. The cost of project implementation in adverse conditions, therefore, can be projected. This type of information is valuable to the development of contingency solutions.

#### Recommendation 5:

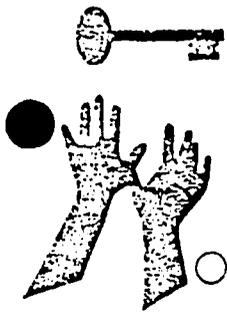
If the project involves the placement of graduates in jobs, the Feasibility Study Team should conduct a sample survey of potential employers. A major objective of this survey is to ascertain the nature and extent of the demand for trained workers. Most of all, it is intended to appraise the willingness of business and industry or the Government to employ graduates from the project. The survey,



therefore, will assist in the development of appropriate strategies for both training and job placement purposes. It represents an important primary source of information to complement the secondary sources obtained in most Feasibility Studies.

QDN:yrt

cc: Gary Robinson  
Ronald Howard



OIC  
INTERNATIONAL

OPPORTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL INC.

240 West Tulpehocken Street • Philadelphia, PA 19144 • United States of America • Telephone: 215 842-0220 Telex: 902024 OIC INTLPHA

DATE: March 9, 1981

TO: OICI Management Team

FROM: Cynthia Gillian *Pierre* Pierre, Director PPD

REF.:

SUBJECT: Program/Planning Development Work Priorities - FY81

This summary of the work status of the Department of Planning and Program Development covers the period October 1, 1980 thru March 31, 1981.

I. Major Activities Planned and Completed During This Period  
Include:

- 1) Responses to Monthly Reports received from all Programs for October thru December, 1980.
- 2) Ghana TDY assistance in preparation of Annual PPT and Monthly Report utilizing new format.
- 3) Ivory Coast Feasibility Study
- 4) Sierra Leone II Feasibility Study
- 5) The Gambia II Feasibility Study
- 6) Ghana III Feasibility Study
- 7) Participation of Education Specialist in Project Evaluations of Sierra Leone and Liberia.
- 8) Debriefings for: B. Jarra, C. L. Mannings, and H. Taylor-Cline.
- 9) Preparation of Revised MOA document for The Gambia.
- 10) Preparation of Preliminary Instructions for 1981 Participants Training Program.

Program/Planning Development Work Priorities - FY81  
Page 2 of 3

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II. Major Activities Planned but Not Completed Include:

- 1) Preparation and Submission of Program Proposals for Ivory Coast and Sierra Leone II.
- 2) Debriefings for Jim Holmes and Tilahun Giday
- 3) Coordination of Annual Program Advisors Conference
- 4) Preparation of 5-Year Plan for organizational development.
- 5) Pre-Service Training for Togo new P/A Farm Manager and Agriculture Extension/Feeder Specialist.
- 6) Preparation of Annual Report and (Semi-Annual) Newsletter for public dissemination.
- 7) OAMT Workshops in Ghana and Liberia.

III. Major Activities Not Planned but Completed Include:

- 1) Togo Evaluation and Redesign Mission
- 2) Revised FY81 Detailed Budget & Proposal for Togo
- 3) Ghana Mini-proposal for period July - December, 1981.
- 4) Ivory Coast Feasibility Follow-up Study
- 5) Sierra Leone Feasibility Follow-up Study
- 6) Liberia Mini-proposal for FY82

During the next six months of FY 1981, the following items must be completed:

IV. Major Activities Planned for April thru September 30, 1981:

- 1) All items planned but not completed during first six months, see item II.
- 2) Preparation and submission of Proposals for Ghana-III and Gambia II.
- 3) Preparation for/Participation in 17th Annual OIC Convocation.
- 4) Four-week Participant Training Program
- 5) Follow-up on all Proposal Submissions

Program/Planning Development Work Priorities - FY81  
Page 3 of 3

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- 6) Debriefings of additional separating staff: i.e., George Cook, Sam Walton, E. Howar-Clinton, R. Kirk, D. Sparks
- 7) Evaluation of 1st year ISG Activities (Presentation to AID)

Additional Activities (if funds are available)

- 8) Installation of Word Processor (ISG)
- 9) Hiring of Project Officer (Central)
- 10) Liberia II - Feasibility Study (ISG)
- 11) Preparation and Submission of Mini-proposal for Sierra Leone for period October 1981 thru June, 1982.

CGP:wlp

## Technical Advisory Committee Presentation

## Planning and Program Department

I. Objectives of the Department

The major objectives of this department are to:

- 1) design and monitor implementation of OICI manpower training projects in selected developing countries
- 2) establish and maintain liaison with Interest Groups of prospective OIC's
- 3) provide backstopping (support) for all aspects of program operations
- 4) design and conduct pre-service and in-service training programs for OICI Technical Cooperation Team (TCT) local staff and local Board members.

II. Activities and Outputs

During the course of the 1981 fiscal year, the following activities and/or outputs are expected to be accomplished:

- a) completion on five(5) feasibility studies for the expansion of four existing projects (Ghana, The Gambia, Togo, and Sierra Leone) and one new project (Ivory Coast).
- b) preparation and submission to funding sources of five(5) project proposals for each of the above-named countries
- c) completion of five(5) country hand-books for orientation of new field staff
- d) preparation of seven(7) Project Performance Tracking (PPT) Charts for current and prospective programs
- e) review of seventy-two(72) monthly narrative reports and preparations of responses to each
- f) review and editing of twelve semi-annual reports from local programs; submission to AID
- g) revision and update of three manuals:
  - (i) Comprehensive Field Support Manual
  - (ii) Curriculum Guide Manual
  - (iii) Participants Training Program Guide

- h) at least 20 participants from the six overseas programs will be provided orientation and training in special two and four week programs
- i) four-week, pre-service training programs will be designed and conducted for at least six(6) current or new field staff. Note: Pre-service training is provided for staff transferring to new projects as well as new staff
- j) the completion of at least ten field visits by various program staff.

The field programs are expected to train and place a total of 2,235 trainees in the various program countries. These trainees represent approximately 85% of enrollees actually completing the skills training programs. In the area of Entrepreneurial Training and Management Development (ET/MD) a total 385 completions are expected in two programs (Sierra Leone and Lesotho).

### III. Resources

#### A. Manpower

The current staffing level maintained to accomplish the objectives and outputs of the Department are:

- 1 Director
- 5 Technical/Administrative Staff
- 2 Clerical Support Staff

In addition, consultants are expected to be utilized on an as needed basis for the completion of feasibility studies and staff development.

#### B. Financial

An Institutional Support Grant has been recently approved to provide partially for costs relating to 16 feasibility and 3 program evaluation studies over a three year period. Continuation of the grant after the first year (FY 1981) is dependent on the ability of OICI to raise increasing amounts of private funds.

### IV. Evidence of Host Government Support

- A. Ghana - Government presently provides 40% of annual local budget. Has granted over 03 million (cedis) to OIC

Ghana since inception of program. Has made an official request that OIC establish centers in each of the nine administrative regions of the country.

The present Head of State made specific reference to utilizing the services of OIC Ghana in his Opening Session Address to Parliament on Nov. 30, 1979. (See attached)

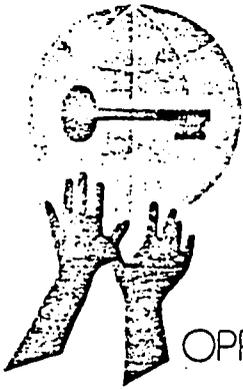
- B. Sierra Leone - Government has granted total of Le 22,000 Leones to program in previous years. In current budget of GOSL Le 181,000 has been allocated for Local program for period Oct. 1, 1980 thru Sept. 30, 1981. Two years in a row the Head of State has mentioned the usefulness of the OIC program in his opening address to Parliament. Most recent, June 1980. (See attached)
- C. Liberia - The new Government has already released to the program, the first \$20,000 of a commitment of \$87,000 to support 3rd year project funding. The remaining funds are due this month. A commitment was made to provide \$170,000 in year 4 of project, with the first installment of \$50,000 due in October 1980.
- Letters of support were received from the former (Mar. 25, 1980) and current (April 21, 1980) governments. (See attached). Provides \$10/month stipends to trainees and quarterly food allocations. Funds for facility renovation \$50,000.
- D. Lesotho - The GOL has signed a MOA with OICI which outlines their support commitment(s) to the project. M38,000 (Maluti) has been received to fulfill the commitment for 25% of loc. costs of 3rd year budget.
- E. The Gambia - In process of securing Government approval. Project is part of Seed Multiplication program in-country. Government has provided food allocation for trainees and loaned equipment. CNCA loans to trainees.
- F. Togo - In process of re-orienting project.
- G. Nigeria - Since OICI phase out in June 1976, has received 60% of its budget from Nigeria Government I.T.F. Is internally self-sufficient.

## OBJECTIVES - PLANNING/PROGRAM DEVELOPMENT DEPARTMENT

- INTEREST GROUP DEVELOPMENT
- PROJECT DESIGN & PROPOSAL DEVELOPMENT
- MONITORING PROJECT IMPLEMENTATION
- PROJECT OPERATIONS BACKSTOPPING

## OUTPUTS - PLANNING/PROGRAM DEVELOPMENT DEPARTMENT

- FEASIBILITY STUDIES
- PROPOSALS
- COUNTRY HANDBOOKS
- PROJECT PERFORMANCE TRACKING SYSTEMS
- MONTHLY NARRATIVE REPORT RESPONSES
- GUIDELINE MANUALS
- TRAINED PARTICIPANTS



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MANAGEMENT EMPLOYEE PERFORMANCE EVALUATION

Name \_\_\_\_\_ Position \_\_\_\_\_

Department \_\_\_\_\_ Country \_\_\_\_\_

Salary: Grade \_\_\_\_\_ Step \_\_\_\_\_ Period Covered By Evaluation \_\_\_\_\_ To \_\_\_\_\_

Annual \_\_\_\_\_ Special \_\_\_\_\_ Probationary \_\_\_\_\_

Job Commitment

(Describe how effectively employee meets the goals and objectives established, with your approval, during this appraisal period.)

Goal - Objective Setting

(Determine with employee the goals - objectives for the next appraisal period)

57A

Overall Evaluation

(Describe overall strengths and/or weaknesses of employee and indicate any suggestions for improvement - use job description as a guide)

---

GENERAL RATING  
(Circle One)

- A. Outstanding
- B. Highly Satisfactory
- C. Satisfactory

- CC. Conditional
- D. Unsatisfactory
- E. Too new on job

---

Employee Comments

(This space is provided for the employee to make such comments deemed appropriate... use additional sheets of paper if necessary.)

---

Supervisor's Signature

---

Date

---

Employee's Signature

---

Date

TCT STAFF NAME: \_\_\_\_\_  
 POSITION: Animal Husbandry Specialist  
 PROJECT: TAGO  
 DATE: \_\_\_\_\_

P/PO TASK ANALYSIS SURVEY  
ANIMAL HUSBANDRY SPECIALIST

I. Instructions:

1. This survey contains a listing of specific work tasks which might be included in a task analysis for your position. For each specific task identified, you are requested to complete a ranking in regard to its importance, frequency and difficulty using the following rating scale:

Importance

- 1- Critical, most important
- 2- Moderately important
- 3- Marginal importance

Frequency

- 1- Daily or more
- 2- Several times/week
- 3- Weekly
- 4- Monthly
- 5- Occasionally

Difficulty

- 1- Extremely difficult
- 2- Moderately difficult
- 3- Easy

2. Based on your experiences in the field to date, we are desirous of identifying additional specific work duties which have not been included in the task listings provided in this survey, but were actually required of you in the field. You are requested to make a listing of any such work tasks required, and to complete rankings of their importance, frequency and difficulty.

P/PD TASK ANALYSIS SURVEY  
 ANIMAL HUSBANDRY SPECIALIST  
 PAGE 2 OF 4

	I	F	D
1. Develop specific work objectives (annual) for the local Animal Husbandry Unit.	2	4	1
2. Develop Annual Work Plan/Time Schedule for the local Animal Husbandry Unit.	1	5	3
3. Develop quarterly work plan/time schedules for the local Animal Husbandry Unit.	1	5	3
4. Develop and monitor budget requirements for the local Animal Husbandry Unit.	1	4	2
5. Develop job descriptions for each staff position assigned to the local Animal Husbandry Unit.	1	5	3
6. Develop detailed task analyses for each staff position assigned to the local Animal Husbandry Unit.	1	5	3
7. Develop and implement pre-service training program targeted to the specific needs of the local Animal Husbandry Unit.	1	4	2
8. Develop and implement monthly in-service training activities which respond to the developmental needs of the local Animal Husbandry Unit.	1	4	3
9. Develop written guidelines, policies and procedures appropriate to the administrative and program needs of the local Animal Husbandry Unit.	1	3	3
10. Implement MIS reporting applicable to the activities and operations of the local Animal Husbandry Unit.	1	4	1
11. Prepare and submit monthly progress report requirements for the local Animal Husbandry Unit.	1	4	3
12. Develop performance standards to be used in measuring the effectiveness of local Animal Husbandry Unit.	1	3	1
13. Develop and implement quarterly evaluation system and procedures for the local Animal Husbandry Unit work performance.	2	4	3
14. Develop and implement communication and coordination channels for the local Animal Husbandry Unit.	3	5	1

P/PD TASK ANALYSIS SURVEY  
ANIMAL HUSBANDRY SPECIALIST  
PAGE 3 OF 4

	I	F	D
15. Develop and prepare for implementation local Animal Husbandry courses of study, curriculum materials and related training aids in the Animal Husbandry skill area.	1	4	3
16. Develop and implement appropriate survey and information gathering tools required in the development of local Animal Husbandry program operations.	1	4	1
17. Develop and apply audio-visual techniques and materials appropriate to the training objectives of the local Animal Husbandry Program.	1	4	1
18. Develop Animal Husbandry Orientation Program for use in Feeder pre-vocational training classes.	1	3	2
19. Develop specific performance objectives required for each trainee who completes local agricultural training programs in the Animal Husbandry skills.	1	4	2
20. Develop and prepare for implementation OIC vocational training strategies, methods and techniques appropriate to the specific needs of local Animal Husbandry trainees.	1	3	2
21. Develop and submit recommendations to renovate and organize assigned vocational training facilities to accommodate the needs of local Animal Husbandry operations.	1	3	2
22. Identify and secure equipment, commodities and supplies required to implement local Animal Husbandry Unit objectives. - <i>ref. Togo.</i>	1	2	1
23. Identify and secure necessary textbooks, references, programmed material and other resources required to implement a materials resource <i>Togo</i> library to serve local Animal Husbandry trainees.	1	5	1
24. Develop and implement government, business and community linkages required for the effective and efficient implementation of each local Animal Husbandry training program. <i>(Time factor)</i>	2	5	1

2/ PD TASK ANALYSIS SURVEY  
 ANIMAL HUSBANDRY SPECIALIST  
 PAGE 4 OF 4

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	I	F	D
25. Develop and implement on-going system and procedures to facilitate tours and visitations of local Animal Husbandry programs by individuals and groups.	2	5	3
26. Identify and develop three month OJT work assignments to prepare local Animal Husbandry trainees for job placement in specific skill area.	1	5	3

# druben & ricci

July 24, 1981

Mr. Quy Nguyen  
 Director of Evaluation  
 OICI  
 240 West Tulpehocken Street  
 Philadelphia, PA 19144

Dear Quy:

Based on my conversations with you and Ross Bigelow, on the summer schedules of various actors, etc., I have decided to organize the Progress Report study around the answering of three questions. These follow. Beneath each are "objectives and activities" from the draft Scope of Work. The questions are prioritized. If time proves a problem, items 1C, 2D, and 3C might be dropped, in that order.

## QUESTION #1

*Is OICI on target with respect to developing a private donor and supporter base?*

- A. "Resource mobilization from private U.S. sector"
- B. "Conduct, write up, and present to donors feasibility studies for those countries where OICI intends to conduct programs"
- C. "Community education and constituency building in the U.S."

## QUESTION #2

*To what extent has OICI . . .*

- a) identified the clienteles it can best serve*
- b) the clientele needs it seeks to meet, and*
- c) the services with which it is most productive vis-a-vis these clienteles and needs?*

- A. "Facilitate Interest Group and local board maturation and self-sufficiency in those countries where OICI has the intention of working"
- B. "Research and development of future country possibilities"
- C. "Relevance of OICI program to developmental needs as defined by Host Country Governments and in-country AID missions"
- D. "Policy guidance and input from the OICI Board of Directors"\*

druben &amp; ricci

Mr. Quy Nguyen  
 July 24, 1981  
 page 2

## QUESTION #3

*To what extent does OICI have a system for operational management, i.e., a comprehensive and coherent approach to planning, organization, leading, and controlling?*

- A. "OICI HQ management in the areas of:
  - a. Manpower,
  - b. Staff development,
  - c. Management information system, and
  - d. Fiscal management (planning, control, guidance)"
- B. "As appropriate, design and propose projects"
- C. "Project implementation and systems for:
  - a. Operational planning by OICI HQ,
  - b. Personnel recruitment and pre-service training,
  - c. Monitoring and evaluation of projects' performance,
  - d. Field support services, and
  - e. Local staff training."

To expedite answering these, I would greatly appreciate it if you or your associates would prepare, for each question, a list of materials in your files which are relevant, e.g., specific folders, reports, proposals, letters, etc. Similarly for people, lists of those best able to deal with each question. (Of course, I expect that a person or document might well appear on more than one list.)

So that we can get rolling as quickly as possible, my colleague, Bonnie L. Ricci, would like to be in Philadelphia August 5th and 6th (Wednesday and Thursday) to begin both the documents review and question-and-answer sessions. (This timing assumes that an AID contract is let by that week.) I plan to visit with your people the following week and subsequently.

We look forward to any comments you may have on the approach sketched in this letter and to receiving the lists as soon as possible.

Sincerely,



Stan Druben  
 Director

cc: Ross Bigelow

\*This item may go with Question #1 too.

July 29, 1981



LIST OF EVALUATION ELEMENTS AND THE  
RESPECTIVE KNOWLEDGEABLE KEY STAFF MEMBERS

(Prepared by Evaluation Office per request of Stan Druben, July 24, 1981)

EVALUATION ELEMENTS		OICI STAFF			
		G. Robinson	K. Abedje	C. Gilliam Pierre	Q. Nguyen
#1	<u>Develop Private Donor &amp; Supporter Base</u>				
	A. Mobilize Private U.S. Sector	x			
	B. Feasibility Studies/Proposals to Donors	x	x		
	C. Constituency Building	x	x		
#2	<u>Identify Clientele; Needs &amp; Services Required</u>				
	A. Develop Interest Groups, local Boards, self-sufficiency			x	
	B. Research & Develop future/new projects			x	
	C. Relevance of projects to developmental needs			x	x
	D. Guidance and Input from OICI Board	x			
#3	<u>System for Operational Management</u>				
	A. OICI Central Office Management				
	a. Manpower	x	x	x	x
	b. Staff Development	x	x	x	
	c. MIS/Finance		x		
	d. MIS/Program				x
	e. Fiscal Management		x		
	B. Project Design			x	
	C. Project Implementation & Systems for				
	a. Planning	x	x	x	
	b. Personnel Recruitment (see also Millie Sparks)	x	x	x	
	c. Pre-Service Training		x	x	
	d. Monitoring & Evaluation			x	x
	e. Field Support Services		x	x	
	f. Local Staff Training			x	x



## ADDITIONAL INFORMATION

Names of Staff Members Referred to Above	Positions	Additional Staff Members to Consult on Issues Relevant to Respective Departments
<ul style="list-style-type: none"> <li>● Gary Robinson</li> </ul>	Executive Director	
<ul style="list-style-type: none"> <li>● Kura Abedje</li> </ul>	Deputy Executive Director/Director, Finance/Administration	<ul style="list-style-type: none"> <li>● Donald Green, Chief Accountant</li> <li>● Eric Acolatse, Administrative Officer</li> </ul>
<ul style="list-style-type: none"> <li>● Cynthia Gilliam Pierre</li> </ul>	Director of Planning and Program Development	<ul style="list-style-type: none"> <li>● Rosemary (Mei-Mei) Burke, Program Officer</li> <li>● Ronald Howard, Operations Officer</li> <li>● Cheryl Williams, Education Specialist</li> </ul>
<ul style="list-style-type: none"> <li>● Quy Nguyen</li> </ul>	Evaluation Officer	
<ul style="list-style-type: none"> <li>● Millie Sparks</li> </ul>	Personnel Officer	

July 29, 1981



LIST OF EVALUATION ELEMENTS  
AND RELATED MAJOR DOCUMENTS

(Prepared by Evaluation Office per request of Stan Druben, July 24, 1981)

EVALUATION ELEMENTS	DOCUMENTS	LOCATION OF FILES*
#1 <u>Develop Private Donor &amp; Supporter Base</u>		
A. Mobilize Private U.S. Sector	<ul style="list-style-type: none"> <li>● Communications with Industries and Non-AID Institutions</li> <li>● Communications with Technical Advisory Committee</li> </ul>	<p>Executive Director's Office</p> <p>Executive Director's Office</p>
B. Feasibility Studies/ Proposals to Donors	<ul style="list-style-type: none"> <li>● Scopes of Work &amp; Reports on Feasibility Studies</li> <li>● Follow-up Communications on Feasibility Studies</li> <li>● Project Proposals</li> </ul>	<p>Planning Department</p> <p>Planning Department</p> <p>Planning Department</p>
C. Constituency Building	<ul style="list-style-type: none"> <li>● Materials on How to Develop an OICI</li> <li>● Audio-Visual Materials for Presentation on OICI's Projects</li> </ul>	<p>Planning Department</p> <p>Planning Department &amp; Executive Director's Office</p>
#2 <u>Identify Clientele, Needs and Services Required</u>		
A. Develop Interest Groups, Local Boards, Self-sufficiency	<ul style="list-style-type: none"> <li>● Communications with Interest Groups, Local Boards, Host Governments</li> <li>● Schedules of Participant Training Programs in U.S.</li> <li>● Materials on How to Develop an OICI Project</li> </ul>	<p>Planning Department</p> <p>Planning Department</p> <p>Planning Department</p>

\* Personnel of each Department will assist in the locating, identification and retrieval of files.

July 29, 1981



EVALUATION ELEMENTS	DOCUMENTS	LOCATION OF FILES*
#2 <u>Identify Clientele, Needs and Services Required (Con't)</u>		
B. Research & Develop Future/New Projects	<ul style="list-style-type: none"> <li>● Project Proposals</li> <li>● Feasibility Study Reports</li> </ul>	Planning Department Planning Department
C. Relevance of Projects to Developmental Needs	<ul style="list-style-type: none"> <li>● Evaluation Reports</li> <li>● Letters of Support From Host Governments, and Compliments Made by Heads of State</li> <li>● Feasibility Study Reports</li> </ul>	Evaluation Department Planning Department
D. Guidance and Input From OICI Board	<ul style="list-style-type: none"> <li>● Minutes of Board Meetings</li> </ul>	Executive Director's Office
#3 <u>System for Operational Management</u>		
A. OICI Central Office Management		
a. Manpower	<ul style="list-style-type: none"> <li>● Bio-data</li> <li>● Employment Records</li> <li>● List of Seminars attended by Staff</li> <li>● List of Subscriptions (Library)</li> <li>● Schedules/Reports, In-service Training for Staff (Africa)</li> </ul>	Personnel Office Personnel Office Planning Department Planning Department Planning Department
b. Staff Development	<ul style="list-style-type: none"> <li>● List of Films Viewed by Staff</li> </ul>	Planning Department
c. MIS/Finance	<ul style="list-style-type: none"> <li>● Fiscal MIS</li> </ul>	Finance Department
d. MIS/Program	<ul style="list-style-type: none"> <li>● Programmatic MIS</li> </ul>	Evaluation Department
e. Fiscal Management	<ul style="list-style-type: none"> <li>● Fiscal Records</li> </ul>	Finance Department

\* Personnel of each Department will assist in the locating, identification and retrieval of files.



EVALUATION ELEMENTS	DOCUMENTS	LOCATION OF FILES*
#3 <u>System for Operational Management (Con't)</u>		
B. Project Design	● Project Proposals	Planning Department
C. Project Implementation & System for		
a. Planning	● Work Plans	All Departments
b. Personnel Recruitment	● Recruitment Files	Personnel Department
c. Pre-Service Training	● PST Schedule	Planning Department
d. Monitoring and Evaluation	● Field Reports	Planning and Finance Departments
e. Field Support Services	● Evaluation Reports ● Responses to Monthly Field Reports and to Field Requests	Evaluation Department Planning Department & Finance Department
f. Local Staff Training	● Field Reports ● Report of Consultants	Planning Department Planning Department

\* Personnel of each Department will assist in the locating, identification and retrieval of files.

9/25/81

MEMO TO THE FILES

FROM: DBaker, FVA/PVC

*DBaker*

SUBJECT: OICI, First Annual Progress Report Meeting

For the subject meeting, we have both the Annual Progress Report submitted by OICI and the report submitted by Druben and Ricci Associates, Inc. The OICI report is on the feasibility effort but it would not give the reader enough in-depth information to understand OICI's overall program.

OICI will be bring a budget lay-out which is missing from their report. They will be preparing to give us more information on the process for the feasibility studies, the ensuing proposals, and the lessons learned from this exercise. They will also have a slide presentation that has been developed recently for fundraising/development education.

As I read the two reports I see OICI has accomplished or has begun to accomplish the basic requirements under the ISG. Having said that, I do wish to probe a little deeper into some of their specific accomplishments.

In the area of feasibility studies/proposals, has the government of Ivory Coast given OICI the latitude, accreditation that is needed to make the OICI model work in the mobile technical training units? Does the mobility of the units mean a lessening of OICI's efforts in following up on their trainees? What is REDSO view? If a proposal is prepared, from whom would funding be sought? Why were two visits needed for the feasibility studies in Ivory Coast and Sierra Leone? Is such a cost effective? Are the Liberian and the Gambian programs on-track in spite of recent extenuating political circumstances? The fund raising campaign seems to indicate OICI might be moving towards those African countries that are marketable. Does that mean a move towards mineral rich countries? And that the OICI program will be based only in Africa?

Does OICI feel they now have the proper number and kinds of personnel on-board to carry out their mission? Which leads us to ask if OICI is satisfied that they have sufficiently defined their mission.

In the area of raising private contributions in support of OICI and its programs, what has been the actual monetary accomplishments to date? What is next year's target amount to be raised? What does the projected \$500,000 mean in terms of OICI's total needs over the next three years? And are these commitments from donors on a long range basis? Is there a written plan for the fundraising, management controls?

What is OICI's policy/plan for institutionalizing of OICs? What does it mean to be an autonomous OIC? When institutionalization occurs, what will OICI's relationship be with these local OICs? How will OICI support/service them and how will OICI fund such service/support? Is there a need for a concrete written plan of stages vis-a-vis inputs for the institutionalization of local OICs? Why has it taken so long for the institutionalization of OIC Ghana? How could have OICI/AID's relationship been more effective here?

What is OICI's reaction to the Druben report? What is the commitment and plan to follow-up on this report? Does the report portend any significant changes in either the organization or the program of OICI?

When will the IBM strategic planner begin his work? How will the IBM and Ford efforts link-up? Can OICI do a plan for planning soon? When does OICI estimate that the strategic planner will complete his basic document?