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OIC INTERNATIONAL, INC.
ANNUAL PROGRESS REPORT
COOPERATIVE AGREEMENT
AFR-0453-A-00-3063-00
Fiscal Year 1986

FVA/PVC

THIS REPORT WAS COMPLETED ON SEPTEMBER 9, 1986. SOME OF THE REPORTED
DATA WILL BE UPDATED AT YEAR-END.

OIC INTERNATIONAL, INC.
ANNUAL PROGRESS REPORT
COOPERATIVE AGREEMENT NO. AFR-0453-A-00-3063-00
October 1, 1985 - September 30, 1986

CONTENTS

	<u>PAGE</u>
EXECUTIVE SUMMARY	i
I. INTRODUCTION	1
II. PLANNED VS ACTUAL PROGRAM OUTPUTS	2
A. Overseas OIC Interest Group Development	2
B. Pre-Project Appraisal Studies	2
C. Feasibility Studies	4
1. Kenya	4
2. Zaire	4
D. Proposal Development	5
E. Field Project Management Control System	5
F. Key Local Board and Staff Members Trained in U.S. (Participant Training)	10
G. Development/Upgrading of Critical Program Documents	12
H. Local Program Equipment and Commodities	13
I. Non-U.S. Government Support	13
J. Development of Method for Assessing Cost- Effectiveness of Institution-Building	15
K. Assessment Report on OICI's Program Impact and Cost-Effectiveness	15
III. PROGRESS TOWARD PROGRAM PURPOSE	17
A. Planned vs Actual Indicators	17
1. New Program Development	17
2. Program Replication/Expansion	19
3. Continued Operations of "Graduate" Programs	20
4. Non-USG Funding Support	22
B. Conclusion on Progress Toward Program Purpose	22

CONTENTS

Page 2

	<u>PAGE</u>
IV. PROGRAM DEVELOPMENT REVIEW	24
A. New Programs to be Implemented (Cameroon, Côte d'Ivoire, Guinea)	24
1. Cameroon	24
2. Côte d'Ivoire	25
3. Guinea	26
B. New Programs Projected for FY87 and FY88 (Central African Republic, Kenya, Zaire)	27
1. Central African Republic	27
2. Kenya	29
3. Zaire	30
C. Interest Group Development	31
1. Sub-Saharan Africa	32
2. North Africa	33
3. South and Southeast Asia	34
4. Carribean/Central America	34
D. Proposals and Concept Papers	35
1. Côte d'Ivoire	35
2. Guinea	35
3. Kenya	36
4. Zaire	36
5. Ghana	36
6. Sierra Leone	37
7. Nigeria	37
8. Ethiopia	37
9. Multi-Program Proposal	38
10. Multi-Program Concept Paper	38
V. REVIEW OF SELECTED INPUT ACTIVITIES	39
A. African Development Conference	39
1. Objectives and Significance	39
2. Conference Program Contents	40
3. Symposia and Workshops	40
4. Conference Evaluation	41

CONTENTS
Page 3

	<u>PAGE</u>
B. TDY Field Support and Other Visits	42
1. Nova Scotia, Canada	42
2. Togo	43
3. The Gambia	44
4. Paris, France	44
5. Brussels, Belgium	44
6. Paris, France	45
7. United Kingdom	46
8. Côte d'Ivoire	47
9. Cameroon	48
10. Guinea	48
11. Paris, France	49
12. Liberia	49
C. Independent Financial and Program Audit	50
D. Field Program Evaluation	51
1. End-of-Program Evaluation, Liberia OIC	51
2. End-of-Program Evaluation, Sierra Leone OIC	51
3. Survey of Top Local Program Management	52
E. Computer Applications	53
F. Long-Range Planning	54
VI. RESOURCE DEVELOPMENT	55
A. Review of FY84 and FY85	55
B. Resource Development in FY86	55
1. Support to Field Programs	57
2. Expanding the U.S. Funding Base	58
3. Development of Prospective Donor Agency Linkages	62
VII. PERSONNEL	66
A. Planned vs Actual Staffing	66
B. Personnel Changes in FY86	66
VIII. FINANCIAL REVIEW	70
A. Actual Expenditures vs Budget, FY86	70
B. Cumulative Costs vs Three-Year Budget	72
C. OIC Togo Project, Planned vs Actual Expenditures	74
IX. OIC TOGO'S SUMMARY PROGRAM REPORT	78

EXECUTIVE SUMMARY

As OIC International (OICI) completes the three-year period of the Cooperative Agreement - from FY84 through FY86 - most critical program outputs have been achieved; some were exceeded. A number of unplanned outputs were also realized during this same period. Overall, OICI remained within the total budget of \$4,489,328.

Progress toward program purpose was significant. OICI has increased its capacity to develop and service field programs. Four (4) new OIC programs were funded during the last three years: in Cameroon and Côte d'Ivoire by USAID, at Foya in Liberia by European sources, and in Guinea by a U.S.-based private donor organization. Feasibility studies and proposals have been completed for three (3) additional new programs (Kenya, Central African Republic, Zaire) which are expected to be funded and operational within the next eighteen months. In addition, interest groups are in various stages of development in fourteen (14) countries.

The organization's ability to strengthen its financial base increased considerably. The percentage share of non-U.S. Government sources in the total funds of OICI and its field programs reached 28% and 32% in FY84 and FY85, respectively. These percentages exceeded their respective goals of 26% and 29%. It is expected that the corresponding figure for FY86 will reflect a similar strength. That figure will be issued upon the completion of the independent audit for FY86.

Contributions from U.S.-based private sources alone increased from \$68,900 in FY84 to \$77,500 in FY85 and \$300,301 in FY86. To continue strengthening OICI's financial base, extensive research on potential donors was completed by OICI's Resource Development Office and a corporate solicitation program was initiated. In addition, proposals to selected foundations are being developed and will be sent out in early FY87.

OICI has also initiated efforts to diversify its international funding portfolio by developing linkages with bi-lateral, multi-lateral and non-governmental donors. Among the institutions contacted during FY86 were the United Nations Development Program (UNDP), United Nations Education, Science and Cultural Organization (UNESCO), World Bank, Canadian International Development Agency (CIDA), and the Non-Governmental Organization division of the European Economic Community (EEC).

OICI's current eleven (11) field programs in eight (8) countries are operational and include those in Ethiopia, The Gambia, Ghana, Nigeria, Lesotho, Liberia, Sierra Leone and Togo. With the exception of Togo OIC, the other programs have "graduated" from USAID funding support. In one case, that of Liberia OIC at Foya, the program was funded since its inception by European donors. Contributing to the support of the graduate programs are host governments, local communities and a variety of funding sources. Due to their effectiveness in skills training, there is an increasing demand for the replication of OIC programs in the respective countries. The upcoming new program implementation in Cameroon, Côte d' Ivoire and Guinea will raise the total number of operational field programs to fourteen (14).

During the past three years, program support by OICI has been aimed particularly at strengthening the institutionalization of field programs and their resource development capacity. OICI's main services included short-term on-site technical assistance, research and provision of information on potential donors, establishing linkages with funding sources, development of proposals, participant training, independent program and financial audit, program evaluation, and development of critical program documents in both English and French. OICI also maintained a four-member Technical Cooperation Team (TCT) in Togo as part of the Togo OIC Phase II program implementation.

The African Development Conference (ADC) in Togo in March 1986 evidenced the growth of OICI as an international organization and its commitment to human resource development in Third World countries. Over four-hundred (400) OIC program delegates and members of interest groups from fifteen (15) countries attended the Conference together with two-hundred (200) supporters and high-level representatives of governments, donor organizations and private businesses including several U.S. Corporations. The Conference goals were (a) to strengthen OIC programs' self-sufficiency through increased technical, managerial and resource development capabilities, and (b) to develop a constituency in support of OIC work in program countries and overseas. The feedback from participants indicated that the Conference was an overwhelming success.

In the upcoming eighteen (18) months, OICI will build upon and improve what has been achieved in the areas of program development, field support and resource mobilization. Several changes are also underway to design new program models which are more cost-effective, strengthen the organization's institutionalization strategy and further the diversification of funding sources. Most significantly, OICI will expand its new program development initiatives beyond Africa by focusing on the establishment of programs in Belize, Grenada, India and the Philippines.

I. INTRODUCTION

This is OIC International's (OICI) third annual report submission to the U.S. Agency for International Development (USAID) in compliance with the program reporting requirements of Cooperative Agreement No. AFR-0453-A-00-3063-00. As such, it contains a detailed review of the activities conducted by OICI in FY86, as well as summary information on FY84's and FY85's accomplishments for comparison purposes in appropriate parts of the report. The reported areas include:

- Planned vs Actual Program Outputs
- Progress Toward Program Purpose
- Program Development Review
- Review of Selected Input Activities
- Resource Development
- Personnel
- Financial Review

It is important to note that this annual report focuses mainly on the activities of OICI Central Office as required by the Cooperative Agreement. The sections related to field program support, however, provide sufficient information on the interactions between OICI and its affiliate programs. In addition, a summary program report on OIC Togo is included in this report, considering that OIC Togo (Phase II) has been part of the Cooperative Agreement and was the only OIC operational program thus funded by AID during the reporting period.

II. PLANNED VS ACTUAL PROGRAM OUTPUTS

This part of the report compares actual with planned program outputs as stated in the Cooperative Agreement document (Appendix A, pp. A-4 to A-12).

A. Overseas OIC Interest Groups Development

Planned: Eleven (11) interest groups oriented and organized by September 30, 1986.

Actual: Sixteen (16) groups in fourteen (14) countries sufficiently developed to collaborate in pre-project appraisal and/or feasibility studies.

Exhibit II.A.1 describes OICI's wide scope of contact and communication exchange during FY86 to continue developing interest groups. The extensive demand for OICI services is reflected in the number of interest groups and countries involved. The on-going efforts to further orient and maintain these groups will ensure adequate and proper groundwork for future program development.

B. Pre-Project Appraisal Studies

	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>	<u>TOTAL</u>
<u>Planned:</u>	2	2	2	6
<u>Actual:</u>	3	4	0	7

Cameroon	Central African Republic
Côte d'Ivoire	Guinea
Jamaica	Kenya
	Zaire

EXHIBIT II.A.1

OIC INTEREST GROUPS IN DEVELOPMENT PROCESS
AS OF SEPTEMBER 30, 1986

	Number of Groups in Dev.Process	Contact Initiated Prior to FY86	Communications Exchanged During FY86	Direct Personal Contact & Consultation During FY86
1. Belize	1		X	X
2. Benin	1		X	X
3. Central African Republic	1	X	X	X
4. Dominican Republic	1	X	X	X
5. Guinea	1	X	X	X
6. India	2	X (2 groups)	X (1 group)	
7. Jamaica	1	X	X	X
8. Kenya	2	X (2 groups)	X (2 groups)	X (2 groups)
9. Mali	1		X	X
10. Morocco	1	X	X	X
11. Philippines	1	X	X	
12. Senegal	1	X	X	X
13. Uganda	1	X	X	X
14. Zaire	<u>1</u>	<u>X</u>	<u>X</u>	<u>X</u>
TOTAL	<u>16</u>	<u>13</u>	<u>15</u>	<u>13</u>

To properly follow-up earlier pre-project appraisal studies and program development initiatives, OICI did not conduct pre-project appraisal studies in FY86. These studies will resume, however, in FY87 and will include at minimum Grenada, Belize and the Philippines.

C. Feasibility Studies

	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>	<u>TOTAL</u>
<u>Planned:</u>	3	2	2	7
<u>Actual:</u>	3	2	2	7

Côte d'Ivoire	Central African Republic	Kenya
Cameroon	Guinea	Zaire
Zimbabwe		

Two (2) feasibility studies took place during FY86.

1. Kenya

At the invitation of local community groups and the host government, two staff members of OICI visited Kenya from March 10 to April 5, 1986 to explore the possibility of an OIC project to upgrade Kenya's post-primary school technical training program.

2. Zaire

A three-member team from OICI conducted a feasibility study in Zaire during the period March 7 - April 11, 1986. This study was in response to an invitation by the host government, and was to assess the possibility of an OIC project in small business development, vocational training and rural development.

Both studies affirmed the viability of potential contributions of OICI and provided specific recommendations on how OICI can best respond to local needs.

D. Proposal Development

	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>	<u>TOTAL</u>
<u>Planned:</u>	4	1	2	7
<u>Actual:</u>	3	10	6	19

Cameroon See Exhibit See Exhibit
Côte d'Ivoire II.D.1 II.D.2
Togo Phase II

During FY86, OICI developed six (6) proposals to seek funding support for two newly proposed programs and five on-going programs. In addition, two (2) proposals that were completed in FY85 were revised as a result of funding negotiations. Exhibit II.D.2 provides additional information on these proposals in terms of needed support.

E. Field Management Control System

Planned: Fourteen (14) overseas OIC programs to have implemented OICI management control tools and system by September 30, 1986.

Actual: Management control tools and systems have been introduced and are at various stages of implementation in ten (10) operating programs.

A major effort of OICI in FY86 was to further strengthen the implementation of management control systems and tools that have already been introduced in ten (10) existing programs (see Exhibit II.E.1). This objective was achieved mainly through TDY field visits and the symposia and workshops that were held during the African Development Conference in Lome in March 1986. The most extensive TDY services were provided in the finance area, during the first and last

EXHIBIT II.D.1
SELECTED INFORMATION ON PROPOSALS DEVELOPED/REVISED IN FY85

<u>PROJECT COUNTRIES</u>	<u>NUMBER OF PROPOSALS</u>	<u>POTENTIAL DONORS</u>	<u>AREAS OF PROPOSED SKILL TRAINING</u>	<u>PROJECT LIFE</u>	<u>TOTAL BUDGET IN U.S. DOLLARS</u>
1. Ethiopia*	1	IFESH	Vocational-Technical	6 Months	24,000
	1	USA for Africa Foundation	-Same as Above-	2 Years	551,705
2. Cameroon (Proposal revised)	1	USAID	Vocational-Technical Management/Business & Rural Construction	5 Years	3,046,776
3. Central African Republic**	1	IFESH	Agriculture	3 Years	450,405
	1	USAID	Agriculture	5 Years	1,376,226
4. Gambia	1	USA for Africa Foundation	Agriculture	3 Years	272,447
	1	William Penn Foundation	Agriculture	3 Years	90,000
5. Guinea**	1	IFESH	Vocational-Technical & Management/Business	3 Years	449,806
	1	USAID	-Same as Above-	5 Years	1,495,083
6. Côte d'Ivoire (Proposal revised)	1	USAID	Agriculture, Rural Construction Management/Business	3 Years	2,241,020
7. Kenya	1	William Penn Foundation	Agriculture, Rural Construction	3 Years	399,456
8. Lesotho	1	USA for Africa Foundation	Agriculture	1 Year	145,254

NOTES: *Ethiopia: Funding requests are to stabilize financial conditions of O.I.C.E. and expand program operations.
 **Guinea and Central African Republic: Funding supports requested from IFESH and USAID are for the same project.

ABBREVIATIONS: IFESH: International Foundation for Education and Self-Help
 USA for AFRICA: United Support of Artists for Africa
 USAID: United States Agency for International Development

EXHIBIT II.D.2
SELECTED INFORMATION ON PROPOSALS AND CONCEPT PAPERS DEVELOPED/REVISED IN FY86

<u>PROJECT COUNTRIES</u>	<u>NUMBER OF PROPOSALS</u>	<u>POTENTIAL DONORS</u>	<u>AREAS OF PROPOSED SKILL TRAINING</u>	<u>PROJECT LIFE</u>	<u>TOTAL BUDGET IN U.S. DOLLARS</u>
1. Côte d'Ivoire*	1	USAID	Agriculture, Rural Construction Management/Business	3 Years	2,285,682
2. Guinea*	1	USAID	Vocational-Technical & Management/Business	5 Years	1,495,083
3. Kenya	1	USAID, VADA (Kenya), World Education (Kenya), CARE (Kenya), ILO	Agriculture, Management/ Business Development, Rural Construction, Home Industries	5 Years	2,922,635
4. Zaire	1	USAID World Bank ILO, UNDP	Vocational/Technical & Management/Business Development	5 Years	3,499,760
5. Ghana Liberia Nigeria Lesotho Sierra Leone	1	UNDP	Management/Business Development	5 Years	2,106,410
6. Ghana	1	Sterling International Group	Books and Equipment for Vocational/Technical Training	**	7,500
7. Sierra Leone	1	Sterling International Group	Equipment for Vocational/ Technical Training	**	12,500
8. Nigeria	1	Sterling International Group	Equipment for Vocational/ Technical Training	**	50,000

Continued.....

EXHIBIT II.D.2
SELECTED INFORMATION ON PROPOSALS AND CONCEPT PAPERS DEVELOPED/REVISED IN FY86
 (Continued)

<u>PROJECT COUNTRIES</u>	<u>NUMBER OF PROPOSALS</u>	<u>POTENTIAL DONORS</u>	<u>AREAS OF PROPOSED SKILL TRAINING</u>	<u>PROJECT LIFE</u>	<u>TOTAL BUDGET IN U.S. DOLLARS</u>
9. Ethiopia	1 (Concept Paper)	Live Aid Foundation	Agriculture	3 Years	\$1,036,129
10. The Gambia Guinea Côte d'Ivoire CAR Sierra Leone Ethiopia Ghana Liberia Nigeria Lesotho	1 (Concept Paper)	UNESCO	Multi-Program Assistance: Expand training curriculum, strengthen job placement services, develop audio- visual training aids, initiate income-generating projects	**	

*The Côte d'Ivoire and Guinea proposals are revisions of previous submissions.

**Items 6-8 and 10 are mainly funding requests for a one-time purchase of equipment and commodities. The contributions will not be spread out over an extended period of time. For details, see Part III, Section D (Proposals and Concept Papers), pp. 35-38.

EXHIBIT II.E.1

MANAGEMENT AND CONTROL TOOLS IN IMPLEMENTATION IN TEN (10) OPERATING PROGRAMS*

	Financial Plan & Budget	Program Performance Tracking	Operations Work Plan	Management Information System	Program Reporting System	Resource Development Plan/Schedule	Staff Development Plan/Schedule
Ghana (3 programs)	X	X	X	X	X	X	X
Lesotho	X	X	X	X	X	X	X
Liberia (2 programs)	X	X	X	X	X	X	X
Sierra Leone	X	X	X	X	X	X	X
Togo	X	X	X	X	X	X	X
Nigeria	X	X	-	-	-	X	X
Ethiopia	X	-	-	-	-	X	X

* Sign "X" in this exhibit indicates that the respective management/control tools are being implemented.

quarters of the year, by an accounting staff member who visited several programs to review their financial control systems.

The shortfall of four (4) programs in terms of implementation of OICI's management control tools and systems was due to the lack of new programs during the past three fiscal years.

F. Key Local Board and Staff Members Trained in U.S. (Participant Training)

	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>	<u>TOTAL</u>
<u>Planned:</u>	34	33	37	104
<u>Actual:</u>	38	6	396	440

The FY86 Participant Training took place in Togo as part of the African Development Conference (ADC) organized by OICI, March 2-7, 1986. The change of training location (Africa instead of U.S.) enabled 392 OIC Board, staff and interest group members from thirteen (13) African countries to partake in this year's training in contrast to thirty-seven (37) participants initially projected for FY86. Exhibit II.F.1 provides information on number of participants by country. The 396 participants reported in Exhibit II.F.1 include 392 from Africa and four (4) from the United Kingdom and Canada. They took part in ADC activities in conjunction with some 200 OIC delegates, supporters and corporate executives from the U.S., and representatives of several international development and donor organizations.

The objective of this year's participant training was reflected in the ADC goals: (a) to strengthen OIC programs' self-sufficiency through increased technical, managerial, and resource development capabilities, and (b), to develop a constituency in support of OICI's programs. (Section A, Part V of this report provides a summary of the ADC program contents, symposia, workshops and evaluation).

EXHIBIT II.F.1

Participants in African Development Conference, Togo, March 2-7, 1986.
(This list includes only OIC Board, Staff and Interest Group members
from OICI's program countries).

<u>COUNTRIES</u>	<u>PARTICIPANTS</u>
Cameroon	13
Central African Republic	6
Ethiopia	17*
The Gambia	13
Ghana	121
Guinea	6
Côte d'Ivoire	6
Kenya	3
Lesotho	30
Liberia	54
Nigeria	19
Sierra Leone	46
Togo	58
Canada	2*
United Kingdom	<u>2*</u>
TOTAL	<u>396</u>

*Expenses of participants from Ethiopia, Canada and United Kingdom were absorbed by OICI's Private Fund.

Fifty-five (55) technical workshops and symposia were held to exchange ideas, concepts, techniques and methodologies that will serve to increase the work efficiency and effectiveness of OIC Board, staff and interest group members. According to evaluation surveys conducted by OICI during the Conference, ADC participants believed that their expectations were met and that Conference activities were relevant to the targeted goals.

G. Development/Upgrading of Critical Program Documents

Planned: To be upgraded and implemented by September 30, 1986.

- o OICI Standard Operating Procedures (SOP)
- o Overseas Programs' SOP
- o OICI Management Information System
- o OIC Training Curricula

Actual: Additional development and/or revision work on these documents is still needed. Some critical documents other than the aforementioned were also developed although they were not projected in the Cooperative Agreement.

Approximately two-thirds (2/3) of OICI's new SOP document have been completed. The remaining one-third (1/3) is projected for completion in FY87. The field programs' SOP document and its implementation is being scheduled for on-site review and assessment, which will take place in FY87.

The program component of OICI's Management Information System (MIS) has been revised to better serve the vocational-technical training programs. Work is underway to develop an appropriate MIS for programs in agriculture and management and business development.

The revision of training curricula continues as of this writing and will be completed within the 18-month extension period. Overall, the development/upgrading of critical program documents will extend beyond September 30, 1986.

OICI's current list of program documents to be developed/upgraded is twice as large as the list mentioned in the Cooperative Agreement. The additional documents were determined critical to the institutionalization process. Among those which have been developed are sixteen (16) manuals for Board and staff development purposes. These manuals are gradually being translated into French in view of OIC programs in Francophone countries. A complete list of required and non-required manuals relative to the Cooperative Agreement is provided in Exhibit II.G.1.

H. Local Program Equipment and Commodities

Planned: Stateside purchases and shipment of program equipment and commodities to be completed in accordance with each local program's performance tracking schedule.

Actual: Insignificant activities in this area during FY86.

Stateside procurement of equipment and commodities for local programs was insignificant during FY86. The demand for procurement was low because Togo OIC was the only field program supported by USAID funds during FY86. Furthermore, new program start-ups in Cameroon, Guinea and Côte d'Ivoire were partially delayed.

I. Non-U.S. Government Support

Planned: Thirty percent (30%) of OICI and local program funds to be obtained from non-U.S. Government (USG) sources by September 30, 1986.

EXHIBIT II.G.1
STATUS OF CRITICAL PROGRAM DOCUMENTS DEVELOPED/UPGRADED
AS OF SEPTEMBER 30, 1986

DOCUMENTS

DEVELOPMENT/UPGRADING STATUS

A. Required By Cooperative Agreement

1. OICI Standard Operating Procedures (SOP)
2. Overseas Programs' SOP
3. OICI Management Information System (MIS)
4. OIC Training Curricula
5. Cost-Effectiveness Study Manual (required but not listed in initial list of projected documents)

1. Work initiated and on-going.
2. Development/upgrading guidelines forwarded to field programs in FY85; on-site review projected for FY87.
3. Revision of MIS for vocational programs completed; work initiated for MIS of agricultural training programs on-going. Other MIS revisions to take place in FY86.
4. Work initiated and on-going.
5. Completed.

B. Not Required by Cooperative Agreement But Important to Institutionalization Process

1. Board & Staff Development Manual
2. Evaluation Manual
3. Board of Directors' Audit Committee Guidelines
4. Budgeting Control Guidelines
5. Grant Close-Out Guide
6. Fiscal Manual
7. Industrial Advisory Committee Manual
8. Technical Advisory Committee Manual
9. Affiliate Agreement Monitoring and Assessment Checklist

1. Documents 1-9 (Part B of this Exhibit) have all been completed.

Actual: Information on actual percentage share of non-USG sources during FY86 is yet to be available. The projection is that it will be above 30%. The corresponding percentage for FY85 was 32.12%.

A detailed account of resource development efforts in FY86 is provided in Part VI of this report.

J. Development of Method for Assessing Cost-Effectiveness of Institution-Building

Planned: Completion of a cost-effectiveness study manual by September 30, 1985.

Actual: First draft of cost-effectiveness study manual was completed in November 1985; final draft obtained in August 1986.

The final draft of OICI's cost-effectiveness study manual was completed in August 1986. It was developed by Robert R. Nathan Associates, Inc. (RRNA) on the basis of a scope of work provided by OICI and periodic consultations between RRNA representatives and OICI staff. An in-house review of the draft manual took place at OICI during most of FY86 and appropriate inputs were shared with RRNA prior to the finalization of the manual.

K. Assessment Report on OICI's Program Impact and Cost-Effectiveness

Planned: A study of program impact and overall cost-effectiveness of OICI will be completed by September 30, 1986.

Actual: The impact and cost-effectiveness study will be conducted during the period June - September 1987.

As stated in OICI's FY85 Annual Report in relation to the Cooperative Agreement, the projected impact and cost-effectiveness study was rescheduled to FY87, given the Cooperative Agreement's 18-month extension. This postponement was recommended so that additional program activities supported by the Agreement and their impact could be properly reflected.

III. PROGRESS TOWARD PROGRAM PURPOSE

As FY86 comes to an end, it is evident that OICI has increased its capacity to develop and effectively service non-formal skills training institutions. The capacity of OICI and its field programs to obtain support from non-U.S. Government (USG) sources has also increased in comparison to the previous two fiscal years. These accomplishments - which reflect the strengthening of OICI's institution-building efforts - have been the main objectives of the Cooperative Agreement (Cooperative Agreement Document, Appendix A, Section I.B.1).

A. Planned vs Actual Indicators

1. New Program Development:

Planned: Six (6) new programs in operation by September 30, 1986.

Actual: Four (4) new programs funded as of September 30, 1986: one (1) currently in operation and three (3) beginning the implementation process.

a. New OIC Program: Foya, Liberia

The newly established agricultural training center of the Liberia OIC program at Foya (Lofa County, Liberia) has been in operation since September 1984. Over 50 trainees have already graduated from a 12-month training program that provided a combined curriculum of agricultural and vocational-technical training. The OIC center at Foya is currently funded by a consortium of European donors (Netherlands, Sweden, West Germany) that operates through the Interchurch Committee for the Coordination of Development Projects. This is the first OIC project in Africa established with financial support from non-USG sources.

b. New Programs About to be Implemented: Cameroon, Guinea, Côte d'Ivoire

- Cameroon: Pre-service training at OICI headquarters has been conducted for a three-member Technical Cooperation Team (TCT) to Cameroon. The TCT will leave the U.S. by the end of September to begin program implementation in Cameroon in October 1986. The Cameroon program will be funded primarily by the U.S. Agency for International Development (USAID).
- Guinea: The Guinea OIC program, with funding support from the International Foundation for Education and Self-Help (IFESH) already secured, will begin implementation during the period October-December 1986. OICI has already identified a staff member to be temporarily assigned to Guinea for program implementation.
- Côte d'Ivoire: The groundwork is completed for actual program implementation in Côte d'Ivoire. The training site has been identified and basic agreements have been reached between OICI, Government of Côte d'Ivoire and USAID. OICI's program advisor for Côte d'Ivoire is scheduled to be in country by December 1986. USAID is the main funding source of the OIC Côte d'Ivoire program.

c. On-Going Program Development Efforts

Although OICI is short of its target by two (2) new programs as of September 30, 1986 (4 actual vs 6 planned), three (3) additional programs are projected to start up within the next eighteen (18) months: in Central African Republic, Kenya and Zaire. Proposals have already been developed and submitted to prospective donor agencies.

2. Program Replication/Expansion

Planned: Two (2) replicated/expanded programs fully operative by September 30, 1986 (Togo OIC and Lesotho OIC).

Actual: One (1) program expanded and fully operative as of September 30, 1986.

Togo OIC has been expanded by way of a Phase II program (FY84 - FY87). In addition to the training of young farmers, as was the case during Phase I, Togo OIC now offers a wide range of training courses to benefit adult farmers, extension agents of the Government of Togo, teachers and students of local agricultural training institutions, and individuals interested in starting an agricultural business venture.

With respect to the replication of Lesotho OIC as projected in the Cooperative Agreement, OICI reported in both its FY84 and FY85 annual reports that the replication plan did not materialize. According to this plan, OICI was to provide technical support to Lesotho OIC in the administration and operation of the Government of Lesotho's newly constructed vocational training center located at Thaba Tseka. USAID did not approve the plan and the related funding request of OICI. Despite this, the Government of Lesotho has requested and contracted Lesotho OIC to assume responsibility for the appointment and pre-service training of the Thaba Tseka training center staff.

Although not projected in the Cooperative Agreement, the establishment of Liberia OIC's new training center at Foya as reported in Section 1 (New Program Development) was in itself a replication effort. The replicated elements include OICI's self-help philosophy and informal training methodology. Lessons learned from previous programs of OICI in other parts of Africa also provided a valuable basis for the design of the OIC program at Foya.

3. Continued Operations of "Graduate" Programs

Planned: OIC "graduate" programs will continue to operate after USAID funding termination.

<u>FY84</u>	<u>FY85</u>	<u>FY86</u>
Gambia	Gambia	Gambia
	Sierra Leone	Sierra Leone
	Ghana	Ghana
		Liberia

Actual: OIC programs in the following countries continued to operate without USAID funding support

<u>FY84</u>	<u>FY85</u>	<u>FY86</u>
Ethiopia	Ethiopia	Ethiopia
Nigeria	Nigeria	Nigeria
Lesotho	Lesotho	Lesotho
	Sierra Leone	Sierra Leone
	Liberia	Liberia
	Ghana	Ghana
		Gambia

A total of seven (7) "graduate" programs are currently in operation. Ethiopia and Nigeria OICs, two oldest "graduate" programs, continued to operate after the termination of USAID funding support in 1974 and 1975, respectively. The "graduate" title is given to OIC programs which no longer depend on USAID financial grants. Lesotho OIC joined the rank of "graduate" programs in FY84. In the following fiscal year, OIC programs in Sierra Leone, Liberia and Ghana also "graduated". Most of the "graduate" programs are considering expansion by adding new training courses or opening new OICs in their respective countries.

Currently, host governments provide for most of the financial needs of the aforementioned "graduate" programs, except in the case of Ethiopia and Nigeria OICs which obtained the greater part of their budgets from non-government sources. As the "graduate" programs become increasingly aggressive in diversifying their funding sources, new donors have been identified. As will be reported in Part VI (Resource Development), significant contributions have been made by international donors other than the U.S government, particularly donors in Europe.

Funding support aside, the institutional strength of the "graduate" programs largely accounts for their continued operations. Overall, OICI's "graduate" programs are self-sufficient from both organizational and operational aspects. The periodic support provided by OICI further strengthens their program structure, contents, and performance.

Training activities of The Gambia OIC have been resumed with the support of the Gambian government. During the three-year period FY84 - FY86, efforts were repeatedly made to identify donors for fully restarting the OIC training center at Chamen village. It should be recalled that the program was interrupted in 1983 when USAID funding was terminated, reportedly due to budgetary constraints. There is at present the possibility of a grant from the Norwegian Royal Society although funds may not be available until 1987. Meantime the Government of The Gambia is contributing a modest amount to maintain a limited training program for about 20 trainees. During the upcoming fiscal year, OICI will again collaborate with The Gambia OIC in an effort to secure the required funding support to fully revitalize OIC activities in that country.

4. Non-USG Funding Support

Planned: Percentage share of non-USG funding support in total budget of OICI headquarters and OICI's field programs:

	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>
	26%	29%	30%
<u>Actual:</u>	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>
	28%	32%	32%+ (estimated)

The goals for FY84 and FY85 were exceeded per above figures from independent audit reports. As of this writing, the corresponding percentage for FY86 is expected to exceed the FY85 level. The final figure will be issued following the independent audit report for FY86. As will be discussed in Part VI (Resource Development), non-USG funding support will increasingly account for an important share of the financial base of OICI and its field programs.

B. Conclusion on Progress Toward Program Purpose

Progress toward program purpose has been significant. OICI's capacity to develop and service its field programs has greatly expanded over the last three years. In total, funding support was obtained for four (4) new programs and work was initiated in several areas to seek funds for three (3) more in FY87. Almost all "graduate" programs are considering expanding their activities and/or creating new OIC centers. Overall, the "graduate" programs demonstrate the capacity to continue their work and to increasingly develop the necessary sources of financial support. Current USAID-funded programs are also aggressive in their efforts to diversify their portfolios of donors.

Progress in these areas is being achieved in concert with OICI whose support services in the past three years have strengthened field programs in management, operations and resource development. A study conducted in March 1986, the "Profile of the Attitudes of OIC Top Management Towards the Technical Services Provided by OICI to the Local Programs During the Last Two Years", provided ample support to the fact that OICI has effectively served its field programs.

In the U.S., OICI has initiated an intensive program of contact with a wide range of international donors including the UNDP, UNESCO, the government of Canada and several European funding sources. The interest which these organizations have in OICI's work was demonstrated by their participation in OICI's African Development Conference in Lome, Togo, in March 1986. Their interactions with OICI have been significant and are on-going as of this writing. These efforts to enlist international funding support are paralleled by a current campaign to expand the corporate support base in the U.S. Corporations in the U.S. contributed over \$40,000 to the African Development Conference in addition to their annual donations to OICI. Overall, as a result of efforts in the last three years, OICI and its affiliate programs have developed a greater capacity to further ensure their financial viability. That capacity is evidenced by the organization and direction of activities underpinning their resource development strategy.

In conclusion, significant and concrete results were achieved with respect to OICI's capacity to develop and support field programs, and to generate increased levels of non-USG resources.

IV. PROGRAM DEVELOPMENT REVIEW

This section recaps and provides updated information on four key areas related to program development in FY86: (a) new programs ready for implementation, (b) new programs projected for the near future, (c) interest group developments, and (d) major proposals and concept papers.

A. New Programs To Be Implemented (Cameroon, Côte d'Ivoire, Guinea)

1. Cameroon

a. Background:

The Cameroon OIC program, to begin in-country implementation in October 1986, had its start with OICI as a result of the initiative of a local community representative in 1982. Following several preliminary visits, a feasibility study was conducted and a project proposal developed in 1985. The proposal, approved for funding by USAID, called for a skills training program to be located in Buea that will provide instruction in carpentry, masonry, motor mechanics, domestic services and management/small business development. During the five-year project life, a total of 1,230 trainees are projected to complete the program. The total value of the project is \$2,764,275. Both the Grant Agreement between OICI and USAID, and the Project Agreement between OICI and the Government of Cameroon, were signed in FY86.

b. Status:

At the time of this writing, the pre-service training for OICI's three-member Technical Cooperation Team (TCT) to Cameroon has been completed. The team is scheduled to depart for Cameroon on September 18, 1986.

c. Plans:

The Cameroon OIC program will spend the first quarter of FY87 with Board and staff development activities, equipment purchases, housing of technical assistance staff and other preliminary activities. The first intake of trainees is scheduled for February 1987.

2. Côte d'Ivoire

a. Background:

At the initiative of Ivoirian local community representatives in 1975-76, OICI began its involvement in the Côte d'Ivoire; a time-consuming process that included three feasibility studies and several proposals before funding was secured in 1985 when USAID agreed to provide financial support to the project. The final project design calls for a rural development skills training program in the areas of rural construction (carpentry, masonry); animal husbandry (rabbit production); agriculture (food crops and vegetable production); and, management/small business development. In addition, the program will include a village outreach component. The program's beneficiaries will be: 18-30 year olds in need of skills training to expand their employment opportunities; public and private sector officials - from the Bouaké region where the project will be located - in need of upgraded management or small business development skills; and, villagers desirous of improving local infrastructure and agricultural production methods. Over a three-year period a total of 445 trainees are projected to be served. The project's total value is \$2,285,682.

b. Status:

The Côte d'Ivoire program is very near the implementation phase. A May-June 1986 temporary duty visit was able to further the program development process by completing the project agreement document that is to be signed; updating the facilities' construction and renovation plan, financial plan and budget; and responding to selected technical issues.

c. Plans:

OICI intends to commence program implementation as soon as the Government of Côte d'Ivoire completes its final review of the project agreement and it is ready for signature.

3. Guinea

a. Background

OICI responded to a request from the Government of Guinea in 1984 with a pre-project appraisal visit at the end of the same year and a feasibility study visit in May 1985. The objective was to examine the feasibility of developing an OIC program that would assist the new government with the human resource development component of its strategy of reconstruction. Two proposals were subsequently developed. The first proposal called for a three-year program at a cost of \$449,406 to train 460 trainees in carpentry, masonry and management/small business development. The second proposal, an expanded version of the first, included instruction in electricity and plumbing, and was prepared for USAID. This proposal is for a five-year program at a cost of \$1,495,083 to train 1,260 trainees. To further the program's development, a June-July 1986 temporary duty visit was conducted following approval of the first proposal

by the International Foundation for Education and Self-Help (IFESH). The visit's accomplishments included: 1) Signed general agreement between the Government of Guinea and OICI; 2) Specific agreement between the OIC program's contact ministry - the Ministry of Human Resources, Industry, and Small and Medium-Sized Enterprises; and, 3) Government commitments to provide suitable facilities and to register the program as a non-profit NGO. In addition, the program's Board of Directors underwent preliminary training.

b. Status:

The Guinea OIC program will begin its implementation plan in the very near future. Furthermore, supplemental support for the program is being pursued with Government of Guinea representatives, USAID, and various international donor agencies.

c. Plans:

OICI intends to follow-up its resource mobilization efforts as the Guinea OIC program's implementation plan gets underway in October 1986. The objective is and will be to increase the resources at the program's disposal to insure its quality and prospects for institutionalization.

B. New Programs Projected for FY87 and FY88 (Central African Republic, Kenya, Zaire)

1. Central African Republic

a. Background:

The development of OICI's activities concerning the Central African Republic began with a 1984 visit to our Philadelphia headquarters by the Government's high commissioner for the

promotion of youth. As a result of information exchanges and subsequent communications, OICI received a letter of invitation from the head of State to visit the Central African Republic to examine its youth unemployment problems and make specific recommendations. The pre-project appraisal visit was conducted in December 1984 and was followed up by a feasibility study trip in May-June 1985. The feasibility study concluded that there was a strong need for an OIC skills training program. Two proposals were subsequently developed. The first, submitted to the International Foundation for Education and Self-Help (IFESH), requested \$450,405 for a three-year program to train 365 trainees in agricultural skills (poultry, rabbit, and vegetable production), carpentry, welding and management/small business development. This training will be for young basic skills trainees and agricultural extension agents. The second proposal, sent to USAID, was for \$1,376,226 for a five-year program to train 1,135 individuals and represents an expansion of the first. In addition to the target beneficiaries cited, village groups would also be trained.

b. Status:

It is anticipated that funds will become available in early 1987 from the International Foundation on Education and Self-Help to begin project implementation. OICI is awaiting comment on the USAID proposal. USAID has in 1986 just assigned a USAID Affairs Officer to the U.S. Embassy in Bangui.

c. Plans:

OICI intends to insure the availability of the private foundation funds for a planned 1987 start-up and to further the development of communications with USAID personnel in Central African Republic.

2. Kenya

a. Background

OICI's involvement in Kenya began as a result of requests for technical assistance by representatives from the Government of Kenya and a number of local community groups. With respect to the Government, the Ministry of Culture and Social Services contacted our organization and asked us to examine the problems of the national youth polytechnic system - which provides technical skills training - and to explore possible modes of assistance. In addition to this early 1985 communication, numerous local community groups have been in contact with OICI since 1981. In response, two actions were taken: first, a fact-finding mission was made in September 1985 to ascertain the nature of our organization's potential activity in Kenya; and second, a feasibility study visit was subsequently conducted in March-April 1986. As a result of the study's findings and recommendations, a project proposal was prepared. The project design calls for the establishment of a Nairobi bureau to provide technical assistance to field programs and polytechnics in the areas of management committee and staff development, curriculum design, and post-training assistance; development of two OIC skills training centers; and the provision of select assistance to four (4) youth polytechnics. The total project value for the five-year proposal is \$2,922,635. It is projected that the total number of beneficiaries will be 874 individuals.

b. Status:

The Kenya OIC program proposed was sent to the following prospective contributing agencies: USAID/Washington, USAID/Nairobi, VADA (Kenya), Rural Enterprise Program/World Education

(Kenya), CARE/Kenya and the International Labor Organization (ILO/Dar es Selcam), in addition to the relevant Government of Kenya representatives and local community group contacts.

c. Plans:

OICI intends to continue to cultivate prospective donor agency contacts to insure that financial and non-financial support for the Kenya OIC program is secured as soon as possible.

3. Zaire

1. Background:

OICI's involvement in Zaire began with a request for information from a local community representative in 1982. After informational materials were sent, a group of Zairian citizens formed an OIC Interest Group in Kinshasa. This step was followed up by our organization with a pre-project appraisal visit in June 1985 and a feasibility study visit in March-April 1986. The purpose of the feasibility study was to examine Zaire's socio-economic condition, specifically as it relates to vocational training needs, small business and rural development; to analyze the Government of Zaire's development plans; and, to study the country's human resource development programs to determine whether an OIC program is needed. The study concluded that there was a great lack of training and support for small business entrepreneurs and local artisans, despite the importance of this sector to employment generation and commercial production in Zaire. The same study identified similar inadequacy of training opportunities for rural development. Concluding that there was an overwhelming need for an OIC skills training program, OICI developed a project proposal focused on vocational-technical skills training (carpentry, joinery, catering, auto mechanics, auto body and metal work) and entrepreneurial skills development (supervi-

sory management and small business development). By the end of the project, it is expected that the cumulative total number of beneficiaries will be 960 individuals. Total project costs will be about \$3,111,260.

Although there is also a great need for training and technical assistance in rural development, OICI's current proposal is limited to vocational and entrepreneurial training in order not to overspread its resources. It is expected, however, that rural development will be the focus of a second phase program.

b. Status:

The project proposal was completed and distributed to USAID/Washington, USAID/Kinshasa, the World Bank, the UN Development Program and the International Labor Organization, in addition to the relevant Government of Zaire representatives and local community contacts.

c. Plans:

OICI intends to further cultivate its relations with the above agencies and is planning a follow-up visit to Zaire to further the program's development process.

C. Interest Group Development

OICI's program development process begins with the cultivation of an interest group in the host country. A group is formed when one or more community leaders directs an inquiry about founding an OIC to OICI or an OICI-assisted program. It is subsequently provided with information on how to structure and establish an effective Interest Group. Its collaboration with OICI is expected to eventually result in a pre-project appraisal study, feasibility study, project design and proposal development. In FY86, three (3) Interest Groups' programs were funded (Cameroon, Côte d'Ivoire, Guinea) and two (2) others advanced to the stage of proposal submission to prospective donors (Kenya, Zaire). The groups awaiting to complete the program development phase are described below.

1. Sub-Saharan Africa

a. Benin

The interest from Benin developed as a result of contacts made at the OIC Center in Notse, Togo. Following these contacts, a delegation from Benin participated in OICI's African Development Conference held in Lome, Togo, March 2-7, 1986. Letters of request have been received from three (3) separate contacts in Benin (Cotonou, Abomey and Ouidah). In August 1986, the Program Advisor of OIC Togo visited Benin and had an audience with the Head of State concerning the development of an OIC program in that country. An official letter of invitation is expected to follow. OICI is planning a pre-project appraisal visit to Benin in early FY87.

b. Mali

In February 1986, the Ambassador of Mali met with a delegation of OICI representatives in Washington, D.C. and expressed his country's interest in the development of an OIC skills training program to address Mali's unemployment problems. A formal meeting was held with the Ambassador. Areas of potential collaboration with OICI that were discussed include agriculture and rehabilitation of small business enterprises. Mali is presently prepared to commence the program development process.

c. Senegal

Recent discussions with the Ambassador of Senegal resulted in his description of Senegal's needs and desires to have an OIC program. The Ambassador emphasized Senegal's development priorities and its focus on improving the production prospects of the country's small-scale agriculturalists. As a follow-up, the Ambassador will communicate with his Ministry

of Foreign Affairs; recommending that a letter of invitation be sent to OICI to conduct a pre-project appraisal visit.

d. Uganda

OICI has been developing contacts with community-based groups in Uganda since the early 1980s. Unfortunately, progress has been limited due to the political instability that existed throughout the period. In FY86, however, OICI was contacted by Ugandan representatives concerning their continued commitment to develop an OIC in Uganda; especially now given the relative stability and current new policy to reconstruct the country's infrastructure and develop its human resources. Meetings were held with a Uganda OIC coordinator in Philadelphia and communications exchanged with the Uganda mission to the United Nations, which also expressed interest in OICI. Plans to accelerate this program development process will depend on the initiative of these contacts in the 1986-87 period.

2. North Africa

Morocco

OICI has been communicating with an Interest Group in Morocco since 1984. In addition, the Ambassador from Morocco has shown a keen interest in the OIC concept and is very supportive of establishing a program in Morocco. In April 1986, an OICI team on assignment in Africa made a brief stopover in Morocco to meet the Interest Group and assess its development. The absence of some Interest Group members resulted in a recommendation to proceed when the group was better prepared. Hence, plans for developing an OIC in Morocco are dependent upon the further organization of the Interest Group, in addition to the identification of potential funding sources.

3. South and Southeast Asia

a. India

OICI has developed two strong Interest Groups on the South Asian continent - one in the state of Tamil Nadu and the other in the state of Karnataka - both in India. The group in Tamil Nadu has gone to the extent of formally registering itself as a non-profit benevolent society, adopting OIC as its name. However, the high-level interest of the India OIC Interest Groups has not been paralleled by the development of potential funding sources. However, OICI's current experience in resource development indicates that funds may be obtained for the OIC India initiative. The chance of program materialization is further strengthened by OICI's recent experience in low-cost program design in a project in Liberia.

Thus, as the fiscal year ends, there is increased hope that OIC Tamil Nadu and OIC Karnataka will develop into operating training programs. They are being included in OICI's work plan for renewed program development efforts.

b. Philippines

The OIC Philippines program development process actually began in 1981/82 with an extremely well-organized local OIC Philippines Interest Group. In 1982, a full-scale feasibility study was carried out in the province of Rizal and a program proposal was developed for submission to USAID. For a variety of reasons, the proposal was not approved.

Recently, there has been an inquiry for renewed program development efforts in the Philippines. Given OICI's

cumulative experience in the last few years in resource development and an increasingly more cost-effective approach to program design and support, OIC Philippines is again included in OICI's drawing board for new program development in the next eighteen (18) months.

4. Caribbean/Central America

a. Belize

In FY86, OICI was contacted by a Belizian citizen. He has just returned to Belize after spending many years in the U.S. where he became familiar with the work of OIC. At present, an Interest Group is being organized through his initiative. In addition, OICI is maintaining contact with the Consortium for Belizean Development, Inc. to explore program development possibilities. As a further step, OICI representatives visited the Embassy of Belize in Washington, D.C. in February 1986 to discuss the prospects of Host Government support and its receptivity toward an OIC program in Belize. The response was most encouraging. OICI currently plans to conduct a pre-project appraisal study in Belize in FY87. It is also set to further develop the local Interest Group to serve as a support nucleus for additional program development efforts.

b. Grenada

During FY86, OICI received an indication of strong interest for the development of an OIC program on the Caribbean island of Grenada. OICI was first approached by a citizen of Grenada, living in Canada, who intended to return to Grenada and was interested in spearheading the development of an OIC Grenada program. In early 1986, OICI representatives made an official visit to the Embassy of

Grenada in Washington and received an enthusiastic response from the Ambassador concerning the need for an OIC community-based, self-help program. On the basis of the above demonstrated interests, OICI included Grenada in its active plans for program development work for the next 18 months.

D. Proposals and Concept Papers

This section summarizes key proposals and concept papers developed/ revised in FY86. The summary is presented by program country with the exception of the proposal and concept paper that were submitted to the United Nations Development Program (UNDP) and the United Nations Education, Science and Cultural Organization (UNESCO), respectively.

1. Côte d'Ivoire

The proposal for the Côte d'Ivoire OIC program submitted to USAID's REDSO bureau was a revised version of an earlier submitted proposal that responded to several selected technical issues. The proposal calls for the establishment of a three-year rural development skills training program, to be located in Bouaké, that has a total project value of \$2,285,682. A total of 445 trainees are projected to complete instruction in the following skill areas: rural construction (carpentry, masonry), animal husbandry (rabbit production), agriculture (food crops and vegetable production), and management/small business development.

2. Guinea

The Guinea OIC program proposal submitted to USAID was a revised version of the 1985 proposal. This proposal is for a five-year program in Conakry designed to provide skills training in management/small business development to former civil servants and small entrepreneurs, and vocational-technical skills training to unemployed and underemployed youths, in addition to construction workers in need of upgrading their skills. The total number of beneficiaries projected is 1,260 individuals. The total project value is \$1,495,083.

3. Kenya

The Kenya OIC program proposal was designed to help improve the technical skills training provided at the youth polytechnic level. The proposal calls for the establishment of a central bureau to provide technical assistance to select field centers; the development of two OIC agricultural and technical skills training centers; and the provision of technical assistance to four (4) targeted youth polytechnics. The total number of beneficiaries is projected to be 874 individuals. The proposal's total value is \$2,922,635.

4. Zaire

Following up on the recommendations of a March-April 1986 feasibility study, a project proposal was prepared for an OIC skills training program in Kinshasa. The proposed-training center is designed to provide instruction in vocational technical skills (carpentry, joinery, catering, auto mechanics, auto body and metal work) and entrepreneurial skills (supervisory management and small business development). The total number of beneficiaries projected for the five-year project is 960 individuals. The total project value is \$3,111,260.

5. Ghana

A proposal was submitted to the Sterling International Group, requesting \$7,500 for the Ghana OIC program. The request is to help the Ghana OIC meet the financial needs of the secretarial science, carpentry and electricity training areas. The funds will be utilized as follows: (a) secretarial sciences: books (\$2,500); (b) carpentry: basic training equipment (\$2,500); and (c) electricity: test equipment, tools and tool kits (\$2,500).

6. Sierra Leone

A proposal was also submitted to the Sterling International Group to request funding support of \$12,500 for the vocational training component of the Sierra Leone OIC. This component is in need of materials to renovate its facilities. The funds will be utilized as follows: (a) windows (\$1,500); (b) cement/blocks (\$4,000); (c) wood (\$2,500); (d) electrical wires/conduits (\$3,000); and (e) nails, screws and other materials (\$1,500).

7. Nigeria

The third proposal was submitted to the Sterling International Group to request funding of \$50,000 for the Nigeria OIC program; specifically to help meet the needs of the program's job development component and specific course areas (refrigeration/air-conditioning; secretarial science; electronics repair). The utilization of these funds will be as follows: (a) job development and administrative office: vehicle (\$20,000), (b) refrigeration/air-conditioning: training equipment (\$10,000); (c) secretarial sciences: training equipment (\$10,000); and (d) electronics repair (\$10,000).

8. Ethiopia

This project proposal, submitted to the Live Aid Foundation, is for a three-year agricultural skills training program that concentrates on increasing agricultural production by training rural youth and adult farmers in improved techniques, as well as providing them with the necessary infrastructure and equipment. The target beneficiaries projected total 870 individuals. The total project value is \$1,036,129.

9. Multi-Program Proposal

In response to a request from UNDP for regional proposals, OIC International prepared a proposal document for a five-year program that would enable our organization and five (5) affiliate programs to implement/improve management business development skills training components within the following OIC programs: Ghana, Liberia, Nigeria, Lesotho and Sierra Leone. A minimum of 200 trainees are expected to be trained per year per program for a total of 5,000 beneficiaries over five years. The proposal's total value is \$2,106,410.

10. Multi-Program Concept Paper

Submitted to UNESCO, OIC International proposed in response to this agency's request a concept paper that requested assistance to: (1) ensure co-financing for three (3) new programs whose principal donor sources have been identified (Guinea, Côte d'Ivoire, and Central African Republic), one (1) program ready to start up (Gambia), and two (2) new programs (Kenya and Zaire), at a total cost of \$4,295,458; (2) fund affiliate program expansion into new training areas, at a total cost of \$403,797 for five (5) years per program, per training area; and (3) implement a multi-program strategy to aid in such areas as program expansion into new training areas, job development services, and/or the establishment of income generation projects.

V. REVIEW OF SELECTED INPUT ACTIVITIES

The input activities that will be reviewed in this part of the report include the African Development Conference, TDY field support visits, field program evaluation, independent financial and program audit, computer applications and long-range planning. Resource development activities which constitute a major area of program input will be reported later in Part VI.

A. African Development Conference

1. Objectives and Significance

The African Development Conference - held in Lome, Togo, March 2-7, 1986 - was undertaken at a critical juncture in the fifteen-year history of OIC International. It is important to recap that, as a private nongovernmental organization involved in skills training for the disadvantaged, OICI in 1986 has eleven (11) programs in operation, three (3) in the start-up phase, and three (3) others in the proposal submission and review process. This Conference represented the first opportunity to bring everyone together in the same setting under the theme: "Developing and Utilizing Human Resources Through Self-Help".

Over four-hundred (400) OIC program delegates - Board members, staff and trainees - joined with two-hundred (200) U.S. private supporters, and high-level representatives of governments, international donor organizations, U.S. Corporations, OIC of America, Opportunities Academy for Management Training (OAMT), and OIC International to meet and study issues of critical importance to the OIC movement. Specifically, the Conference's objectives were to strengthen OICI programs' self-sufficiency through increased technical, managerial and resource development

capabilities, and to develop a constituency in support of OICI work in program countries and overseas.

2. Conference Program Contents

The African Development Conference's work began with a comprehensive overview of the established, new and developing OIC programs. The focus was on historical background, problems and prospects as well as on future plans and strategic directions. Management and technical workshops, resource development symposia and recognition of support to the OIC movement encompassed the rest of the Conference's key activities and served to provide conference participants with a common understanding of how they and their colleagues - performing the same work in different countries - can best do, in the second half of the 1980s, what they have done all along: develop and utilize human resources through self-help.

3. Symposia and Workshops

Conference planners and facilitators designed and conducted fifty-five (55) technical workshops and symposia tailored to meet the development needs of OIC program delegates. Workshops were designed and presented to specific OIC audiences, including agricultural technicians, finance officers, vocational instructors, counselors, job developers, business development officers and office technicians, in addition to OIC interest group members and trainee representatives from each OIC program. Workshop facilitators - all experienced in human resource development work - presented relevant and useful information utilizing a variety of training methodologies including video cassettes, group exercises, case studies and brainstorming activities.

The symposia on Resource Development were of particular significance to OICI's programs, considering their expansion needs and especially the "graduate" status of most of them (i.e., without direct OICI/USAID financial support). Contributing to the success of these symposia were the executives from several U.S. corporations and high-level representatives of international development and donor organizations such as the International Labour Organization (ILO), World Bank, European Development Fund (EDF), Canadian Council for International Cooperation (CCIC), United Nations Development Programme (UNDP) and the U.S. Agency for International Development (USAID).

4. Conference Evaluation

An evaluation of the Conference revealed that overall the Conference was a success. For the first time in OIC International's history, the Board members, program staff and others were able to come together in the same setting to exchange ideas, ask questions, and honor key supporters.

In a detailed survey covering a sample of over 70 OIC Board and staff members including some OICI staff, 98% rated the program contents of the Conference as Good or Excellent, and 96% indicated the same rating for program structure and organization.

With respect to participant opinion on the workshops and symposia - designed according to the Conference objective: "To strengthen OIC program self-sufficiency" - an extensive evaluation revealed that of a total of 235 respondents:

- 95.4 percent agreed, for the most part strongly, that their performance would be improved at their OIC center as a result of the workshops/symposia they attended;

- 48.9 percent agreed and 46.8 percent agreed strongly that the workshops/symposia had refreshed their memory about some material they already knew; and,
- 92.7 percent of the total agreed that they had gained new insights at the workshops/symposia.

B. TDY Field Support and Other Visits

The African Development Conference, which was utilized as a vehicle for participant training in FY86 and which benefited several hundreds of OIC Board and staff members, reduced to some extent the necessity of international travel by OICI staff during the year. However, this did not exclude the need to travel and conduct feasibility studies (already discussed in Part II, Section C and Part IV of this report), program evaluations, audits (which will be reported in Section C below), follow-up to program development and/or funding initiatives, and on-site technical assistance on a per request basis. This section summarizes the TDY missions which are not reported elsewhere in this report.

1. Nova Scotia, Canada, October 23-27, 1985 (TDY Supported by Private Funds)

The TDY visit to Nova Scotia was conducted by a staff member of the Operations Department and focused on Board development. An introduction to the history, philosophy and modus-operandi of OIC was presented. This was followed by a review of the basic OIC program model and OICI's management, evaluation and monitoring tools. The mission statement of OIC/NS was clarified and the Affiliate Agreement, the Management Information System (MIS) as well as the Operations Work Plan (OWP) and Program Performance Tracking (PPT) were reviewed.

In addition, meetings were held with several key government officials. They resulted in the clarification of the role of OICI and its relationship with OIC Nova Scotia as well as the determination of government support.

2. Togo, November 1-23, 1985

This TDY visit to Togo was undertaken by OICI's Agricultural Training Specialist to provide on-site technical assistance to Togo OIC. The accomplishments are summarized below:

- A new program proposal for the funding of OIC Togo during the period of 1988 - 1990 was developed.
- Two (2) technical workshops were conducted in order to strengthen the technical and pedagogical capabilities of the staff of Togo OIC.
- Curricula for various training programs were reviewed.
- The work plans for the crops and animal husbandry sections of the OIC farm for the following season were reviewed and finalized.
- Two (2) video programs on two specific topics of animal husbandry were made with the help of the Togo OIC staff. These video programs represent the first step in OICI's effort to build a library of technical video training materials.
- Current operational status of various components of Togo OIC such as training, resettlement and institutionalization were discussed with appropriate program staff.

3. The Gambia, November 24-29, 1985

After his TDY mission in Togo from November 1-23, 1985, the Agricultural Training Specialist of OICI proceeded to The Gambia for another TDY assignment. This visit to The Gambia was part of OICI's efforts in finding a solution to revitalize The Gambia OIC program. Toward this end, current conditions of the facilities and limited program operations were assessed. An on-site inspection of The Gambia OIC Rural Training and Demonstration Center at Chamen village was completed. The status of on-going operations was discussed with the program coordinator. Alternative ways of revitalizing program operations were also assessed. A positive aspect was the possibility of program funding by the Royal Norway Society to which a proposal had been earlier submitted.

4. Paris, France, February 16-17, 1986

The Executive Director of OICI passed by Paris, France, on his way to the African Development Conference in Lome, to meet with the Head of the Funds-in-Trust Section of UNESCO. The objective was to explore the possibility of UNESCO support for OICI's activities and areas of mutual interest between the two organizations. This meeting resulted in a request by UNESCO that OICI submit proposals for funding support.

5. Brussels, Belgium, March 11-13, 1986

On his way back to the U.S. from the African Development Conference in Togo, OICI's Director of Operations represented the organization at an international conference of NGOs held in Brussels. The "Seminar on Information and Development" was conducted by CINTERAD (Centre International d'Etudes et d'Action pour le Developpement).

The conference produced two (2) key results in relation to OICI. First, a strong potential OIC Interest Group leader in Trinidad and Tobago and other Caribbean nations was identified. His name is Mr. Ram Madho, President of the Trinidad and Tobago Agricultural Congress (an apolitical organization devoted to the cause of farmers' livelihood, their economic and social advancement and the total development of agriculture through dialogue and persuasion).

The other important outcome of the conference was the possibility of collaboration with CINTERAD, the Brussels-based Third World NGO targeted to serve the Africa-Caribbean-Pacific (ACP) states as defined in the Lome II convention of the ACP-EEC. Because the EEC is headquartered in Brussels, official representatives from the 44 ACP states in Africa are based there. CINTERAD maintains contact and communications with NGOs in ACP states. A formal linkage could prove very much helpful to OICI and its programs.

6. Paris, France, March 14, 1986

Following the CINTERAD seminar in Brussels, the OICI Director of Operations proceeded to Paris for a meeting with CIDR (Centre International de Developpement et de Recherche). This meeting was a result of a series of previous communications between CIDR and OICI on possible linkages between the two organizations. The following preliminary list of potential areas of collaboration resulted from the March visit to CIDR:

- OICI might secure models of CIDR technical documents (feasibility studies, proposals, budgets, evaluation reports, etc.)

- CIDR might be a source from which OICI could secure technical materials and textbooks in French, specifically agriculture.
 - CIDR might be a source of Francophone consultants.
 - CIDR might assist OICI in developing income-generating ventures in selected African OIC institutions.
 - CIDR might collaborate with OICI in developing agricultural/rural development projects in existing OIC graduate programs.
 - CIDR might collaborate with OICI in securing financial support for future projects of mutual interest.
 - OICI could serve as a vehicle so that CIDR could expand its projects into English-speaking African countries; at present they only have projects in French-speaking countries.
7. United Kingdom, March 17-26, 1986 (TDY supported by Private Funds)

After meeting with CIDR, the OICI Director of Operations proceeded to the United Kingdom to provide technical assistance to the Board of OIC/UK. Emphasis was placed on the development of an OIC Feeder program. The OIC/UK Board planned to develop a proposal that would seek funding support for a pilot "Feeder prototype" program later this year. During this visit, program documents of OIC/UK were reviewed to provide a basis for the formulation of future technical assistance.

8. Côte d'Ivoire, May 26-June 6, 1986

The Côte d'Ivoire TDY was conducted by the OICI Director of Operations per request of REDSO/CWA in Abidjan. The following is a summary of the outcome which reflects the objectives and the activities of this TDY mission.

- First, the OIC/CI Project Agreement document was revised and completed in conjunction with USAID/REDSO.
- Second, an on-site inspection of the proposed land and facilities for OIC/CI was made, and an updated plan and budget for the construction of needed facilities at the training center outside of Bouaké and renovation of the television studio in Bouaké was prepared.
- Third, the three-year budget and financial plan for the OIC/CI Rural Development Training Project was revised to conform with the actual level of funding obligated by USAID.
- Fourth, a response to USAID/REDSO on several technical issues (economic review of the program of training in the production of crops, livestock and rabbits; estimate of expected benefits from crops, vegetables and rabbits; OIC/CI institutionalization plan and strategies) was prepared.
- Finally, in informal meetings held with key officials from the Ministry of Education and Scientific Research and the Ministry of Rural Development, the Government of Côte d'Ivoire committed itself to accelerate the process of program approval and provide other supports necessary to facilitate program start-up.

9. Yaounde, Cameroon, June 23-28, 1986

The OICI Executive Director reviewed the OIC Cameroon project design and implementation conditions with USAID/Cameroon, the OIC Cameroon Board of Directors and the Host Government. This visit concluded in the signing of the Protocol Agreement between OICI and the Government of Cameroon on June 26, 1986. The signing officially permits OICI to begin implementing its program in the Cameroon. It also indicated that the host government has accepted the project design and conditions for program implementation including local inputs.

10. Guinea, June 23-28, 1986 (Executive Director) and June 30 - July 9, 1986 (Operations Director)

The signing of two (2) agreements between the Government of the Republic of Guinea and OICI was among the highlights of the recent TDY visit to Guinea by the Executive Director and the Director of Operations of OICI. Another important result of this trip was a commitment from the Government of Guinea to register OIC Guinea as a non-profit NGO.

In addition, the TDY provided an opportunity to solidify both host government support and commitments as well as OIC Guinea Board of Directors development and readiness. Meetings with key government officials in three Ministries - Planning and International Cooperation, Decentralization and Human Resources, Industry and Small and Medium-Sized Businesses - were successful and provided clear evidence that the project design of the OIC Guinea institution is fully consistent with Government priorities, needs and interests.

Finally, important collaborative linkages were initiated during this visit with three (3) international donor organizations - USAID, UNDP and CECI. Future prospects for support and assistance from each of these sources appear to be very favorable.

11. Paris, France, July 11, 1986

Following his TDY in Guinea and on his return trip to the U.S., the OICI Director of Operations stopped in Paris for a meeting at UNESCO headquarters. This meeting was held as a follow-up to OICI's concept paper to UNESCO. As a result of this TDY, it was determined that there is an immediate opportunity to link the Togo OIC project with a Togo Women's Literacy Program which UNESCO intended to fund. This may result in a small grant of approximately \$40,000 to be used by Togo OIC for participation in a literacy and/or post-literacy training effort.

Moreover, UNESCO officials are prepared to receive a proposal from OICI targeted to introduce literary programs into existing African OIC institutions. UNESCO could provide seed money, materials, technical know-how, training of trainees, planning and evaluation support to such an initiative.

12. Liberia, August 1-22, 1986

The Liberia OIC's Foya Agricultural Training Program was the focus of this TDY which was undertaken by OICI's Agricultural Training Specialist. The latter participated in an LOIC study to identify employment opportunities for graduates of the Foya Agricultural Training Program. In addition, technical assistance in the form of workshops was provided. An assessment

of the operations at the Foya Center was also undertaken during this trip. It was determined that the community of Foya is benefiting from the project to a great extent. Finally, it was noted that this program was strikingly cost-effective in both design and implementation. With some minor adjustments, it might suggest to OICI an ideal model for developing future agricultural training programs.

C. Independent Financial and Program Audit

An independent financial and program audit of OICI and five (5) of its field programs was conducted by Lucas, Tucker & Co. during the first quarter of FY86. This audit covered the year from October 1, 1984 to September 30, 1985. The field audit took place during the period October 17 - December 15, 1985, in Ghana, Liberia, Sierra Leone, Togo and Lesotho. Two auditors of Lucas, Tucker & Co. conducted the field audit and were accompanied by an accounting staff member of OICI who assisted field programs in responding to the audit.

The audit reports were issued during the second quarter of FY86 for OICI and each of the audited field programs. Overall, the audit confirmed the generally positive conditions of OICI and its field programs in both financial and programmatic areas. The audit reports were shared with AID/W and USAID Missions in the countries covered by the audit, and the Boards and executive staffs of the programs concerned.

Of particular significance was the audit calculation that non-U.S. Government contributions to the budgets of OICI and its field programs accounted for slightly over 32% of the total in FY85.

D. Field Program Evaluation

Two (2) major on-site program evaluations took place in FY86. They were the end-of-program evaluations in Liberia and Sierra Leone, respectively. An important evaluative study was also conducted in FY86. This was a survey of the top management of OICI's field programs to solicit their assessments of OICI's services and recommendations for future improvements. The latter study was initiated by OICI in an effort to better understand and serve its "clients". This study was not a requirement of the Cooperative Agreement.

1. End-of-Program Evaluation, Liberia OIC, November 5-22, 1985

This evaluation was jointly conducted by a four-person team representing OICI, the Liberian Ministry of Youth and Sports and USAID/Liberia. Stanley A. Barnett, a program design and evaluation consultant coordinated the evaluation and edited the joint report. Dr. Linell Burrell, Jr., vocational training specialist of OICI, was the official representative of OICI in the joint evaluation team.

The evaluation findings were impressively positive in favor of the program. It was concluded that LOIC accomplished the overwhelming majority of objectives set by its USAID/GOL-supported Extension Phase project. Most importantly, it was concluded that LOIC has been institutionalized in the managerial and training sense, and in the short-term financial sense.

2. End-of-Program Evaluation, Sierra Leone OIC, November 27 - December 7, 1985

This evaluation was conducted by Stanley A. Barnett and Dr. Linell Burrell after their evaluation work in Liberia.

Overall, the evaluation findings were positive with respect to quantitative output and training impact. Some managerial and operational issues were identified for the development of appropriate solutions. An important finding was SLOIC's major success in obtaining sharply increased financial support from the Government of Sierra Leone, which represented a striking breakthrough that provided the program with at least short-term financial viability.

3. Survey of Top Local Program Management

A survey of Board members and executive staff of OICI's field programs was conducted between February 25 and March 5, 1986 by Mr. Stanley A. Barnett, an independent consultant, during the African Development Conference of OICI in Lome, Togo. The survey was to provide OICI with accurate ideas on (1) how its operating OICs value the technical services provided to them; and (2) the state of the continuing relationship between OICI and field programs.

The African Development Conference provided an excellent opportunity for the type of survey mentioned above, considering the assembly in one place and at one time, large numbers of the Boards of Directors and executive staffs of OICI's operating programs. In total 26 interviews were conducted (16 Board members and 10 members of the managing staff).

The responses which were obtained indicated that field programs were quite satisfied with the services provided them and valued highly their continuing relationship with OICI. Several recommendations were made to further improve both the quantity and quality of OICI's future services. This study was particularly significant to OICI at this time when the organization is accelerating its efforts to increase its cost-effectiveness while better serving the targeted beneficiaries.

E. Computer Applications

The investments in computer training began to pay off in FY86. OICI's secretarial staff were able to handle a large volume of paperwork during the year through the WANG VS-45's word processing system. The numerous proposals developed during the year, the communications in relation to the African Development Conference (ADC), the correspondence in resource development work, the field support manuals, etc. could not have been properly produced in the way they were, in terms of both quantity and quality, without the present WANG VS-45.

In the data processing domain, four major software packages have been implemented. They include the General Ledger, Accounts Payable, Purchase Order and Mailing List. Most of the financial information required for reporting purposes is currently processed and obtained through the computer system. The accounting staff has been able to expedite its work without an increase in staff and with minimum time lag relative to when Automatic Data Processing (ADP) was still depended upon to generate most of the financial reports. At present, payroll processing is the only service for which OICI still requires ADP services.

An in-house review and assessment of information needs was conducted during the last quarter of this fiscal year to provide the groundwork for the next phase of OICI's office automation program. It is expected that data processing will be introduced to other areas including planning, operations, personnel and resource development within the eighteen months following September 1986. A thorough investigation is being made to identify the most cost-effective method of meeting this objective. While the need for additional software is inevitable, there is currently an impression that additional hardware and upgrading of the existing hardware and operating software will also be required.

F. Long-Range Planning

During the period May 6-9, 1986, OICI's management and technical staff conducted a retreat to assess the organization's strengths and weaknesses, and ways in which to improve the quality of OICI's work, with the objective in mind of developing the organization's short, medium and long-term strategies - specifically, with respect to the Eighteen-Month and Five-Year Plans to be produced in the near future.

The retreat's schedule was sequenced according to OIC International's needs. As such, with respect to program development issues, the group discussed start-up strategies for newly-funded programs, and, starting new programs in existing OIC program countries. Concerning our provision of technical assistance, future strategies were considered for the field programs. With respect to resource mobilization, this aspect of our organizational strategy was examined from four different perspectives - in relation to strategies for: inter-agency linkages; international donor sources; the utilization of UNESCO; and the Philadelphia Central Office.

Finally, the retreat also assessed the benefits of the African Development Conference (ADC), a public relations program strategy, and the inter-relationship between these two subjects and several of those identified above. In fact, it was recommended that during the upcoming Executive Staff strategic planning session, decision-making regarding any of the retreat's topic areas consider the implications of decisions - in terms of time, resources and personnel - related to one area on the others.

VI. RESOURCE DEVELOPMENT

A. Review of FY84 and FY85

Extensive joint efforts were made by OICI and field programs to secure adequate supports from host governments in both the short and long terms. Concurrently, international funding sources other than the U.S. Government were identified and approached. Through TDY services and participant training, OICI further strengthened field programs in their endeavors to achieve financial stability. Proposal development was also part of the technical assistance.

In the U.S., extensive research on potential international donors was conducted by Developing Countries Information Research Services, Inc. (DCIRS). In addition, a fund-raising feasibility study focused on OICI's image as perceived by prospective U.S. corporate donors and foundations was carried out by Paul Blanshard Associates, a fund-raising counseling firm. An extensive program of research and networking was also initiated to expand the corporate and foundation funding base.

OICI applied for but was denied membership in the Fall 1985 Combined Federal Campaign (CFC) of the International Service Agencies (ISA). According to the ISA Eligibility Committee, OICI did not meet the "national scope" requirement of the ISA criteria for eligibility. As a result, OICI followed its only remaining choice by applying for inclusion in the eligibility list of the Local Federal Coordinating Committee for the campaign.

The results of resource development efforts in FY84 and FY85 are reflected in the percentage share of non-USG funding supports in the total funds of OICI and its field programs. This share was 28.17% and 32.12% in FY84 and FY85, respectively (see Exhibit VI.A.1).

EXHIBIT VI.A.1

Non-U.S. Government Donations/Contributions to OICI and Field Programs, FY84 and FY85.

	<u>USAID FUNDS</u>	<u>OTHER FUNDS</u>	<u>ALL FUNDS</u>	<u>% SHARE OF NON-USAID FUNDS</u>
FY84	\$3,572,933	\$1,401,513	\$4,974,446	28.17%
FY85	\$2,904,085	\$1,373,992	\$4,278,077	32.12%

SOURCE: Lucas, Tucker & Co., Reports on Examination of Financial Statements, FY84 and FY85.

B. Resource Development in FY86

There are three major thrust in the resource development efforts of OICI in FY86:

1. Support for field programs to strengthen their capabilities;
2. Expansion of corporate and foundations funding base in the U.S.;
3. Development of linkages with nongovernmental organizations (NGOs) to explore funding possibilities.

1. Support to Field Programs

Technical assistance was provided in proposal development for funding requests to host governments and/or other non-U.S. government sources. OICI also submitted some proposals directly to donors on behalf of several field programs.

The largest contribution to a field program was obtained from the International Foundation for Education and Self-Help (IFESH) which has committed \$450,000 to support Guinea OIC over a three-year period beginning in FY86. This is the second OIC program in Africa to be established with non-U.S. Government funds. The first program that started in a similar manner was Liberia OIC's agricultural training program at Foya. The latter was funded by a consortium of European sources.

During FY86, IFESH also obligated \$24,000 to help support Ethiopia OIC. The Nigeria OIC, on the other hand, obtained a \$5,000 donation from Chevron Corporation as a result of OICI's fund-raising efforts. Proposals for funding are currently under review by Sterling Drug International Group for possible financial contributions to Nigeria OIC (\$50,000), Sierra Leone OIC (\$12,500) and Ghana OIC (\$7,500).

Technical assistance in resource development was provided most extensively during the African Development Conference in Lome, Togo, March 2-7, 1986. As reported earlier in Part V, Section A (African Development Conference), resource development symposia were held with the participation of several international donor organizations including the ILO, UNDP, UNESCO and World Bank. The U.S. corporate sector also contributed substantially to resource development discussions through executives from General Motors, Sperry Univac, Miller Brewing, General Foods and other private U.S. businesses.

Overall, the number of international organizations providing support to OICI's field programs has increased significantly over the past three years. The list now includes the Inter-Church Coordination Committee for Development Projects, the Swedish Free Church Association, "Bread for the World", British Church Association, World Vision International, A.T. International, United Nations High Commission for Refugees, International Labor Organization (ILO). It should also be recalled that the World Bank, through its assistance to the Government of Lesotho, provided funds for the construction of Lesotho OIC's permanent training facilities and the subsequent requisition of additional training equipment.

Figures on all contributions received by OICI's field programs in FY86 are still being gathered as of this writing and will be reflected in the independent program and financial audit reports of FY86.

2. Expanding the U.S. Funding Base

The results of resource development in the U.S. in FY86 are presented in Exhibit VI.B.1a. The figure of \$300,301 reflects a significant increase over that of FY84 (\$68,900) and FY85 (\$77,500).

EXHIBIT VI.B.1a

Donations/Contributions from Non-U.S. Government Sources in the U.S, FY 1986

General Motors	\$ 10,000
Coca-Cola Foundation	5,000
IBM	10,000
Miller Brewing	10,000
Hershey Foods Corporation	2,000
Gulf/Chevron	5,000
Citicorp/Citibank	5,000
Pfizer	11,000
Corporate Contributions to ADC*	40,400
ADC Registration Fees	26,400
IFESH**	173,031
Combined Federal Campaign	1,564
Others	160
Interest Income & Miscellaneous Revenues	<u>746</u>
Total	<u>\$ 300,301</u>

*ADC: African Development Conference - See list of contributors on the following page.

**IFESH: International Foundation for Education and Self-Help

\$ 24,000	For Ethiopia OIC
<u>149,031</u>	For Guinea OIC
TOTAL	\$173,031

EXHIBIT VI.B.1b

U.S. Companies Contributing to African Development Conference
(Included in this Exhibit are some other contributors)

General Motors	\$ 1,000
Philip Morris	10,000
Coca-Cola	11,500
Sun Refining & Marketing Co.	4,000
Nabisco	1,500
R.J. Reynolds-Sterling Drug Co.	2,000
General Foods	1,000
Eastern Airlines	1,000
Ryder Systems	1,000
Henderson Tours	1,000
OIC of America, Inc.	600
Opportunities Academy of Management Training	200
Twin Cities OIC	200
Johnson & Johnson	1,000
OIC Rhode Island	200
Others	<u>4,200</u>
TOTAL	<u>\$ 40,400</u>

The Resource Development office initiated an extensive research on potential corporate donors and foundations. It also began a corporate solicitation program which is being expanded into a larger scale than at the beginning of FY86. This is the same OICI office that coordinated the African Development Conference in Lome, Togo.

A total of 299 U.S. corporations which conduct business in OICI's current and potential countries were identified and analyzed with respect to their history of contributions to international development organizations, their decision-making personnel in this area, and the related requirements. Over one hundred foundations were also researched and 74 were found to match OICI in subject, geographic or type of support.

A corporate solicitation package has been developed and mailed to about 150 potential donors. During the first quarter of FY87, visitations and presentations will be conducted at 23 corporations which were included in OICI's high priority list.

Presentations to Corporations will be aided by a 15-minute video program on OICI developed as a corporate gift by Pfizer, Inc. It should be pointed out that Pfizer already provided funds for the duplication of this video program and its production in 16-mm film for distribution to every OIC field program to assist them in their fund-raising efforts. The film and video tape will be produced in both English and French.

Overall, FY86 was a year of extensive and aggressive efforts. In total, 58 companies were approached for solicitation purposes prior to the recent mailing of the new solicitation package. Visitations and on-site presentations were conducted at several companies such as Gulf Oil, Avon Products, Chase Manhattan Bank,

Sterling Drugs, Pfizer Inc., Philip Morris, Pepsi Co., Cheseborough Ponds, Seagram Co., Coca-Cola, Amoco Oil, Quaker Oats, and Borg-Warner Corporation.

Results from the aforementioned solicitations made to 58 companies are as follows:

- 4 Contributed
- 5 Are considering
- 17 Cited budget limitations in FY86 (They will be approached again in FY87)
- 18 Indicated that donations in support of causes outside the U.S. are prohibited by their guidelines.
- 14 Did not respond
- 58 In total

An important benefit to OICI, from the above activities, is the extensive exposure to the U.S. corporate sector, which provides a foundation of acquaintance and contact helpful to OICI in the long-run.

During the first quarter of FY87, OICI will embark on a program of direct mail fund raising to expand the individual donor base. In addition, a carefully planned program of donor acquisition will be implemented to achieve the eligibility criteria. These efforts will help secure a steady donor base through increase in average gift and net income. Finally, proposals which are being developed and targeted at a total of seventy-four (74) foundations will be sent out in early FY87.

3. Development of Prospective Donor Agency Linkages

OICI commenced in FY86 a concerted effort to expand the resource base of its OIC field programs through the development of linkages with prospective bilateral, multilateral and nongovernmental support agencies, and via the creation of a strategy to assist our programs in

the development of their resource mobilization capabilities. The specific activities undertaken to implement this new strategic approach included: (1) the targeted visits described in Section V.B; (2) the resource development symposia and workshops for Board and staff members at the African Development Conference, detailed in Section V.A.; and (3) two mass mailings to a select group of development assistance agencies.

With respect to this latter effort--initiated from the Philadelphia Central Office--the first package included an introduction to the work of OIC International and an invitation to the ADC. The second mailing provided post-conference materials and requested from the different agencies their policies and guidelines for collaboration with nongovernmental organizations such as OICI. Of the 49 packages sent during the first round, 19 organizations or 39 percent responded. Of particular note was UNESCO's desire to meet with us; a relationship that has led to the possibility of establishing UNESCO-supported literacy training as part of our OIC field programs' curriculum offerings. In the second round, 56 agencies were contacted, of which 14 organizations or 25 percent have thus far responded. All respondents expressed their keen interest in our work and provided us with information regarding their policies and guidelines for collaboration; information to be utilized for the next stage of our resource mobilization strategy. For a list of agencies contacted, and who responded, see the following Exhibit VI.B.2.

EXHIBIT VI.B.2

PROSPECTIVE DONOR	LOCATION	RESPONSE TO 1ST MAILING	RESPONSE TO 2ND MAILING
EEC, NGO Division	Belgium	X	
Redd Barna	Norway	X	
Australian Dev. Bureau	Australia		X
The Ford Foundation	USA		X
African Development Bank	Côte d'Ivoire		
ILO	Nigeria		
Belgian Adm. for Dev.(FR)	Belgium		
Belgian Adm. for Dev.(EN)	Belgium		
EZE	West Germany		X
Royal Norwegian Ministry	Norway	X	X
UNESCO	France	X	
Min. of Foreign Affairs	France		
World Council of Churches	Switzerland	X	
IFAD	Italy	X	
DANIDA	Denmark	X	
Overseas Development Adm.	England	X	
Min. of Foreign Affairs	Italy		
Euro Action-Acord	England		
Konrad Adenauer Foundation	West Germany	X	
OECD	Japan	X	X
Bernard van Leer	Netherlands	X	
Wirtschaftliche Zusammenarbeit	West Germany		X
Lutheran World Ministries	USA	X	
Technoserve	USA	X	X
Church World Service	USA		
InterAction	USA		
AT International	USA		X
World Vision	USA		
Operation Crossroads	USA	X	

EXHIBIT VI.B.2
(Continued)

PROSPECTIVE DONOR	LOCATION	RESPONSE TO 1ST MAILING	RESPONSE TO 2ND MAILING
Sister Cities Intl.	USA		X
Save the Children	USA		
Bishops Fund for World Relief	USA		
Oxfam-America	USA		
Heifer Project Intl.	USA	X	
CARE	USA		
United Methodist Comm. on Relief	USA	X	
II Education	USA		X
CODEL	USA		X
Trickle-Up Program	USA		
Experiment in Intl. Living	USA		
VITA	USA		
Partnership for Productivity	USA		
Catholic Relief Services	USA		
Rotary International	USA	X	X
Foster Parents Plan Intl.	USA	X	
ORT International	USA	X	X
Operation Bootstrap	USA		
OEF International	USA		X
CCIC	Canada		
UNDP	USA		
DWHH	West Germany		
USA for Africa	USA		
CIDA	Canada		
CINTERAD	Belgium		
Presbyterian Church	USA		

TOTAL

19

14

VII. PERSONNEL

A. Planned vs Actual Staffing

There are currently thirty-one (31) staff positions in contrast with twenty-seven (27) proposed in the Cooperative Agreement. The increase in staff positions was due to organizational needs in management, technical and secretarial areas. First, the responsibilities of Deputy Executive Director, Director of Finance/Administration and Director of Planning were expected to be assumed by one person as was the actual case when the program design/Cooperative Agreement was conceived and approved. But after the former Deputy Executive Director resigned, it was not possible to assign all three aforementioned areas of responsibilities to any one particular staff member. There are now three different positions for these areas of responsibilities although the Deputy Director position slot has not been filled. Second, the secretarial staff as projected at the beginning of the Cooperative Agreement was inadequate to meet the secretarial needs of the organization. However, the increase in number of secretaries occurred prior to FY86. Third, there is the need for a translator/interpreter with French language capability due to the increasing number of OICI's programs in Francophone countries.

B. Personnel Changes in FY86

Three (3) members of the Technical Cooperation Team (TCT) to Cameroon were recruited and hired during FY86. They include a Program Advisor, a Vocational Training Specialist, and a Motor Mechanics Specialist. As of this writing, the pre-service training for them has been completed and their departure for Cameroon is being scheduled for September 18, 1986.

A new Finance Specialist was hired for the Togo OIC program to replace a terminated employee in that position. At OICI Central Office, an Accountant II and a training specialist were hired. The training specialist will spend a considerable part of his time providing on-site technical guidance to new programs particularly those without the support of a Technical Cooperation Team (TCT).

A few changes were also made per executive decision at OICI Central Office: the former Chief Accountant was promoted to Director of Finance/Administration. The former Accountant III is now Chief Accountant and a former Accountant II was upgraded to Accountant III.

Exhibit VII presents the OICI personnel roster as of September 30, 1986 and contrasts it with that of September 30, 1985. Five (5) position slots at OICI Central Office in Philadelphia are vacant at the end of the reporting fiscal year. Part B of Exhibit VII reports on number of field staff members in Togo and Cameroon.

EXHIBIT VII
OICI PERSONNEL ROSTER - PART A
CENTRAL OFFICE

<u>POSITIONS</u>	<u>AS OF 10/1/85</u>	<u>AS OF 9/30/86</u>
1. Executive Director	Gary Robinson	Gary Robinson
2. Deputy Executive Director	VACANT (12/31/84)	VACANT
3. Director of Operations	Ronald Howard	Ronald Howard
4. Director of Resource Development	Oliver Childs	Oliver Childs
5. Director of Planning	Reginald Hodges	Reginald Hodges
6. Director of Evaluation	Quy Nguyen	Quy Nguyen
7. Director of Finance/Admin.	Donald Green	Donald Green
8. Program Advisor	Ralph Perkins	Ralph Perkins
9. Chief Accountant	Donald Green	Yitbarek Zewde (5/15/86)
10. Senior Program Officer	Rosemary Burke	Rosemary Burke
11. Agricultural Training Specialist	Gandhi Selvanathan	Gandhi Selvanathan
12. Vocational Training Specialist	Linell Burrell	Connie Mannings (9/1/86)
13. ETMD Specialist	VACANT	VACANT
14. Personnel Administrator	Joseph Berolo	Joseph Berolo
15. Administrative Officer	Eric Acolatse	Eric Acolatse
16. Program Officer	Steven Wisman	Steven Wisman
17. Accountant III	Yitbarek Zewde	Lazaro Palacios (5/15/86)
18. Accountant II	Lazaro Palacios	Benjamin Shipanga (7/7/86)
19. Accountant II-Payroll	VACANT 9/28/85	VACANT
20. Procurement Officer	Charles Weaver	VACANT 5/16/86
21. Research Analyst	VACANT 9/20/85	VACANT
22. Translator/Interpreter	Yasmine Abdallah	Yasmine Abdallah
23. Administrative Assistant	Adrienne Robinson	Adrienne Robinson
24. Personnel Assistant	Julia Williams	Julia Williams
25. Secretary III-Operations	Carolyn Gretzinger	Carolyn Gretzinger
26. Secretary III-Finance/Admin.	Jacqueline Huggins	Jacqueline Huggins
27. Secretary III-Program Advisor	Ernestine Hunter	Ernestine Hunter
28. Secretary III-Planning	Lila Dabney	Lila Dabney
29. Secretary III-Evaluation	Rita Little	Rita Little
30. Secretary III-Resource Dev.	Wanda Paulin	Wanda Paulin
31. Receptionist/Typist	Nellie Drummond	Nellie Drummond

EXHIBIT VII
OICI PERSONNEL ROSTER - PART B
TECHNICAL COOPERATION TEAM/FIELD STAFF

<u>TOGO</u>	<u>AS OF 10/1/85</u>	<u>AS OF 9/30/86</u>
1. Program Advisor	Tilahun Giday	Tilahun Giday
2. Finance & Administrative Specialist	VACANT 6/30/85	Richard Moe (10/14/85)
3. Agricultural Training/ Extension Specialist	Elliott Wolf	Elliott Wolf
4. Animal Husbandry Specialist	Henry Taylor Cline	Henry Taylor Cline

CAMEROON

1. Program Advisor	-----	Mohamed Ibrahim (8/4/86)
2. Vocational Training Specialist	-----	Linus Ogene (8/4/86)
3. Motor Mechanics Specialist	-----	Wendell Carr, Sr. (8/4/86)

VIII. FINANCIAL REVIEW

OICI operated with an approved budget of \$2,091,926 during FY86. The comparison of actual expenditures with budget is discussed in Section A below.

In relation to the total Cooperative Agreement budget of \$4,489,328, expenditures during the three-year period (FY84 - FY86) absorbed 96% of the total, leaving a balance of 4% as of July 31, 1986. A contrast of the three-year budget with actual cumulative costs by line item is presented in Section B.

A. Actual Expenditures vs Budget, FY86

Overall, total expenditures in FY86 were within the approved budget as shown in Exhibit VIII.A.1. An analysis by line item indicates a 29.57% excess of actual expenditures over budgeted amount for commodities and equipment. This excess stemmed primarily from the purchase/lease of the following equipment:

- Two (2) Savin copiers;
- Two (2) projectors and accessories; and,
- Equipment rented for use at the African Development Conference.

EXHIBIT VIII.A.1

OIC INTERNATIONAL, INC.

CENTRAL OFFICE

ACTUAL VS PLANNED EXPENDITURES

COOPERATIVE AGREEMENT NO. AFR-0453-A-00-3063-00

October 1, 1985 - July 31, 1986

<u>LINE ITEMS</u>	<u>TOTAL EXPENDITURES</u>	<u>TOTAL APPROVED BUDGET</u>	<u>YEAR-END BALANCE</u>	<u>EXPENDITURES AS % OF BUDGET</u>
Personnel	\$ 883,494	\$1,055,365	\$171,871	83.71
Consultants	61,036	145,610	84,574	41.92
Travel and Transportation	172,509	277,232	104,723	62.23
Other Direct Costs	111,346	172,688	61,342	64.48
Commodities & Equipment	66,408	51,252	(15,156)	129.57
Participant Costs	<u>391,728</u>	<u>389,779</u>	<u>(1,949)</u>	100.50
Sub-Total	<u>\$1,686,521</u>	<u>\$2,091,926</u>	<u>\$405,405</u>	80.62
Total Costs	<u>\$1,686,521</u>	<u>\$2,091,926</u>	<u>\$405,405</u>	80.62

SOURCE: OICI, Financial Report as of July 31, 1986, unaudited information.

B. Cumulative Costs vs Three-Year Budget

Cumulative expenditures of \$4,318,313 during the three-year period (FY84 - FY86) absorbed approximately 96% of the \$4,489,328 approved budget for the same period. Exhibit VIII.B.1 contrasts the cumulative costs incurred since FY84 with the corresponding three-year budgetary provisions by line item. The variances are explained below:

1. Personnel (14.22% above budget)

The variance was due primarily to:

- a. Cost of Living Adjustment (COLA) for employees; and,
- b. Newly updated and approved wage plan in effect from October 1985.

2. Commodities and Equipment (89.54 above budget)

Purchases of equipment listed below accounted mainly for the variance:

- a. WANG VS-45 computer and software, FY85; and,
- b. Office copy machines (Savin), FY86.

EXHIBIT VIII.B.1

OIC INTERNATIONAL, INC.
CENTRAL OFFICE

COMPARISON OF CUMULATIVE COSTS WITH THREE-YEAR BUDGET
COOPERATIVE AGREEMENT NO. AFR-0453-A-00-3063-00
As of July 31, 1986

<u>LINE ITEMS</u>	<u>CUMULATIVE COSTS SINCE INCEPTION 10/1/83-7/31/86</u>	<u>TOTAL APPROVED BUDGET 10/1/83-9/30/86</u>	<u>CUMULATIVE COSTS AS % OF BUDGET AS OF 7/31/86</u>
Personnel	\$2,260,831	\$1,979,370	114.22
Consultants	320,710	353,001	90.85
Travel and Transportation	516,034	765,950	67.37
Other Direct Costs	321,847	460,210	69.93
Commodity & Equipment	244,675	84,504	289.54
Participant Costs	<u>476,455</u>	<u>570,212</u>	83.56
Sub-Total	\$4,140,552	\$4,213,247	98.27
Indirect Costs	<u>177,761</u>	<u>276,081</u>	64.39
Total Costs	<u>\$4,318,313</u>	<u>\$4,489,328</u>	96.19

SOURCES: OICI, Financial Reports as of July 31, 1986, unaudited information.

C. OIC Togo Project, Planned vs Actual Expenditures

During FY86, OIC Togo continued to be OICI's only field project funded as part of the current three-year Cooperative Agreement. As of July 31, 1986, OIC Togo's total expenditures in FY86 amounted to \$539,923 or 74% of its \$731,089 budget for the same fiscal year. A comparison of the project's actual with planned expenditures by line item is provided in Exhibit VIII.C.1. According to this Exhibit, expenditures incurred at the local program level totaled \$325,040 or 60% of the overall project expenditures (\$539,923). The local program exceeded its FY86 budget by about 1% as of July 31, 1986.

Exhibit VIII.C.2 contrasts actual with planned expenditures by line item at the program level. Excess of expenditures over budget was noted in Other Direct Costs (31%) and Installation/Infrastructure (459%). The variance in Other Direct Costs resulted mostly from Foreign Exchange Loss. Large expenses on Installation/Infrastructure were due to accelerated construction at the OIC Togo training and demonstration farm at Notse, Togo.

However, large underspendings in Personnel and Consultants offset the budgetary impact of excess expenditures in other line items.

OIC Togo is currently in its Phase II program, which began in October 1983. Cumulated funds fully obligated by USAID for Phase II totaled \$3,236,463 as shown in Exhibit VIII.C.3. Cumulative expenditures amounted to \$1,732,012 as of July 1986 or approximately 53% of available funds.

EXHIBIT VIII.C.1

OIC TOGO PROJECT

ACTUAL VS PLANNED EXPENDITURES

Funded as part of Cooperative Agreement No. AFR-0453-A-00-3063-00

October 1, 1985 - July 31, 1986

<u>LINE ITEMS</u>	<u>TOTAL EXPENDITURES</u>	<u>TOTAL APPROVED BUDGET</u>	<u>YEAR-END BALANCE</u>	<u>EXPENDITURES AS % OF BUDGET</u>
Personnel	\$ 128,544	\$ 179,524	\$ 50,980	71.60
Consultants	2,294	---	(2,294)	---
Allowances	41,430	116,582	75,152	35.54
Travel and Transportation	28,199	96,501	68,302	29.22
Other Direct Costs	4,372	17,800	13,428	24.56
Commodities & Equipment	37	---	(37)	---
Participant Costs	10,007	---	(10,007)	---
Local Program*	<u>325,040</u>	<u>320,682</u>	<u>(4,358)</u>	101.36
Total Costs	<u>\$ 539,923</u>	<u>\$ 731,089</u>	<u>\$ 191,166</u>	73.85

SOURCES: OICI, Financial Reports as of July 31, 1986, unaudited information.

*See Exhibit VIII.C.2 for details of local program costs.

EXHIBIT VIII.C.2

OIC TOGO PROJECT/LOCAL PROGRAM
 ACTUAL VS PLANNED EXPENDITURES
 October 1, 1985 - July 31, 1986

<u>LINE ITEMS</u>	<u>TOTAL EXPENDITURES</u>	<u>TOTAL APPROVED BUDGET</u>	<u>YEAR-END BALANCE</u>	<u>EXPENDITURES AS A % OF BUDGET</u>
Personnel	\$ 33,310	\$ 81,558	\$ 48,248	40.84
Consultants	2,920	4,279	1,359	68.24
Travel & Transportation	41,803	48,896	7,093	85.49
Other Direct Costs	127,849	97,778	(30,071)	130.75
Commodities & Equipment	57,441	77,121	19,680	74.48
Installation Infrastructures	<u>61,717</u>	<u>11,050</u>	<u>(50,667)</u>	558.52
Total Costs	<u>\$ 325,040</u>	<u>\$ 320,682</u>	<u>\$ (4,358)</u>	101.36

SOURCE: OICI, Financial Reports as of July 31, 1986, unaudited information.

EXHIBIT VIII.C.3

OIC TOGO PROJECT
 COMPARISON OF CUMULATIVE COSTS WITH TOTAL BUDGET
 Funded As Part of Cooperative Agreement No. AFR-0453-A-00-3063-00
 As of July 31, 1986

<u>LINE ITEMS</u>	<u>CUMULATIVE COSTS</u>	<u>TOTAL APPROVED</u>	<u>CUMULATIVE COSTS</u>
	<u>SINCE INCEPTION</u>	<u>BUDGET</u>	<u>AS % OF BUDGET</u>
	<u>10/1/83-7/31/86</u>	<u>10/1/83-9/30/87</u>	<u>AS OF 7/31/86</u>
Personnel	\$ 351,442	\$ 515,991	68.11
Consultants	8,483	---	---
Administrative	206	371,385	43.95
Travel and Transportation	114,383	287,338	39.81
Other Direct Costs	18,553	63,980	29.00
Construction & Equipment	286	---	---
Participant Costs	10,412	---	---
Local Program	<u>\$1,065,247</u>	<u>\$1,997,769</u>	53.32
TOTAL	<u>\$1,732,012</u>	<u>\$3,236,463</u>	53.52

SOURCE: OICI, Financial Reports as of July 31, 1986, unaudited information.

IX. OIC TOGO'S SUMMARY PROGRAM REPORT
January 1, 1984 - June 30, 1986
(Submitted by OIC Togo)

I. INTRODUCTION

In the first two and one-half years of the four-year Phase II funding period (FY84 - FY87), the OIC Togo agricultural skills training program has achieved noteworthy progress in fulfilling its training and support service objectives. As the agricultural skills training priorities are more clearly defined by the host government, OIC Togo has been able to respond positively by redirecting some of its resources into new program initiatives while maintaining its essential training and support activities. As a result of these efforts, the project has served more beneficiaries than was initially planned and local support also increased. In addition, the project has made significant strides in the institutionalization of the training center. Clearly certain difficulties remain to be resolved and a number of key tasks to be completed. However, it appears that the project is moving steadily toward achieving its goal of contributing to the broader objective of increasing the food production capability of the rural sector of Togo.

II. NEW PROGRAM INITIATIVES

As new and evolving needs emerge, at both the community and project levels, effective steps were initiated in an effort to respond to local realities. These steps were in the form of new program initiatives in training, support services and infra-structural development.

Two principal training initiatives were incorporated into the project during this reporting period. The first, in response to a strong demand by individuals who had definite plans to engage in livestock production activities, OIC Togo designed and offered a short-term special training program in animal husbandry. This program is intended for individuals seeking to upgrade their livestock production/management skills through practical training activities. The program has since evolved into two six-week terms of training each of which emphasizes a different type of animals. A trainee may elect to be in one or both terms (poultry production and livestock production/management) depending on his/her interest.

The second initiative is a modified off-site young farmers training program designed to explore the efficacy of training young farmers in actual rural conditions. Tapping the knowledge and skills of former OIC Togo trainees who had been resettled and successfully engaged in agricultural activities, a group of four young farmer trainees is placed under the supervision of a resettled trainee who in turn guides and supervises crops and poultry production activities. Additional training delivery and follow up service is provided on a weekly basis by an OIC Togo Extension Agent. The duration of this training is 12 months.

Support service to resettled trainees has been strengthened by two developments. In the first case, a group settlement project was made possible by the donation of 1,900 hectares of fertile land by the local communities of Agoto-Godo and Notse. In support of this project, joint efforts are being made by several parties to improve roads and bridges leading to the resettlement site. The concerned parties include Government of Togo (GOT), International Labor Organization (ILO), U.S. Peace Corps, OIC Togo and the local communities.

The second development in favor of support service is in the form of credit packages which are made available by the National Agriculture Credit Bank to trainees intent on resettling at Agoto-Godo.

The OIC Togo training center at Todome has completed several infrastructural additions and improvements:

- A new administrative building.
- Installation of a 55 meter borewell with maximum capacity of delivering 36 cubic meters per hour.
- Lodging facilities for night duty personnel.
- A 500 square meter storage facility.
- A rural construction workshop.
- A biogas production unit.
- Expanded latrine facilities (Pit latrine).
- Small office block for animal husbandry section.
- Enlargement of the Center's kitchen facility.
- A nine-square meter stable for oxen.
- An animal weighing station.
- The enclosure of the small ruminants pasture.
- Enlargement of the 2 km access road to the center.
- Construction of 44 individual poultry units, each having 24 sq. meters, for young farmers training.
- Construction of 5 group poultry units.
- Enlargement of the rabbit and feed mixing units.

III. PROGRAM SUPPORT

OIC Togo has benefited from diverse sources of support including the local community, Government of Togo, and USAID/Lome. In support of the OIC Togo resettlement effort, the local community has made available to the project 1,900 hectares of land at Agoto-Godo. OIC Togo has also been assured of local support in the form of labor for the improvement of the access road to the site. The GOT contributes to the project in terms of both cash and in-kind. This support has increased as the number of staff members seconded (paid by the government) to the project was raised from six to ten persons. Additionally, OIC Togo continues to enjoy tax-exempt status. USAID/Lome provided substantial input in the form of technical advice and project monitoring, notwithstanding the funding support.

IV. PROGRAM MANAGEMENT

The Board of Directors (BOD) of OIC Togo consists of seven members who assume an active role in the development of the project by establishing effective policy guidelines and leadership. The BOD is represented by a mix of senior government officials and village Chiefs. These officials include, among others, the technical advisor to the Minister of Rural Development (who is also the Board Chairman) and the former Director of Agricultural Training and Education. The local staff to date comprises 37 members which exceed the planned number by six as a result of the increased diversity of the training activities.

V. TRAINING OUTPUTS

A. Planned versus Actual on-site training output from the start of Phase II until June 30, 1986:

	<u>FY84</u>		<u>FY85</u>		<u>FY86</u>	
	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>	<u>Actual</u>
Young Farmers	20	24	30	36	30	44
Former OIC Trainees	30	58	30	48	0	45
Former RYFTC Trainees	60	81	60	19	0	--*
New RYFTC Graduates	--	--	20	--	40	--
Special Trainees in Animal Husbandry	0	21	0	83	0	49*
Agricultural Extension Agents	140	180	180	80	270	89
Animal Husbandry Agents	120	60	200	130	240	151
Accounting Agents	20	12	20	24	20	19*
NIAT (of Tove) Students	80	17	80	128	80	--*
Adult Farmers	40	71	80	28	30	31
Instructors of RYFTC/NIAT	24	0	24	0	20	0
SOTOCO Extension Agents	--	--	0	184	--	--
PDRN/FIDA Extension Agents	--	--	0	14	--	--
Young Christian Students	0	52	--	--	--	--
Peace Corps Volunteers	--	--	0	2	--	--
	<u>534</u>	<u>576</u>	<u>724</u>	<u>776</u>	<u>730</u>	<u>428</u>

*Additional recruitment and training to take place after June 30, 1986 as part of FY86 program.

Total FY84 - FY86: Planned 1,988; Actual 1,780 (as of June 30, 1986)

The large variance between planned and actual output in FY86 as reflected in the preceeding table, is due to the following reasons:

1. The statistics presented in this report are as of June 30, 1986. Some two-hundred (200) additional trainees/ participants are projected for recruitment and training in several areas during the period July 1, 1986 through September 30, 1986.
2. The Ministry of Rural Development is in the process of redefining its strategy for the training of agricultural extension and animal husbandry agents. Due to this process and the fact that most animal husbandry and agricultural extension agents in the region have already been trained at OIC Togo on one or more occasions, on-site training output has declined sharply in FY86 relative to the previous two years.
3. The Regional Young Farmers Training Centers (RYFTC) ended its operations before the start of FY84. Hence RYFTC staff and students were not available for training as planned.

B. Planned versus Actual off-site training output since the start of Phase II until June 30, 1986:

	<u>FY84</u>		<u>FY85</u>		<u>FY86</u>	
	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>	<u>Actual</u>
<u>Unprogrammed Training</u>						
NIAT OF Tove Students	0	123	--	--	--	--
Peace Corps Volunteers	0	23	--	--	--	--
Kpalime-Adult Farmers Cooperative	0	45	--	--	--	--
Teacher/Trainees ENI of Notse	0	130	--	--	--	--
Kouve Womens Group	--	--	0	32*	--	--
Mango-Animal Husbandry Group	--	--	0	13*	--	--
Okpawe-Agro-Pastoral Group	--	--	0	37*	--	--
Ounabe-Agro-Pastoral Group	--	--	0	110*	--	--
Amlame-Agro-Pastoral Group	--	--	0	45*	--	--
Davie-young farmers trainees	--	--	--	--	0	4
Cuso livestock Agents	--	--	--	--	0	30*
Adetikope Y.Farm.Train.	--	--	--	--	0	4
	0	321	0	237	0	38

Total FY84-86: Planned: 0 Actual: 596

*One day long training sessions.

C. Planned versus Actual Extension/Follow-Up Activities off-site until March 31, 1986:

	<u>FY84</u>		<u>FY85</u>		<u>FY86</u>	
	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>	<u>Actual</u>
<u>Follow-up to former OIC Trainees:</u>						
Phase I	60	57	60	47	0	--
Phase II	0	0	20	21	50	28
TOTAL	60	57	80	68	50	28

Total FY84-86: Planned: 190 Actual: 153

Training and Assistance in crops and livestock extension to 7 villages in Notse area:

Number of Villages assisted in crops	7	5	5	8	3	5
Number of Individuals trained in crops and livestock	200	210	140	287	80	178

Average Per Year

Total FY84-86: Planned: 420 Actual: 675
 Planned: 140 Actual: 225

Only three village groups since FY84 have been involved in livestock training activities.

D. Additional training output, July 1, 1986 to August 15, 1986.

	<u>PLANNED</u>	<u>ACTUAL</u>
Special Trainees in Animal Husbandry	15	28*
Former RYFTC Trainees	20	27
University of Benin students	0	4
NIAT (Tove students)	<u>30</u>	<u>18**</u>
Totals	65	77

*Twenty-nine (29) trainees were recruited; one (1) dropped out; eleven (11) graduated; and seventeen (17) remain in training until the end of September 1986.

**Eighteen (18) NIAT students will finish a four-week training program on August 29, 1986.

VI. CONCLUSION

As of June 30, 1986, OIC Togo is well on its way toward fulfilling its commitments and achieving the project goal and objectives. Significant progress has been achieved in providing agricultural skills training to targeted groups such as GOT agents, young farmers and adult farmers.

Additionally, progress was made toward institutionalization through activities that strengthened both the local staff and Board of Directors. Thoughtful management of available resources also enabled the project to explore new program initiatives in support of training and resettlement.

To ensure project continuation after the current funding period, efforts are being concentrated in three primary areas. First, measures are underway to explore a wide range of funding sources for the post FY87 period. Second, OICI continues to develop local staff and strengthen the project's management and control system. Third, steps were made to identify development agencies and other donors capable and interested in supporting and strengthening OIC Togo's resettlement activities. Given these efforts, the prospects of successful institutionalization and project continuation after FY87 seem to be quite ensured.