

AFR/DR/CCWAP  
OFFICIAL FILE

Agency for International Development

Washington, D. C. 20523

Bureau for Africa

Liberia

Opportunities Industrialization Centers OPG

Project No. 669-0168

Amendment

Authorization Package

Authorization Date: August 27, 1982

ACTION MEMORANDUM FOR THE DIRECTOR, USAID/LIBERIA

FROM : USAID/Liberia, Project Committee

SUBJECT: Liberia Opportunities Industrialization Centers Project  
(PDC Project No.932-0076) (AFR Project No.669-0168) -  
Amendment to Grant to Increase Life of Project Funding  
and Extend PACD

I. Problem: Your approval is required to amend the authorization for subject project and thereby approve an increase in the total authorized Life-of-Project (LOP) funding from \$1,437,503 to \$3,653,503 (an increase \$2,216,000). The funds will come from the EHRD account. Your approval is also required for an extension of the project completion date from September 30, 1982 to September 30, 1984.

II. Discussion:

A. Project Background and Description:

OICI's Liberia Project was established in FY 77. The Project's objective is "the establishment and institutionalization of an innovative manpower training unit in Monrovia for the training of the unemployed/underemployed school leavers in appropriate labor market skills." The Project was to have a five-year life and be completed in FY 82.

In FY 79, it was determined that responsibility for the OIC Project would be moved from the Bureau for Private and Development Cooperation (PDC) to the Africa Bureau. Also, that the day-to-day responsibility for project management and control would be placed with the appropriate USAID Missions. Accordingly, \$1,261,503 was authorized by PDC for the Liberia program and transferred to the Africa Bureau. Using these funds, the Africa Bureau issued an OPG (AFR-G-1587) to OICI to finance implementation of the Liberia project during FY 80 and FY 81.

In June 1981, the Project Authorization was amended to increase the total authorized Life-of-Project (LOP) funding from \$1,216,503 to \$1,437,503 (an increase of \$176,000). The increase in LOP funding was prompted primarily by an AID/W decision to pay contractor overhead costs out of project funds rather than from a separate account as had been done under PDC supervision. Additional funding was also provided to assist in the financing of OICI's operations in Liberia between the time its support from the original grant expired (September 30, 1981) and the time the new project proposal was approved and the expanded program begun under a longer-term grant extension.

OICI's Liberia program focuses on the establishment of an operational vocational skills training center in Monrovia. At this center, young school dropouts will be trained in vocational skills and given assistance in securing employment upon graduation. To date, over 300 Liberian school-leavers have been trained in the OICI training center at Klay and over 70% of these graduates have been placed in skilled jobs. Approximately, 180 individuals are currently undergoing training.

A new project extension proposal has now been prepared by OICI and reviewed and approved by AID/Washington per State 215741 (attached), as well as by relevant USAID Liberia offices.

24

Accomplishments under the OPG to date are as follows:

A. Courses:

1. Fully operational in the areas of carpentry, masonry, electricity/airconditioning and refrigeration, plumbing and auto mechanics -- as well as a feeder program that prepares the students in such areas as reading and mathematics.

2. Staff has been trained.

3. Shops have been equipped.

4. Materials for study have been developed.

B. Enrollment has exceeded project targets.

C. Job placement originally planned at 120 each year, is 30% below target because of the current economic situation.

D. A total of 305 trainees have completed training.

E. A Board of Directors is functional.

F. The Klay live-in center has been made functional (located in a rural area).

Summary of Accomplishments to Date:

Progress toward project goals for both training and institutionalization has been excellent. With training, 648 students (101% of the goal) have been enrolled; 305 have graduated (84% of the goal) and 238 have been placed (70% of the goal). During this time frame a competent Board of Directors has been recruited and their training process is underway, all local staff have been trained and all program components developed, tested and currently operational.

Areas where major growth is yet to be realized mainly have to do with financing. The problem of excessive cost per trainee under the current structure, because of the need to feed and house trainees at the rural Klay campus, will be largely solved when the training programs are moved to the Monrovia center to be constructed under this Grant Amendment. Private sector involvement, particularly on the financial support side, has yet to be developed fully. Direct action on this problem is being undertaken -- training and indoctrination of the members of both the Board of Directors and the Industrial Advisory Council. A number of regularly scheduled fund raising activities are being developed, and it is anticipated that they will become a significant sources of financial support.

A. Project Purpose:

The primary aim is to institutionalize the Liberia OIC. Specifically, the project is intended to facilitate construction of permanent program facilities on land in Monrovia donated by the GOL, and to strengthen the overall training program -- both its management and instructional capacity. A secondary focus is the expansion and upgrading of the Board of Directors and the Industrial Advisory Council (IAC).

B. Outputs:

1. A Permanent Facility to House All LOIC Program Components will be Constructed in Monrovia. This facility will allow the consolidation of widely separated facilities. Use of this facility will also significantly reduce project costs as students will be expected to provide for their own room and board. The construction is planned to begin in late summer, 1982, and be completed by early 1983. Student labor will be used throughout the construction, resulting in a significant reduction in the total project cost.

2. Expanding and upgrading the LOIC Board of Directors and the Industrial Advisory Council. Plans have been approved to implement a training program that will improve the policy-making and advisory skills of both the Board and the IAC. An important part of this program will deal with fiscal responsibility and fund raising.

3. Local Staff Development. A staff inservice training program, including such items as curriculum development, supervisory management, time management, communication skills and technology transfer will be designed and implemented. A staff Orientation Handbook will be developed to facilitate the training of new and/or replacement staff.

4. Introduction of New Training Areas. Within the extension period, two (2) new courses will be offered after the program is moved from Klay to Monrovia. These new areas, Driver Training and Bookkeeping, will allow for a broadening of the types of skilled workers LOIC can produce for the job market. They will also enhance the possibility that female students can successfully be drawn into the program. There will also be, where possible, alteration and/or broadening of traditional course offerings. As an example, electricity and air conditioning/refrigeration training will be combined into one course, emphasizing small appliance repair skill and generator rewinding. It is felt that a technician will be more readily employable if he or she has a broad electrical background, not just one narrow, specialized skill.

5. Streamlining Program Operations. In addition to offering new areas of training, and construction of a new facility in Monrovia, the daily operations of the program, i.e. training and placing unemployed Liberian youth, will be upgraded. Included will be all aspects of the OIC method. Major areas will be recruitment, counseling, feeder training, skills training, placement and follow-up.

C. Financial Summary: (See following page)

C. Financial Summary:

OICI Projected Costs for The Period October 31, 1982 Thru September 30, 1984

				<u>Totals</u>
<u>I. USAID Input</u>	<u>Oct.1,81</u> <u>Sept.30,82</u>	<u>Oct.1,82</u> <u>Sept.30,83</u>	<u>Oct.1,83</u> <u>Sept.30,84</u>	<u>Oct.1,81</u> <u>Sept.30,84</u>
<u>Line Item</u>				
<u>U.S. Salaries &amp; Fringe Benefit</u>	\$71,240	\$84,319	\$88,527	\$244,086
<u>Allowances</u>	81,009	82,602	84,827	248,438
<u>Travel &amp; Transportation</u>	76,040	15,285	54,885	146,210
<u>Other Direct Costs</u>	<u>16,610</u>	<u>41,387</u>	<u>51,204</u>	<u>109,201</u>
Sub Total	244,899	223,593	279,443	747,935
<u>Participant Costs</u>	-0-	17,700	9,800	27,500
<u>Local Program Costs</u>	95,105	188,044	150,050	433,199
<u>Building Construction</u>	655,500	-0-	-0-	655,500
<u>Capital Cost</u>	139,892	-0-	-0-	139,892
<u>Indirect Cost*</u>	<u>109,140</u>	<u>137,817</u>	<u>140,693</u>	<u>387,650</u>
USAID Sub Total	\$1,244,536	\$567,154	\$578,986	\$2,391,676**
<u>II. Local Input</u>				
<u>Local Program Cost</u>	<u>285,316</u>	<u>229,826</u>	<u>278,663</u>	<u>793,805</u>
<u>III. Total</u>	<u>\$1,529,852</u>	<u>\$796,980</u>	<u>\$857,648</u>	<u>\$3,185,481</u>

\*OICI Central Officer overhead cost (32.1% of technical contract team, participant training and OICI share of local program recurring costs.)

\*\*This total includes \$176,000 provided by AID in June 1981 to cover expenses beginning October 1, 1981.

D. Analyses and Requirements. The Project is technically sound. It is feasible in socio-economic terms. No human rights issues have been raised. The requirements of Section 611(a) of the FAA have been satisfactorily met. A negative determination on the Initial Environmental Examination has been made in accordance with Section 216.2(a) of A.I.D. Regulation 16 (Handbook 3, App. 4B). The AID contribution to the extension constitutes 75% of total funds required. The remainder will be provided by LOIC and private sources.

E. Implementation. Prior to disbursement of funds to finance activities after June 30, 1983, OICI will submit for USAID review and approval a plan for the

institutionalization of OICI Liberia during the last year of the Project. This plan will include (1) a realistic assessment of the degree of institutionalization likely to be achieved by end of project and (2) plans for maintenance of teaching staff and equipment after OICI departure.

Prior to the award of any contract for construction of the Monrovia training facility, LOIC must submit for USAID approval, plans specifications and cost estimates for this facility.

F. Notification. Congress was advised of AID's intent to finance this project in the FY 83 Congressional Presentation. A Congressional Notification for obligation of \$2,216,000 in FY 82 expired August 24, 1982.

G. Responsible Officers. The officer responsible for backstopping this project in AFR/DR will be Mr. Edward H. Smith, Jr.,. Dr. Edwin R. Tolle will monitor the project in the field.

H. Recommendation. That you sign the attached Project Authorization Amendment for the Liberia Opportunities Industrialization Centers Project (PDC Project No.932-0076) (AFR Project No.669-0168) and thereby increase total authorized LOP funding from \$1,437,503 to \$3,653,503. The PACD will be extended from September 30, 1982 to September 30, 1984.

Attachment: a/s

Draft:EHRD:ERTollet get: August 9, 1982

Clearances:

DD:JPielemeier	<u>J. Pielemeier</u>	Date: <u>8/27/82</u>
CON:RLeonard	<u>R. Leonard</u>	Date: <u>8/27/82</u>
DP:SCAnderson	<u>S. C. Anderson</u>	Date: <u>8/27/82</u>
RLA:KFries	(In draft)	Date: <u>8/12/82</u>

PROJECT AUTHORIZATION

Name of Entity : Opportunities Industrialization Centers International  
Name of Project : Liberia Opportunities Industrialization Centers Project  
Number of Project: (PDC Project No.932-0076) (AFR Project No.669-0168)

1. Pursuant to Section 105 of the Foreign Assistance Act of 1961, as amended, grant funding in the amount of \$1,261,503 for an Opportunities Industrialization Centers International Project for Liberia (the "Project") was authorized on May 2, 1979. An Amendment for \$176,000 was authorized in June 1981.

2. That authorization is hereby amended to increase grant funding by the amount of \$2,216,000; from \$1,437,503 to \$3,653,503 for the Project.

3.a. Source and Origin of Goods and Services

Goods and services, except for ocean shipping, financed by A.I.D. under the project shall have their source and origin in the United States, in Liberia or in Code 941 countries, except as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the Project shall be financed only on vessels of the United States or the host country, except as A.I.D. may otherwise agree in writing.

b. The OPG Agreement will provide in substance as follows:

1. Prior to disbursement of funds to finance activities after June 30, 1983, OICI will submit a plan for the institutionalization of OICI Liberia during the last year of the project. This plan will include (1) a realistic assessment of the degree of institutionalization likely to be achieved by end of project and (2) plans for maintenance of teaching staff and equipment after OICI departure.

2. Prior to the award of any contract for construction of the Monrovia training facility, LOIC must submit, for USAID review and approval, plans, specifications and cost estimates for this facility.

Date: August 27, 1982

  
Lois Richards, Director  
USAID/Liberia

Drafted:EHRD:ERTolle:get:August 12, 1982

<b>AGENCY FOR INTERNATIONAL DEVELOPMENT</b> <b>PROJECT DATA SHEET</b>	<b>1. TRANSACTION CODE</b> <input type="checkbox"/> A = Add <input checked="" type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	Amendment Number <u>2</u>	<b>DOCUMENT CODE</b> <u>3</u>
<b>2. COUNTRY/ENTITY</b> <u>LIBERIA</u>	<b>3. PROJECT NUMBER</b> <input type="checkbox"/> <u>669-0168</u> <input type="checkbox"/> <u>(932-0076)</u>		
<b>4. BUREAU/OFFICE</b> <u>AFRICA</u> <input type="checkbox"/> <u>06</u>	<b>5. PROJECT TITLE (maximum 40 characters)</b> <input type="checkbox"/> <u>Opportunities Industrialization Centers</u>		

<b>6. PROJECT ASSISTANCE COMPLETION DATE (PACD)</b> MM DD YY <u>09</u> <u>30</u> <u>84</u>	<b>7. ESTIMATED DATE OF OBLIGATION</b> (Under 'B:' below, enter 1, 2, 3, or 4) A. Initial FY <u>79</u> B. Quarter <u>2</u> C. Final FY <u>82</u>
--	--

8. COSTS (\$000 OR EQUIVALENT \$1 = )						
A. FUNDING SOURCE	FIRST FY <u>79</u>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	( 642 )	( )	( 642 )	( 3,654 )	( )	( 3,654 )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S.						
1.						
2.						
Host Country	303		303	1,096		1,096
Other Donor(s)						
<b>TOTALS</b>	945		945	4,750		4,750

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1)	760	920		1,438		2,216		3,654	
(2)									
(3)									
(4)									
<b>TOTALS</b>				1,438		2,216		3,654	

<b>10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)</b>	<b>11. SECONDARY PURPOSE CODE</b>
<b>12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)</b> A. Code B. Amount	

**13. PROJECT PURPOSE (maximum 480 characters)**

Develop and expand a viable, community-based, non-formal vocational training program for middle-school leavers and dropouts geared to relevant labor market skills.

<b>14. SCHEDULED EVALUATIONS</b> Interim MM YY <u>12</u> <u>82</u> MM YY <u>12</u> <u>83</u> Final MM YY <u>09</u> <u>84</u>	<b>15. SOURCE/ORIGIN OF GOODS AND SERVICES</b> <input type="checkbox"/> 000 <input type="checkbox"/> 941 <input type="checkbox"/> Local <input checked="" type="checkbox"/> Other (Specify) <u>Handbook 13</u>
---	---

**16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment.)**

Increase total authorized life-of-project funding by \$2,216,000. A three year extension of Project funding and a two year extension of the PACD date.

<b>17. APPROVED BY</b> Signature <u>[Signature]</u> Title <u>USAID Director</u>	<b>18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION</b> Date Signed MM DD YY <u>08</u> <u>27</u> <u>82</u> MM DD YY <u>  </u> <u>  </u> <u>  </u>
---	--

The Project:

This project will provide resources and technical assistance to LOIC for "the establishment and institutionalization of an innovative manpower training unit in Monrovia for the training of the unemployed/underemployed in appropriate labor market skills."

Discussion:

As a part of this Amendment to the Grant it is planned to move the training center from Klay, Bomi Hills Territory, to Monrovia. This relocation is necessary to lower training costs. The GCL has set aside a very suitable site in the MATADI Estate. The site was originally set aside for a school that did not develop. The infrastructure (roads, water, power, sewerage, etc.) is in place and functioning. A USAID/Engineer has visited the proposed construction site and has reviewed initial construction plans. He has determined that there will be no adverse environmental impact resulting from the proposed construction. USAID will review and approve final design plans and will monitor project-financed inputs throughout the course of the construction of this facility.

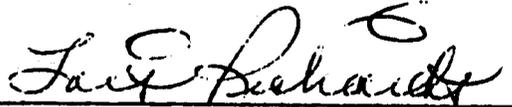
Handbook 3, Appendix 4B, Section 216.2(a) states that an Environmental Impact Statement or the preparation of an Environmental Assessment is not normally required when the activity involves "(a) Education or training programs not designed to result in activities directly affecting the environment."

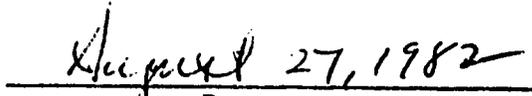
Recommendation:

Based upon the above exception and the determination by a USAID engineer that project financed construction will have no adverse environmental effect, a negative determination is recommended.

INITIAL ENVIRONMENTAL EXAMINATION

Project Location: Monrovia, Liberia  
Project Title : Liberian Opportunities Industrialization  
Centers Project No.669-0168  
Funding : Grant Amendment  
Life of Project : 3 year extension - Oct.1981 - Sept. 30, 1982  
IEE Prepared By : Bernard E. Donnelly, Chief Engineer  
August 25, 1982  
Recommended Threshold Decision: Negative determination (see attached)  
Mission Director's Concurrence

  
Lois Richards, Director

  
Date

Assistant Administrator/APR Decision

Recommendation Approved: \_\_\_\_\_

Recommendation Disapproved: \_\_\_\_\_

Date: \_\_\_\_\_

10X

JUN 18 1982

**ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA**

**FROM:** AFR/PD, Norman Cohen

**SUBJECT:** Liberia Opportunities Industrialization Centers OPG (669-0168) - Request for Delegation of Authority to Authorize Amendment Increasing Funds and Extending PACD

**Problem:** Your approval is required for a one-time delegation of authority to the Director, USAID/Liberia to authorize an amendment to the Liberia Opportunities Industrialization Centers OPG (669-0168) increasing grant funding by not to exceed \$2,215,676 from \$1,437,503 to \$3,653,179 and extending the Project Assistance Completion Date (PACD) to June 30, 1985.

**Discussion:** The Liberia Opportunities Industrialization Centers OPG was signed in 1977. The grant was centrally funded from FY 1977 to FY 1979 and received a total of \$1,437,503 of Africa Bureau Funds in FYs 1980 and 1981. The purpose of the grant was to develop and expand a viable, community based, non-formal vocational training program for middle school leavers and dropouts geared to the skills in demand in Liberia's labor market. The present PACD is September 30, 1982.

The objectives of the original grant have been largely achieved. Through June 1981, the Liberia OIC has trained 213 former school dropouts and/or unemployed for skilled jobs and achieved over 90% of projected program output.

The purpose of the amendment is to institutionalize the Liberia OIC. The program during the extension period will focus on (a) construction of a permanent center in Monrovia, (b) expanding and upgrading the Board of Directors and the Industrial Advisory Council, (c) upgrading the local staff, (d) introducing new training areas and (e) streamlining program operations.

The most important justification for the requested delegation of authority is the need to authorize the amendment and thus increase project funding as soon as possible. In the past the project was funded on a year-by-year basis. Each year a project amendment was authorized providing funds based on the PVO's estimated budget for that year. No funds have been provided to the PVO for FY 1982 to date. The project proposal amendment requests the additional funds to cover the period from October 1, 1981 to September 30, 1984. The last amendment to the grant which provided incremental funding estimated that the funds provided would run out on January 31, 1982. A recent OICI estimate indicates that funds will run out this month. Funds have only been stretched out for as long as they have by drastically curtailing grant activities. Authorization is required as soon as possible to minimize the disruption of grant activities and avoid the necessity to demobilize and remobilize technical assistance personnel.

The Director, USAID/Liberia would exercise his delegated authority within the general guidelines set up under Delegation of Authority 140. The project proposal amendment submitted by the PVO has been reviewed by the Project Committee. The Project Committee believes that the project proposal amendment raises no issues which require a further AID/W input and recommends that the requested delegation of authority be approved.

**Recommendation:** That by your signature below, and your authorization of the attached cable, you approve the one-time delegation of authority to the Director, USAID/Liberia to authorize an amendment to the Liberia Opportunities Industrialization Center OPG (669-0168) increasing grant funding by not to exceed \$2,215,676 from \$1,437,503 to \$3,653,179 and extending the PACD to June 30, 1985.

11

(669-0168) increasing grant funding by not to exceed \$2,215,676 from \$1,437,503 to \$3,653,179 and extending the PACD to June 30, 1985.

Approved

*Alfredo R. [Signature]*

Disapproved \_\_\_\_\_

Date

*Aug 2, 1982*

<sup>*ES*</sup>  
Drafted: AFR/PD/CCWAP: ESmith:bfc:4/26/82

Clearances:

AFR/PD/CCWAP: LBond *[Signature]*

AFR/DR/EHR: RZigler(draft)

AFR/CWA: EWilkinson(draft)

AFR/CWA: FSpencer(draft)

AFR/DP: GCauvin(draft)

AFR/DP/PVO: HSmith(draft)

GC/AFR: LDeSoto *[Signature]*

DAA/AFR: ALove \_\_\_\_\_

DAA/AFR: FDCorrel *[Signature]*

VV TAA632RSC659  
PP RUTAMA  
DE RUEHC #5741 2152125  
ZNR UUUUU ZZ  
P 031959Z AUG 82  
FM SECSTATE WASHDC  
TO AMEMBASSY MONROVIA PRIORITY 9523  
BT  
UNCLAS STATE 215741

RECEIVED  
C & R

1982 AUG -4 AM 11: 21

USAID, LIBERIA

24 AUG 82  
TOR: 7758  
CN: 12423  
ACTION: AID  
INFO: LVE  
ECON  
CURREN  
JES

AIDAC

E.O. 12356:N/A

,AGS:

SUBJECT: LIBERIA OPPORTUNITIES INDUSTRIALIZATION CENTER OPG  
(6690168) - PROJECT PROPOSAL AMENDMENT

1. PROJECT COMMITTEE HAS HELD REVIEW OF SUBJECT PROJECT PROPOSAL AMMENDMENT.
2. AM ECPR WAS HELD JULY 28, 1982.
3. PROJECT COMMITTEE AND ECPR COMMENTS FOLLOW.

A. FINANCING

PROJECT PROPOSAL AMENDMENT ASSUMES 30% CONTRIBUTIONS OF 50 PERCENT OF LOCAL PROGRAM COSTS DURING EXTENSION PERIOD AND IN EXCESS OF 50 PERCENT AFTER COMPLETION OF PROJECT. USAID/ LIBERIA FEELS THAT OIC/LIBERIA SHOULD SEEK MORE FINANCIAL SUPPORT FROM PRIVATE SECTOR TO MAINTAIN ITS INDEPENDENCE. OPG AGREEMENT SHOULD INCLUDE CONDITION PRECEDENT TO DISBURSEMENT OF FUNDS TO FINANCE ACTIVITIES AFTER JUNE 30, 1983 REQUIRING OICI TO SUBMIT FINANCIAL PLAN FOR LAST TWO YEARS OF PROJECT. FINANCIAL PLAN SHOULD INCLUDE (1) SIGNED MEMORANDUM OF UNDERSTANDING WITH GOL COVERING DETAILS OF GOVERNMENT CONTRIBUTION, (2) DETAILS OF ANTICIPATED PRIVATE SECTOR AND OTHER DONOR SUPPORT, INCLUDING EFFORTS TO BE UNDERTAKEN TO INCREASE SUCH SUPPORT AND (3) DESCRIPTION OF OIC/LIBERIA'S PROBABLE FINANCIAL SITUATION AT END OF PROJECT.

B. INSTITUTIONALIZATION

OPG AGREEMENT SHOULD INCLUDE CONDITION PRECEDENT TO DISBURSEMENT OF FUNDS TO FINANCE ACTIVITIES AFTER JUNE 30, 1983 REQUIRING OICI TO SUBMIT PLAN FOR INSTITUTIONALIZATION OF OIC/LIBERIA DURING LAST TWO YEARS OF PROJECT. PLAN SHOULD INCLUDE (1) REALISTIC ASSESSMENT OF DEGREE OF INSTTUTIONALIZATION LIKELY TO BE ACHIEVED BY END OF PROJECT AND (2) MAINTENANCE OF TEACHING STAFF AND EQUIPMENT AFTER OICI DEPARTURE. PROJECT EVALUATIONS SHOULD THOROUGHLY ANALYZE PROSPECTS FOR TURNING PROGRAM OVER TO OIC/LIBERIA AT END OF PROJECT.

C. OTHER ITEMS

- 1) CONSTRUCTION OF NEW MONROVIA TRAINING FACILITY. OPG AGREEMENT SHOULD PROVIDE FOR USAID/LIBERIA APPROVAL OF PLANS AND SPECIFICATIONS BEFORE CONSTRUCTION BEGINS.

BLOCK STAMP ROUTER		
Route to	Act.	Info.
D/DD		<input checked="" type="checkbox"/>
BP		
DR		
TIG		
ID		
CON		
ERR	<input checked="" type="checkbox"/>	
HLTH		
RD		
RD/AG		
ENG		
EO		<input checked="" type="checkbox"/>
DEO		
DEF		
GSO		
File Station # 02		
C&R C.H.RON		
DATE REPLY DUE: 8/12		
ANS'D BY:		
Signed by: J. L. NANNIX		

8/12

13X

2) DURATION OF DRIVER TRAINING COURSE. FOUR MONTHS SEEMS TOO LONG. IT IS UNLIKELY THAT LIBERIA CAN AFFORD FOUR-MONTH COURSE TO TEACH SAFE DRIVING AND DAILY MAINTENANCE TECHNIQUES.

3) DIRECTOR, USAID/LIBERIA IS HEREBY GRANTED ONE-TIME DELEGATION OF AUTHORITY TO AUTHORIZE AMENDMENT TO SUBJECT PROJECT INCREASING GRANT FUNDING BY NOT TO EXCEED 2,215,676 DOLS FROM 1,437,523 TO 3,653,179 DOLS AND EXTENDING ACD -JUNE 30, 1985, SUBJECT TO CN CLEARING WILL. WILL ADVISE.

4) AFTER AMENDMENT IS AUTHORIZED, USAID/LIBERIA SHOULD FORWARD ORIGINAL COPY OF AUTHORIZATION PACKAGE INCLUDING A) ACTION MEMORANDUM, B) AUTHORIZATION, C) COMPLETED PP PAGE SHEET AND D) PROJECT PROPOSAL TO AFR/DR/CCWAP FOR REPRODUCTION AND AID/W DISTRIBUTION.

5) AS SOON AS AMENDMENT IS AUTHORIZED, MISSION SHOULD SUBMIT COMPLETED PLOT TO AFR/DR FOR ACTION. SHULTZ

#5741

NNNN

UNCLASSIFIED

STATE215741



LIBERIA OIC  
PROGRAM PROPOSAL  
(Extension Project)

OCTOBER 1, 1981 - SEPTEMBER 30, 1984

Rev. Leon H. Sullivan  
Founder & Chairman of the Board

Gary Robinson  
Executive Director  
OIC International

15X

OPERATIONAL PROGRAM GRANT PROPOSAL

PROJECT TITLE: The Liberia OIC Vocational Skills Training Program

PROJECT LOCATION: Monrovia, Republic of Liberia

PVO NAME AND LOCATION: Opportunities Industrialization Centers International, Inc.  
240 West Tulpehocken Street  
Philadelphia, Pennsylvania 19144

CONTACT PERSONS: Philadelphia: Mr. Gary O. Robinson  
Executive Director  
Tel. (215) 842-0220

Monrovia, Liberia:  
Rev. Walter Richards  
Chairman, Liberia OIC  
P.O. Box 3596

DATE OF SUBMISSION TO AID: September 4, 1981

IMPLEMENTING AGENT: Liberia O.I.C. Inc.  
P.O. Box 2043  
Monrovia, Liberia

PROPOSED OPG BUDGET: \$2,215,676

LIFE OF PROJECT: FY 82 - FY 84

TABLE OF CONTENTS

	<u>PAGE</u>
INTRODUCTION.....	i-ii
I. PROJECT PURPOSE AND DETAILED DESCRIPTION.....	1-6
A. Project Purpose.....	1
B. Target Group and Beneficiaries.....	3
C. Detailed Description of Project.....	3
D. Conditions Expected EOPS.....	6
II. PROJECT BACKGROUND.....	6-13
A. History of Project Development.....	6
B. OICI Experience in Employment and Training Activities.....	9
C. Host Country Activity.....	11
1. Government Training Programs.....	11
2. Private Training Programs.....	12
III. PROJECT ANALYSIS.....	14
A. Economic Analysis.....	14
1. Economic conditions.....	14
2. Population trends and Impact on Monrovia.....	15
3. Characteristics of Project Beneficiaries.....	17
B. Manpower Supply Analysis.....	20
1. The Formal Educational System.....	20
2. The Non-formal Educational System.....	21
3. Methodology.....	29
4. Conclusion.....	29
C. Cost Benefit Analysis.....	31
D. Pertinent Socio-Cultural Factors.....	34
E. Project Relationship to PVO Guidelines.....	36
F. Plan for Institutionalization.....	37
IV. PROJECT DESIGN AND IMPLEMENTATION PLAN.....	41-71
A. Description of Major Project Components.....	41
1. The Program Model.....	41
B. Project Implementation Guidelines.....	44
1. Plan for Technical Assistance.....	44
2. Basic Assumptions about the availability and PVO Management of Resources.....	47
3. Disbursement and Procurement Procedures.....	47
4. Schedule of Actions Required (PPT).....	48
C. Measurement and Evaluation of Project Accomplishments	67
D. Logical Framework Matrix.....	71

17x

	<u>PAGE</u>
V. FINANCIAL PLAN (Projected 3-Year Budget).....	77
VI. CONDITIONS PRECEDENT TO PROJECT IMPLEMENTATION....	99
1. Evidence of Support Other than that Requested from AID.....	99
2. Evidence of Host Government Approval of Project.....	99
<u>APPENDICES</u> .....	100
Appendix A - Letters of Support and Approval.....	101
Appendix B - Excerpt from 1980/81 Budget of Liberian Government.....	105
Appendix C - List of LOIC In-Kind Contributions...	107
Appendix D - Statistical Tables 1-10.....	109
Appendix E - Job Descriptions.....	121
Appendix F - Fiscal PPT - OICI.....	128
Appendix G - Fiscal PPT - GOL.....	132
Appendix H - Comparative Cost of Present and Revised Program Designs.....	139

## INTRODUCTION

Liberia is a country in the midst of crisis and change. The revolution of 1979 is still recent memory and the period of reconstruction and struggle for stability is the present reality. The Nation needs all the help and support available for this massive undertaking. Liberia is a classic example of a country which has depended for its growth on the exploitation of a few primary commodities--in this case, iron and rubber--by multinational corporations. From 1964 to 1974 this strategy produced respectable growth rates in GDP, averaging 5.7% per annum in real terms. By 1974 GDP per capita had reached \$507 placing Liberia in the league of the middle-income developing countries.<sup>1</sup>

The crunch began in 1975 when revenues from the major export--iron ore--began to deteriorate. GDP fell in real terms in 1975 and again in 1979. Large inflows of foreign capital were required to keep up with government expenditure and to meet the increasing cost of essential imports (oil imports alone cost \$126m in 1979). In 1978, foreign debt rose 30% and in March 1979, the International Monetary Fund (IMF) approved a standby arrangement of \$11.95m in credits. However, to qualify for this loan, the government was required to reduce spending and to curb domestic demand.

The IMF demands exacerbated the political tensions which had already been aroused by the highly skewed distribution of income and social benefits in the country. By April, 1979, the True Whig Party, which had governed Liberia since 1848, was overthrown in a coup d' etat.

Against this background of internal economic and political strife, the Liberia OIC (LOIC) has, since October 1977, operated two(2) centers (in Klay and Monrovia) with the aim of assisting the Government of Liberia to alleviate some of the social and economic problems caused by high unemployment on one hand and critical skilled labor shortages on the other. From inception, through June 1981, the

---

<sup>1</sup>Africa Guide 1981, World of Information: Essex, England, 1980, p.207.

Liberia OIC has trained 213 former school dropouts and/or unemployed for skilled jobs and achieved over 90% of projected program output. The costs of operating both an administrative center in Monrovia and a vocational skills center in Klay has proven to be uneconomical and has created an unfavorable cost/per trainee ratio. OICI took over the Klay Basic Crafts Institute at the behest of the previous government, as part of the conditions for signing the initial Memorandum of Agreement. Having realized the unfeasibility of continuing to operate these two centers with its concomitant high costs, OICI is proposing to extend the LOIC project for an additional three years under a new Memorandum of Agreement with the present government of Liberia. The three year funding request includes the construction of a new facility for LOIC in Monrovia, large enough to accommodate administrative and training components and enabling a considerable reduction in overhead and other direct costs necessary for program operations. At the end of the three year extension period, the program will be completely institutionalized, i.e., guided by a strong Board of Directors and no longer requiring external donor support to ensure continuity.

## I. PROJECT PURPOSE AND DESCRIPTION

### A. Project Purpose

The primary aim of this three year proposal is to institutionalize the Liberia OIC. Specifically, the project is intended to facilitate construction of permanent program facilities on land in Monrovia donated by GOL officials (See letter in Appendix A), and to strengthen the overall training program vis-a-vis its management and instructional capacity. A secondary focus includes the expansion and upgrading of the Board of Directors and Industrial Advisory Council.

### Rationale:

The LOIC/Klay vocational training site is too costly to continue to be maintained by a community-based organization. Extensive renovations and substantial financing are still needed to effectively operate this boarding institution housing 135 students. Additional costs are incurred in operating an Administrative/Feeder/Student Services component in Monrovia, due to a lack of adequate space at Klay to accommodate the entire LOIC program structure.

The permanent site in Monrovia for LOIC will enable ready access to required on-the-job training opportunities as well as job placement sites. The Monrovia-based Board of Directors will be able to provide closer monitoring and more effective guidance at the policy level.

It has been recognized that in order to strengthen the training program, some modification of the vocational curriculum will be necessary. Since job placement has been difficult in the areas of air conditioning/refrigeration, plumbing and electricity, and in an effort to respond to the changing needs of the job market, the following modifications are planned:

- (1) the electricity course will be broadened to include small appliance repair and pole-wiring (lineman) as well as house

wiring; (2) air conditioning/refrigeration will be combined with electricity training; and (3) plumbing will be eliminated. In addition, two new courses (Bookkeeping and Driver Training) will be offered to enhance the placement possibilities for enrollees in Feeder and/or the vocational skills courses.

The Industrial Advisory Council (IAC) will be reactivated to provide a private sector support base for the program. The IAC will provide insight into the labor needs of industry to enable the development of relevant training curricula and job-placement opportunities. The nascent LOIC IAC has contributed some \$20,800 including the value of architectural services utilized to draw up blueprints for the new facility construction design. Total in-kind contributions from the private sector have totalled more than \$72,000 since inception of the project. (See Appendix C)

The local staff of LOIC includes a combination of those who have been with LOIC for several years and those who are relatively new. Although some of the staff are well trained in the components of an OIC program, there are others for whom additional training will be required before they can carry out their duties effectively. This is especially true in the area of curriculum design, MIS preparation and student services. A staff development plan will be designed and implemented by the TCT and the Local Management Staff to upgrade the present staff and to develop efficient operational standards for the OIC program.

Finally, the ultimate objective of OICI is to turn over the LOIC program completely to the local Board of Directors and the Government of Liberia. This extended funding period is necessary to enable the establishment of a firm base of operations that can be successfully maintained by the local community.

B. Target Area and Group of Beneficiaries

The primary target area for the LOIC program will be the greater Monrovia area, i.e., Montserrado County. Secondary benefits would accrue to rural counties in Liberia through the possible relocation of vocational trainees to high employment demand areas and their possible return to original home areas. The target beneficiaries are under or unemployed young adults with the following characteristics:

- a) high school leaving certificates;
- b) junior secondary leaving certificates;
- c) elementary leaving certificates;
- d) secondary and technical school dropouts;
- e) ability to pass literacy and aptitude tests; or
- f) military personnel requiring skills in auto mechanics and building trades.

The training provided under this project is unique in Liberia in addressing these groups of unskilled and/or unemployed young adults.

C. Detailed Description of the Project

The LOIC program from October 1981 to September 1984 will focus on five major areas: Construction of a permanent center in Monrovia, expanding, and upgrading the Board of Directors and IAC, upgrading the local staff, introducing new training areas and streamlining program operations. Following is description of each of the program design units:

1. Construction of a Permanent Center in Monrovia

A permanent facility to accommodate the LOIC Feeder, Student Services, and Skills training program components will be constructed on GOL-donated land in Monrovia. This facility will enable the consolidation of various LOIC program components currently operated at two different locations--35 miles apart. This arrangement is logistically costly, time consuming,

and administratively unsound. For an instance, the administrative unit is housed in Monrovia in a rented facility at the rate of \$17,000 per year. Although the new facility will cost an estimated \$570,000 to build, there will be substantial savings realized in the long term. (Section III. C--Cost Benefit Analysis.) The Government of Liberia is in agreement with this strategy and will benefit from the reduced costs program structure when they assume responsibility for the majority of LOIC costs at the end of the USAID financed period. The Building construction is projected to begin in November, 1981 and to be completed by September, 1982. Building blueprints have already been prepared and are available for inspection at the LOIC office in Monrovia.

2. Expanding and upgrading the LOIC Board of Directors and IAC

The effectiveness of the LOIC Board of Directors and IAC will be improved and strengthened. LOIC plans to broaden the membership of both the Board and IAC as well as to implement a training and motivational strategy to impart the skills and desire necessary for a strong and viable policy-making body to guide the growth and development of LOIC. The Program Advisor will be primarily responsible for implementing the strategy and action in the area of Board and IAC development.

3. Local Staff Development

Many of the local staff at the beginning of the extension period will be recently hired, including top management, as well as support staff. A staff training schedule, including such items as curriculum development, supervisory management, time management, communication skills, and technology transfer will be designed and implemented by the OICI TCT in collaboration with local counterparts. A staff Orientation Handbook will

be developed to facilitate the training of new or replacement staff.

4. Introduction of New Training Areas

During the three-year extension period, two (2) new training areas will be offered after the LOIC relocation from Klay to the newly constructed facility in Monrovia. These new areas, i.e., Driver Training and Bookkeeping, will enable an increase in enrollment and in the output of graduates into the job market. The additional courses were recommended in the Liberia OIC feasibility study report, which cited the positive placement prospects for graduates with these skills.<sup>2</sup> In addition, some of the original course offerings which are no longer in demand will be modified, emphasizing more generalist skills to enhance the immediate employability of graduates. Specifically, electricity and air conditioning/refrigeration training will be combined into one course, emphasizing small appliance repair skills and generator rewinding as a secondary concentration. The decision to modify courses was based on the report conclusions that a technician with a composite of craft skills is more readily employable than one with a single specialized skill. This is especially true in the construction industry where many jobs are seasonal or on a contract basis and multiple-skilled individuals are less costly to employers.

5. Streamlining Program Operations

In addition to offering new areas of training and construction of a new training facility in Monrovia, the daily operations of the program, i.e., training and placing unemployed Liberian youth will continue. Upgrading and systematizing of all aspects of the OIC method: Recruitment, counseling, feeder, skills training, placement and follow-up will be accomplished.

---

<sup>2</sup>The Liberia OIC Draft Feasibility Study Report, July 1981, p.2.

These program elements are explained in detail in section IV.A--Description of Major OIC Components

D. Conditions Expected at End of Project (EOPS)

At the end of the proposed extension period, i.e., September 1984, the following conditions will have been established to ensure the solidification and institutionalization of the LOIC program:

1. The Liberia OIC Board of Directors will be fully trained and responsible for the policy making and financial support aspects of the program.
2. The Liberia OIC will be fully staffed by trained instructors and administrators, as well as support staff who will be totally responsible for the day to day management of the LOIC program.
3. The Liberia OIC will be offering courses in a shorter time frame than comparable training at existing institutions in Monrovia.
4. The program will be achieving a job placement rate of at least 75% of the graduates who were unemployed at the time of enrollment.

II. PROJECT BACKGROUND

A. History of Project Development

The LOIC Training Program is comprised of two separate centers, the vocational training component at Klay and the Student Services/Feeder and Administrative units in Monrovia. From the many discussions and the visit to Klay it was concluded by the Feasibility Study Team that it would be an economically sound decision to move the vocational training component of the LOIC program from Klay to Monrovia. The Klay site was not part of the original proposal but became part of LOIC through a donation of the Government of Liberia. However, although the center was taken over, the original grant agreement was never amended to allow for adequate budgeting of these added expenditures. This situation

created a financial drain on the resources of LOIC as additional staff had to be hired and more equipment purchased to maintain the 400 acre campus and dormitory facilities.

It has been estimated that approximately \$150,000 could be saved annually and a total of \$426,306 over the period from September 1981 to October 1985, by moving the training component to Monrovia thus eliminating the need (and cost) of dormitories. In Monrovia, the center would be easily accessible to public transportation. Since the cost of constructing a training facility in Monrovia is estimated to be \$570,000, the savings would pay for the construction in 4 years. The annual recurring cost to run the center in Monrovia would be \$398,313 (FY 82) which is a savings of \$168,541 per annum over the Klay campus arrangement. At the rate of present expenditure, the cost of running the Klay campus would skyrocket to \$566,894 by October 1982. In addition, the cost to repair the present facilities and rehabilitate the residential vocational training facility would be in the area of \$125,000. The recurring costs and upgrading costs for the Klay campus are much greater than a government in a developing economy, such as Liberia can afford to spend. The total budget for technical education for 1978/79 was only \$330,778. It is estimated at \$3.1 million in 80/81 with considerable foreign assistance. Therefore, in order for the LOIC program to become manageable at the local level, costs must be reduced or the program faces the very real possibility of collapse after the USAID grant has ended. The present per trainee cost is \$4,835 due to the high support costs inherent in the Klay residential facility. This could be reduced substantially in a non-residential facility.

The site of the new LOIC center in Monrovia is well situated to serve a community that is in need of employment and income. The youth of Monrovia aged 15 to 24 number

approximately 45,743.<sup>3</sup> Some 55 percent of those who enroll drop out of the secondary schools before completing 12th grade and open unemployment is estimated at 20 to 50 percent.

In addition to the economic factors that make a move from Klay to Monrovia advisable, there are also programmatic factors to be considered. These include the availability of jobs for LOIC graduates, as well as the recruitment of trainees. At the present time, some 95% of jobs for LOIC graduates have been found in the Monrovia area.

The Government of Liberia realizes the benefits that LOIC is providing the youth of the country, as well as the necessity of moving the training site from Klay to Monrovia. To show their support and concern, they have made available 3 acres of land in the Monrovia area valued at \$55,000 for the construction of the new LOIC facility. The area is easily accessible by public transportation and is fully developed for adequate supplies of water and electrical connections. In addition, the Government of Liberia has budgeted \$285,000 in their 1981/1982 budget for LOIC, which is 75% of the total local operating costs. Approximately \$170,000 was included in the 1980/81 Budget. The local community, through the IAC (Industrial Advisory Council) has also been active in establishing the groundwork for the new LOIC center in Monrovia. The IAC secured the services of Milton & Richards, an architectural firm, to prepare the blueprints for the building and to supervise the construction. The value of these services is at least \$20,000. In addition, since 1980, the Liberia OIC has solicited and received \$72,200 in in-kind contributions from the local community. (See Appendix C.)

---

<sup>3</sup>Draft LOIC Feasibility Study Report, p. 8.

Finally, in the area of training, LOIC had managed to train and place 180 of its intended target group (as of June 1981).<sup>4</sup>

B. OICI Prior Experience in Employment and Training Projects

In 1969, OIC International, Inc. was established as a nonprofit, tax exempt organization to test the transferability of the OIC approach to African and other Third World nations. With funding from AID the first OICI projects were established in Lagos, Nigeria, and in Accra, Ghana in 1970.

By 1980, the OIC had become the largest community based employment and training organization in the U.S., as well as the largest American employment and training program with projects in foreign nations. OIC projects now exist in 150 American cities in 48 states. The combined budgets for OIC domestic, national and local projects in 1980 was \$180 million. Between 1964 and 1980 OIC trained more than 700,000 disadvantaged Americans and of this total more than 480,000 were successfully placed in jobs. Since its inception in 1969 OICI has established 12 local projects in eight African nations, including: Ethiopia; Ghana; Nigeria; Togo; Sierra Leone; Lesotho; The Gambia; and Liberia. Through these projects the OICI has trained more than 3,500 Africans. Job placement success rates range from 72% in Sierra Leone to 92% in Ghana.

OICI offers training in a variety of skills, including: Building trades; secretarial science; automotive mechanics; surveying; food services; farm technology; animal husbandry; and business management training. The mix of activities in any local project is determined by local economic and employment demand and supply conditions in the host communities.

---

<sup>4</sup> LOIC MIS Report 71-C for June 1981.

The major objective of OICI is to establish local community-based projects that can achieve total self-sufficiency over a five year period. For this reason, all local OICI projects are governed from the very beginning by a Board of Directors drawn from the local communities. Before an OIC project is established, a local group or government must submit a letter of interest to OICI and organize a local interest group which usually is the nucleus for the first Board of Directors. After receiving these expressions of interest, OICI staff based in Philadelphia and/or nearby field offices, initiate a preliminary study of background information on the prospective project location obtained from AID; the World Bank; the United Nations; University Experts; and other sources. If conditions seem promising; the OICI Executive Director in collaboration with the OICI Board of Directors makes a decision as to whether or not OICI will attempt to assist the host country under consideration. If the decision is affirmative, a proposal for an on-site feasibility study is prepared and submitted to AID national headquarters, local or regional AID Missions, and the host country OIC Interest Group for review and comments. After receiving written notice of approval from AID, a special feasibility study team is formed and dispatched to the prospective host country. Each feasibility study team is comprised of specialists in education and employment and training, planning; program design; economics, or other relevant fields. After a 3-4 week on-site study is done, the feasibility study team presents a comprehensive report with recommendations to the OICI Central Management Team which accepts or rejects the study team's findings and recommendations. If a project is determined to be feasible, a formal proposal is developed and submitted to USAID, which in turn submits the proposal to the host country OIC Interest Group, the local AID Mission and the appropriate Ministry in the

National Government of the host community for review and comment. After receiving input from these sources, AID/Washington decides on funding of the project. If funded, OICI recruits and provides orientation for staff comprised of skilled administrators and volunteers who are then sent to live for the duration of the project in the new host country. Staff are recruited from host countries, as well as in the U.S. OICI headquarters staff provide Administrative and technical assistance support to local project staff including procurement services and provision of training materials and equipment. OICI provides financial assistance directly to the local OICI Board of Directors. On-site reviews of each project are done twice each year by teams consisting of OICI headquarters staff, AID officials, and members of the local OICI Board of Directors. All staff and Board members are brought to the United States each year for an annual review of projects and to participate in the OIC Convocation. Thus far, three OICI projects (Ghana, Nigeria, and Ethiopia) have achieved self-sufficiency.

At the present time, active OICI Interest Groups exist in the Caribbean; the Philippines; Sudan; Cameroon; Egypt; Zimbabwe; Tanzania; Swaziland; India; and Malaysia.

#### 2. Host Country Activity

Vocational/technical training programs in Liberia are grouped under two main categories, i.e., those sponsored by government ministries and those sponsored by concessions and private companies.

##### 1. Government Training Programs

The formal educational system in Liberia spawned many public vocational training centers, as a direct result of the integration of work-related skill training in the primary and secondary grades. The range of public training programs includes formal post-secondary technical training and informal training for

agricultural workers. A government report in 1977<sup>5</sup> listed thirteen training programs directly managed and supported by government agencies. A fourteenth center was added to the list with the establishment of the WVS Tubman College of Technology in 1978. Five of the fourteen government centers are operated by the Ministry of Education; four are managed by the Ministry of Labor and/or Commission of Youth and Sports; three are Ministry of Agriculture training centers and one sponsored by the Ministry of Public Works. The government also sponsors one office skills training program. At the time of the inventory, LOIC was just being initiated and hence was not counted among the programs managed by the then Ministry of Labor, Youth and Sports. However, the Klay Basic Crafts Institute then run by MLYS and subsequently handed over to LOIC was included among the four centers under MLYS sponsorship.

2. Private Training Programs

A diverse number of skill training programs are operated by various concessions and private companies throughout Liberia and contribute substantially to the supply of skilled manpower in the country, as well as bolstering the vocational/technical training system. The 1977 Inventory noted five training programs under the aegis of major concessions and companies seeking to supply their own specific skilled labor needs. As a result, there were practically no private sector programs offering training in the mechanical, electrical or building trades.

Individual proprietors managed at least four office skills programs, a fact which contrasted with single government programs, indicates considerable private sector activity in this area.

---

<sup>5</sup>Inventory of Vocational and Technical Training Facilities in Liberia, Ministry of Planning & Economic Affairs, NCV/TET, MPD/406/78: 1977

Also mentioned in the 1977 report was a Baptist Church sponsored training program, the Kwendin Vocational Training Center. In 1979, a Catholic-sponsored institution--the Arthur Barclay Vocational Training was created.<sup>6</sup>

From the above, it can be readily discerned that LOIC is filling a considerable gap in vocational/technical system of the country, i.e., nonformal skill training in transferable skills, such as building, electrical, and mechanical trades.

---

<sup>6</sup>Second National Development Plan, "Education Sector Analysis," Ministry of Planning and Economic Affairs, Manpower Planning Division, Monrovia, Liberia: November, 1979.

### III. PROJECT ANALYSIS

#### A. Economic Analysis & Methodology

##### 1. Economic Conditions

The Liberian economy, because of its relatively small size and abundance of natural resources, is heavily dependent on international trade. According to the 1979 Economic Survey of Liberia during 1979, export earnings as a percentage of Gross Domestic Product (GDP) were 62.1 percent while imports were 58.6 percent of GDP. Although there was a positive balance of trade in 1979, unfavorable developments in the international economy from 1976 to 1979 with respect to world-wide recession and inflation had an adverse impact on the Liberian economy. Specifically, average annual real growth in GDP (Table 1, Appendix D) from 1976 to 1979 was 3.0 percent compared to the 6.8 percent projected in the country's First National Socio-Economic Development Plan (1976 - 1980).<sup>6</sup>

The lower GDP growth rate, which reduced the employment increases anticipated in the First Development Plan resulted primarily from reduced world consumption of the country's major export, iron ore. Exports of other commodities such as rubber, timber and diamonds increased both in dollar volume and as a percentage of total exports, however, the increases were insufficient to offset the lower demand for iron ore. (See Table 2, Appendix D).

The changes in export demand have also caused changes in the sectoral composition of the total economy, reflecting the slower relative growth in exports (See Table 3, Appendix D)

---

<sup>6</sup>Economic Survey of Liberia 1979, MPEA, GOL, Page 1.

While export increases fell below expectations, import prices, especially for oil, exceeded projections and increased industrial production costs. Additionally, since the Liberian economy is heavily dependent on imports for consumer products as well as industrial supplies and raw materials (See Table 4, Appendix D), high import prices have had an adverse impact on both domestic consumption and government development expenditures. The Consumer Price Index (CPI) from 1978 to 1979 increased by 11.6 percent however, for the first 9 months of 1980, the increase had climbed to 16 percent. Table 5 (Appendix D) shows the CPI from 1971 to 1979. The net effect of higher prices and lower exports has been a worsening of the employment situation throughout Liberia.

In an effort to lessen the negative impact of future international economic trends on the Liberia economy, the Government of Liberia intends to emphasize integrated internal development that focuses on agriculture and social and physical infrastructure improvements. The Four Year Development Plan for 1981 - 1985 will have three main objectives: (1) Continuation of key development projects contained in the 1976 -1980 plan. (2) Implementation of labor intensive projects; and (3) Encouragement of mass participation.<sup>7</sup> To meet these objectives, the Government of Liberia anticipates the need for significant numbers of skilled personnel with training in a variety of disciplines.

## 2. Population Trends and Their Impact on Monrovia

The proposed extension of LOIC is based on relocating the vocational training courses from Klay, a rural area, to Monrovia, an urban area. In addition to the projected

---

<sup>7</sup>Annual Report to the People's Redemption Council, April 12, December 1980, Page XII.

savings in future training costs resulting from the move, the economic factors influencing urban migration provide support for the relocation.

A 1979 Ministry of Information publication, Liberia Geographical Mosaics of the Land and People, contains an in-depth socio-economic case study of migrancy and urbanism in Liberia. The case study indicates that the summary causes of urban migration are the shift from the traditional agricultural economy to a monetary economy and the perception among migrants of greater employment opportunities in urban areas. The perceived and actual employment potential results from the existence of both a formal and informal economy.

In the formal urban economy, which is based on the payment of wages and salaries, opportunities for employment in the public and private sectors exist for skilled workers. The informal or non-wage economy consist for unskilled workers, who obtain money through various types of self-employment and activities such as shining shoes, cleaning yards, peddling, etc.

As the center of economic activities in Liberia, Monrovia and Montserrado County attract a significant number of rural migrants, most of whom are unskilled. In the 1974 Census, Montserrado County contained 23.8 percent of the total population and 52.7 percent of the urban population in Liberia. (See Table 6, Appendix D) The total urban population in 1974 was 29.1 percent compared to 19.0 percent in the 1962 Census. Population estimates for the 1981-1985 Development Plan which assume a 3.5 to 3.6 percent growth rate<sup>8</sup> indicate that the urban population will increase to 37.0 percent of the total by 1984, (see Table 7, Appendix D), most of which will probably be concentrated in Monrovia, Montserrado County.

---

<sup>8</sup>Population estimates for Liberia 1980-1984, Page 2.

Given these population trends, educational facilities in the Monrovia area will need to be increased, just to maintain the same proportion of skilled manpower in its current labor force.

### 3. Characteristics of Intended Beneficiaries

The target population for LOIC vocational training services is that segment of the population which is in the general age group from 15 to 24 years and is unemployed and unskilled. The 1974 Census data when combined with estimates for labor force participation rates and unemployment rates indicate that this group represents a significant portion of the Liberian population. Specifically, the data contained in Table 8, (Appendix D), indicate the following:

\*18.7 percent of the total population was in the 15 to 24 age group, the 280,565 individuals in this group represent 33.7 percent of the total working age population, the group between 15 and 64 years of age.

\*101,442 individuals in the 15 to 24 age group reside in urban areas representing 23.2 percent of the total population and 40.4 percent of the total working age population.

\*28.5 percent of the 15 to 24 age group reside in Montserrado County. The 80,028 individuals in this group represent 22.4 percent of the total population and 39.0 percent of the working age population.

Empirical data on open unemployment are limited, however, estimates range from as low as 20.0 percent to as high as 50.0 percent of the labor force.<sup>9</sup> Using these estimates combined with labor force participation rates (LFPR) a rough estimate of the actual number of unemployed in the 15 to 24 age group can be developed for 1979 as shown in the following chart:

---

<sup>9</sup>Economic Survey of Liberia, 1979, Page 9 and consideration of the unemployment problems and cash programs for Rural Development to reduce unemployment. Page 2.

CHART #1

UNEMPLOYMENT ESTIMATES FOR 1979

(POPULATION IN THOUSAND)

	<u>WORLD BANK</u>	<u>ILO</u>	<u>MPEA</u>
LFPR*	28.6 percent	38.3 percent	56.1 percent
Total Labor Force	505.6	667.1	991.8
Total 15-24 Labor Force (18.7 per.)	94.6	124.8	185.5
Number Unemployed 15-24			
at 20 percent	18.9	25.0	37.1
at 35 percent (average)	33.1	43.7	64.9
at 50 percent	47.3	62.4	92.8

\*Total population for 1979 is estimated at 1,768,000 based on 3.3 percent average annual growth since the 1974 Census.

Based on these data, and assuming that the percentage of 15 to 24 year olds in Montserrado County remaining constant at 28.5 percent from 1974 to 1979, the LOIC target population of openly unemployed out of school persons in the Monrovia area would range from 5.4 to 26.5 thousand. However, it should be noted that the actual number is probably much higher since the labor force participation rate for the 15-24 year age group is probably greater than that of the population as a whole. Additionally, based on urban migration patterns, a much larger percentage of all 15 to 24 year olds in Liberia probably resided in Monrovia in 1979 than in 1974.

Other significant characteristics of the urban population in the 15 to 24 year age group in the 1974 Census<sup>10</sup> include the following:

\*Males comprised 49.4 percent of the urban population in the 15 to 24 age group compared to a total urban male population of 53.2 percent.

\*87.2 percent of the urban male population and 41.9

<sup>10</sup> 1974 Population and Housing Census, Page 65,76,90,102,103 and 106-107.

percent of the urban female population in the 15 to 24 age group had never been married.

\*32.9 percent of the urban 15 to 24 year age group had completed at least primary school compared to only 14.8 percent of the total Liberian population 5 years of age and older who had completed at least primary school.

\*47.2 percent of the urban 15 to 24 age group was illiterate compared to 79.0 percent illiteracy among the total Liberian population 10 years of age and older.

## B. Manpower Supply Analysis

The feasibility of the proposed LOIC extension project is heavily dependent of three critical areas. These areas include:

- LOIC's compatibility with Liberia's formal and informal educational systems and manpower development plans.
- The availability of financial support from the Government of Liberia, and
- The employment demand for the types of vocational training skills LOIC provides.

Accordingly, this section of the report assesses each of these critical areas and their impact on successful implementation of the proposed extension.

### 1. The Formal Educational System

The formal school system within Liberia, which was adopted in 1960, consists of six years of elementary school, three years of junior high school and three years of senior high school. The elementary level includes kindergarten for children 4-5 years old, and pre-grade classes for children who do not understand English, the primary language for instruction. Although the system is free and compulsory for the 6 to 16 years age group, actual attendance has been much less than the total population in this age group. In fact, in 1974, 73.3 percent of the 6 to 16 years age group did not attend school, and in the 6 to 10 years age group, 82.9 percent did not attend school.<sup>11</sup>

Post-secondary education in the formal system is provided by several universities and colleges throughout

<sup>11</sup> 1974 Census of Population and Housing, Page 87.

the country. These institutions include: the University of Liberia, Cuttington University College, the WVS Tubman College of Technology, Kakata Teacher Training Institute and Zorzor Teacher Training Institute. Entrance requirements include high school graduation and National Examination results.

2. The Non-Formal Educational System (Manpower Supply)

The non-formal educational system consists of a number of schools and programs designed to provide agricultural, technical and vocational training. The Manpower Planning Division of the Ministry of Planning and Economic Affairs defines non-formal education<sup>12</sup> as "training provided outside the formal system" with the following characteristics:

- educational and skill development opportunities for individuals deprived of formal schooling.
- pre-employment programs for individuals with a limited amount of formal education but in need of additional training for employment.
- skill upgrading or on-the-job training for employed individuals.
- community development, leadership building and social service/welfare programs.

In 1975, the National Council for Vocational/Technical Educational and Training (NCV/TET) was established by Executive Order. Its purposes are:

- To alleviate the lack of skilled manpower which adversely affect implementation of the Government's plans for modernization and development

---

<sup>2</sup>Non-formal Education in Liberia and the Role of the NCV/TCT in Vocational Training.

42x

of the country and

- To ensure that the vocational and technical training provided within the country meets essential manpower needs.

To fulfill its mandate, the council has developed training standards for the mechanical, electrical, building and clerical trades to ensure uniform skill development and is in the process of establishing an Agricultural and Industrial Training Board (AITB) for monitoring and coordination of the various agricultural, vocational and technical education programs. The AITB is scheduled to begin operations in late 1981. It will be responsible for coordinating the vocational and technical training provided by a number of sources within Liberia. These sources include formal training provided by the Ministry of Education, and non-formal training provided by the Commission on Youth and Sports, other Government Ministries, Concessions/private companies, public corporations and churches and private institutions. An inventory of the various programs<sup>13</sup> includes the following:

a) Formal Educational System - Ministry of Agriculture

- Booker Washington Institute (BWI) - a four year secondary school which provides 40 percent vocational training and 60 percent academic training. Total enrollment in 1979/80 was 1,150 students including 250 in the Vocational Education Department. The 1980/81 forecast is for 1,500 students, 400 graduates and a total budget of \$6.6 million. Courses include: agriculture, bookkeeping, drafting, electronics, home economics,

<sup>13</sup> Vocational/Technical Training facilities in Liberia 1977, MPEA, GOL

42

machinery, plumbing, secretarial science.

- WVS Tubman High School - a four year secondary school which provides vocational/technical courses in the last three years. Total vocational enrollment in 1977 was 175 students with 12 graduates, the 1979 operating budget was \$17,300, courses include: auto mechanics, electricity, metals, drafting, woodworks, bookkeeping, and accounting.
- Home Economics Training Center - a two year school which provides courses in dress making and design, food and nutrition, home management, etc. Enrollment in 1977 was 1,457 students with 353 graduates.
- School of Beauty Culture - a two year school which provides courses in hair dressing, manicuring pedicuring. Enrollment was 32 students with 16 graduates, and an operating budget of \$233,562, 1977.
- Liberia Swedish Vocational Training Center - LSVTC provides courses in woodwork, heavy mechanics, auto mechanics, electricity, air conditioning, refrigeration, building construction, and general mechanics, 1979/80 enrollment was 200 with 45 graduates with a \$289,500 budget.
- Voinjama and Zwedru Multilateral High Schools - comprehensive four year high schools which provide academic, agricultural and vocational courses in rural counties, 1980/81 budgets are \$750,351 and \$521,755 respectively. Voinjama had 1979/80 enrollment of 1,000 students and Zwedru had an enrollment of 600 students.

b) Non-Formal Educational System (Commission on Youth and Sports)

- Monrovia Vocational Training Center (MVTC) - a three year program, (50 percent theory and 50 percent practical) of skills training and upgrading for in-service and unskilled workers in 12 vocational disciplines. The current pilot program has 44 participants with a minimum of 180 projected at full program start-up. The 1980/81 budget estimate is \$1,196,000. Graduates would occupy supervisory positions within their respective trade areas.
- Liberia Opportunities Industrialization Center (LOIC/Klay) - vocational training for young adult school leavers who are outside the formal school system and economic mainstream who can pass literacy tests. Curriculum includes 6 to 12 months training in auto mechanics, carpentry, masonry, plumbing, electricity and refrigeration/air conditioning for entry level positions. Current enrollment is 115 with an estimated 1980/81 budget of \$657,000. Job placement and follow-up services are provided.
- Youth On-the-Job Training Program - entry level training for semi-skilled workers regardless of literacy and prior academic training or work experience. 125 trainees are anticipated for 1980/81 with an estimated budget of \$206,000.
- National Youth Training Center/Bentol City - provides agricultural and farm management training. 1980/81 budget estimate \$60,000. 1978 enrollment was 100 students.
- Clerical, Business and Domestic Training Center - proposal for \$2.0 million in World Bank funding

submitted in May 1981.

c) Other Government Ministries and Public Corporations

- Ministry of Agriculture - Rural Youth Extension Program; Rice Food-Corporation Production Program and Home Economics Program, the total operating budget for these programs in 1977 was \$754,231, with total enrollment of 7,223.
- Ministry of Public Works - Road Maintenance Training Center, 1977 operating budget was \$850,000 with total enrollment of 41 students.
- Liberia Electricity Company - job pre-service training for prospective employees, 1977 operating budget was \$10,800 with a total enrollment of 72 students.

d) Concession/Private Companies

- Bong Mines VTC - three year vocational/technical on-the-job training for new recruits and company employees with at least a 9th grade education. The 1977 operating budget was \$887,000 with 70 students enrolled.
- LAMCO JV. Operating Company - 2½ and 4½ year courses for in plant training of company employees. Operating budget for 1977 was \$632,720 for 371 students.
- Firestone Plantation Company - basic skills and supervisory training for company employees on an ad hoc basis. The 1977 operating budget was \$64,000 for 14 students.
- Liberia Refinery Company - on-the-job basic and intermediate skill training for refinery operations. The 1977 operating budget was \$16,864 for 17 students.

e) Churches and Private Institutions

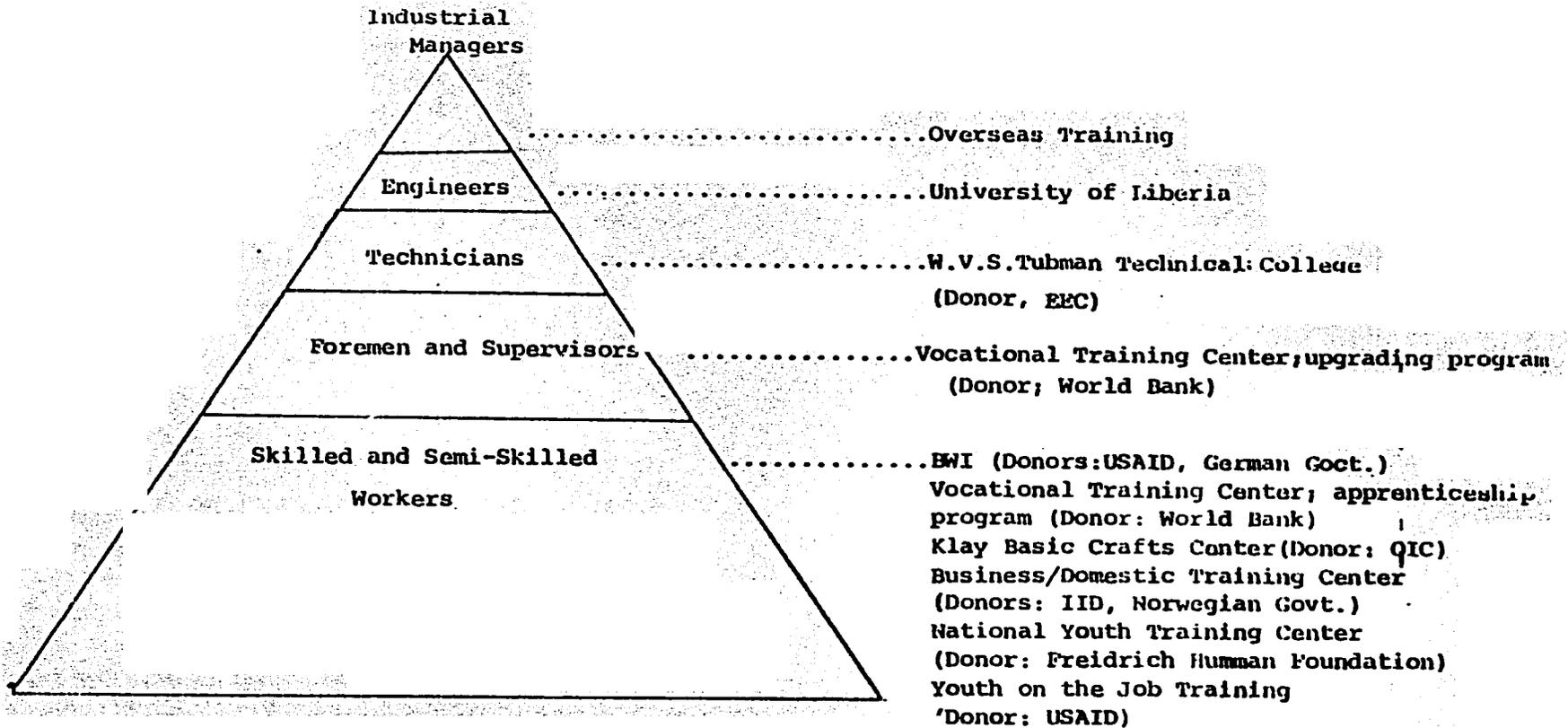
- Kwendin Vocational Training Center - vocational orientation at the elementary and junior high school level, the 1977 operating budget was \$292,600 with an enrollment of 142 students.
- City Commercial Institute - basic secretarial science, bookkeeping, typing and accounting, the 1977 operating budget was \$15,600 with 315 students.
- Lincoln Commercial Institute - development of secretarial and accounting/bookkeeping skills, the 1977 operating budget was \$92,000, with an enrollment of 300 students.
- Modern Commercial Institute - training in secretarial science, bookkeeping, accounting and general business, the 1977 operating budget was \$36,575 for 896 students.
- National Clerical Training Center - a two year secretarial training program, with a 1977 operating budget of \$68,251, and 87 students.
- Leigh Sherman Secretarial School - advanced secretarial training for Leigh school graduates, the 1977 operating budget was \$36,000 with an enrollment of 42 students.
- Arthur Barclay Vocational Training Institute - recently established vocational training program that provides secretarial science, carpentry and masonry. It is operated by the Catholic Church with Government of Liberia assistance.

As indicated by the above listing of Liberian Vocational Training Programs, only four other programs are in the same non-normal education category as LOIC, the category with direct government assistance. Among these, only the MVTC and the Youth-On-The-Job Training program provide training in the same areas as LOIC and in both instances, the training

is designed to reach different target groups. The specific role of LOIC in the overall vocational training system is depicted on the chart following this page.

PROJECTED  
SUPPLY/DEMAND PYRAMID  
FOR INDUSTRIAL MANPOWER

LIBERIA  
Youth-on-the-job-Training  
Project Paper  
669-0160  
July 23, 1979



### 3. Methodology

The economic and social analysis contained in this section is based primarily on data provided by the Government of Liberia. The major background statistical sources were documents from the Ministry of Planning and Economic Affairs which included the following:

\*1974 Population and Housing Census

\*1979 Economic Survey of Liberia

\*The Liberian Economy in perspective, 1978, 1979 and 1980.

\*Annual Report to the People's Redemption Council for the period January 1, to December 31, 1979.

The population migration and economic trends derived from the Ministry of Information, Cultural Affairs and Tourism publication entitled, Liberia Geographical Mosaics of the Land and the People.

Due to the short time-frame for the analysis during the feasibility study, independent population projections were not developed. Instead, they were derived from unpublished projections developed for the Four Year Development Plan for 1981 - 1985.<sup>14</sup>

Although these projections assume slightly higher growth rates than those of other organizations, such as the World Bank, they appear to be reasonable. Labor force characteristics and unemployment estimates were obtained from various reports developed by and for the Manpower Planning Division of the Ministry of Planning and Economic Affairs as well as reports prepared by the World Bank and International Labor Organizations.

### 4. Conclusion

The data contained in this analysis indicates a need for the continuation of the vocational training provided by LOIC for the country in general and Monrovia

---

<sup>14</sup> Population Estimates for Liberia 1980 - 1984, MPEA, GOL

in particular. This conclusion is based on the need for a better skilled labor force to achieve National Development goals, migration of large numbers of unskilled and unemployed persons to the Monrovia area, and the socially and economically disadvantaged status of the 15 to 24 year age group in Monrovia.

### III.C. COST/BENEFIT ANALYSIS

This section of the proposal evaluates the cost of the proposed LOIC project extension in comparison to the benefits that will be derived from the vocational training provided. Accordingly, the analysis is presented in three sections: (1) Program Cost, (2) Program Benefits and (3) Return on Investment.

#### Program Costs

The program costs assessment is based on a comparison between the cost for maintaining the Klay Campus and relocating the entire program to Monrovia based on trainee completions. This assessment is based on local program costs and excludes TCT staff costs. The results of that assessment indicate the following:

#### Local Program Costs

	10/81-9/82	10/82-9/83	10/83-9/84	Total
<b>Monrovia Relocation*</b>				
Recurring Cost (excluding capital expenditures)	\$ 380,421	\$398,353	\$428,713	\$1,207,487
Number of Completions	120	127	170	417
Cost Per Completion	3,170	3,137	2,522	2,896
Total Cost including capital expenditures (695,000)	1,075,421	398,353	428,713	1,902,487
Cost Per Completion	8,962	3,137	2,522	4,562
<b>Maintain Klay Campus**</b>				
Recurring Cost including Government stipends	450,021	504,894	549,727	1,504,642
Number of Completions	130	125	125	380
Cost Per Completion	3,462	4,039	4,398	3,960
Total Cost including capital expenditures (116,820)	566,841	504,894	549,727	1,621,462
Cost Per Completion	4,360	4,039	4,398	4,267

\* Source: July 1981 Budget Summary - LOIC Feasibility Study Report

\*\*Source: May 1981 LOIC Position Paper

517

The chart indicates that relocation would yield lower recurring costs than remaining at Klay. Total recurring savings over the three years per completion would be \$1,064. However, when capital expenditures are included, relocation costs \$295 more per completion for the three year period. However, since recurring costs at Klay are continually increasing, the average costs for Monrovia relocation including capital costs would be much lower over the long run than those for maintaining the Klay Campus.

Although initial capital expenditures for Monrovia relocation are high on a per completion basis, the costs would actually be allocated over a period of at least 20 years or \$34,750 per year. On this basis, cost per completion during the first three years including capital expenditures would be \$3,460, \$3,411 and \$2,726 respectively and the total cost per completion for the three year period would be \$3,146.

#### Program Benefits

The benefits of the LOIC vocational training program are twofold: The first type of benefit is financial and can be quantified while the second type of benefit is qualitative and cannot be quantified.

The financial benefits result from the fact that most of the LOIC trainees were unemployed prior to entering the program. Of the 314 persons who had completed training, 290 or 92% were unemployed. Rough estimates indicate that the urban unemployed earn approximately \$35 per month by performing various types of non-salaried work including: gardening, handyman work, shining shoes, etc. In contrast, a sample of 62 LOIC graduates who have been placed indicates an average monthly starting salary of \$145, an average increase in salary of \$110, more than 400%. On an annual basis, the additional income per placement is \$1,320.

Assuming a conservative estimate of 25 years labor force participation, income of approximately \$33,000 would be added to a trainee's life time earnings. The Ministry of Planning and Economic Affairs estimates the Liberia consumption multiplier to be approximately 4 to 1, accordingly, the additional \$1,320 earned by each trainee would generate \$5,280 in gross domestic product per year, a total of \$132,000 over 25 years.

In addition to the direct income benefit to trainees and the indirect benefit of higher gross domestic product through the consumption multiplier, increase in income also results in higher tax revenues since the money earned by the unemployed is usually not taxed by the government.

The indirect benefits of vocational training include the following:

- Potential for self-employment, i.e., creation of small business
- Ability to train other individuals, i.e., skills transfer
- Increased worker productivity
- positive behavioral changes which provide a social benefit to the overall society.

#### Return on Investment

In strict financial terms, the increased trainee income resulting from LOIC training is positive. Using the average cost income generated, \$1,320, the annual return per completion would be approximately 29%. On this basis, the cost per trainee would be recaptured over a 3.5 year period, the direct financial benefit would be much greater than the direct program cost.

### III.D. PERTINENT SOCIO-CULTURAL FACTORS

School leavers are an important target for LOIC recruitment and represent a socio-economic problem for Liberia. Therefore it is a vital task to reach them and provide them with the skills to be productive citizens.

Well known factors associated with school leaving are the education, occupation and income of a student's parent. In Africa, the economic status of the wider family is important as well. The attempt to assess these factors in Liberia was unsuccessful. However, what fragmentary information was obtained, showed that school leavers came from the families of school teachers, lawyers, senior civil servants and managers as well as from those of farmers and fisherfolk. That is, school leaving would at first appear to be independent of educational and occupational factors. On the other hand, urban-rural difference cautions that such an inference would have to be very tentative indeed.

In interviews, the sole reason given by leavers and their parents was that leaving was caused by the lack of money, --the independence of leaving from academic performance lends supports to this claim. Schooling, they averred, was an expensive process. A Grade 12 student and Grade 11 leaver offered the following estimate of the costs of high school, (their information has not been checked against other sources).

Registration fee, including the activities fee	\$23.00	
Day uniform and physical education uniform, one set only, depending on quality	40.00	50.00
Books and other equipment--one text, The Story of Nations, was said to cost \$27, while an Algebra text was priced \$18	50.00	
	<u>\$113.00+</u>	

Given the facts of a national per capita income of \$460 per annum, an income distribution so skewed that 5 percent of the population appropriate 60 percent of the income, so that 95 percent have a per capita income of \$195 per annum, with the rural incomes at less than half that amount, and a preference for large numbers of children; then a sum of \$113 appears a very large sum indeed. While the costs of elementary school are undoubtedly much less, the insistence of school principles on all items of uniforms including the kinds of socks and shoes to be worn, is striking.

Actual statistics on enrollments, again, academic performance in night schools have not been collected, but they evidently provide a haven for many who want to complete the 12 year course, but cannot afford the costs of full-time day schooling.

For manpower planning and development, ways of raising the quality of schools and simultaneously reducing their direct costs to students are obvious avenues to explore to ensure an enhancement of both the quantity and quality in the manpower issuing from the nation's schools.\*

\*John Oxenham ILO/JASPA, October 1980, p. 18

**III.E. PROJECT RELATIONSHIP TO GUIDELINES GOVERNING FUNDING OF PVOs**

1. Directness of impact upon the poorest majority, who are beyond the reach of public services:

(See Section I.B. - Target Group of Beneficiaries, Section III.A.3 - Characteristics of Intended Beneficiaries, and Section III.D. - Pertinent Socio-Cultural Factors.)

2. Linkages with complementary programs/projects:

(See Section I.C. - Detailed Description of the Project.)

3. Potential spread effect of the project:

(See Section II.A. - History of Project Development and Section III.C. - Cost/Benefit Analysis.)

4. Potential for wide-scale application of project based on domestic resources:

(See Sections III.F. - Plan for Institutionalization, and Appendices A and B.)

**III.F. PLAN FOR INSTITUTIONALIZATION OF PROJECT UTILIZING DOMESTIC RESOURCES**

In accordance with the nature of OICI's operation, a mechanism has been designed to effect the targeted full transfer of the Liberia OIC management to the local Board of Directors and staff. The plan for institutionalization of this project encompasses two major areas: manpower and finance.

1. Strategy for achieving manpower self-sufficiency:

a. The Liberia OIC Board of Directors

The Liberia OIC is guided by a voluntary Board of Directors representing a selected and influential cross-section of the Liberian society. However the present Board is in need of revitalization and the addition of members who are representative of influential segments of Liberian Society. They will be the major catalysts, in developing, inculcating, and perpetuating the philosophy, objectives and goals of the Liberia OIC among local nationals. During the extension period the TCT Program Advisor will have the important task of developing the role of the Board and its acceptance of responsibility for fund raising and ultimate program institutionalization.

b. The Training of Liberian Staff

In regard to the technical aspect, OICI and the Liberian OIC Board of Directors will recruit Liberians to employ as counterpart instructors and administrators. At this stage in the program there will be some restructuring and re-organizing of staff due to staff turnover and the addition of new course areas as well as the move to Monrovia. The

TCT staff will be assuming an advisory role in the transfer of technology during the three years of the extended OICI assistance. This Liberianization policy will gradually phase out TCT staff members from positions of high profile, thereby enabling the increasing assumption of responsibility for successful program operation by the local counterparts. It should be noted that much has already been accomplished in this area. At one time LOIC was advised by five (5) TCT staff and presently there are three (3). During the extension period there will be three full-time Advisors and Specialists,--the Program Advisor, Vocational Specialist, and Finance Specialist.

Selected local staff will also participate in the annual OIC Convocation in the United States as well as receive specialized training in their areas of concern.

2. Potential for Financial Self-Sufficiency:

The financial self-sufficiency of the Liberia OIC will be gradually achieved through the mobilization of resources from both the private and public sectors. The Government of Liberia will subsidize the training center at the level of 50% of the local operating costs. At the end of the extension period the Government of Liberia will assume a majority share of the local operating costs.

a. Potential Financing through Local Support

The Liberian OIC Board of Directors will serve a vital role in soliciting financial commitments from the local community. They will conduct extensive annual fund raising activities, with the assistance of the LOIC Industrial Advisory Council. Much of this assistance

will be in the form of in-kind contributions as well as cash donations.

In connection with efforts of the Liberia OIC to raise funds locally in order to reduce dependence on external donor assistance, LOIC will conduct a business feasibility study and undertake the subsequent initiation of a self-financed small business enterprise. This project will be designed to generate additional regular income to sustain local OIC activities. All the miscellaneous sources of income enumerated above including possible requests for assistance from other international donor agencies, will be fully explored to provide maximum financial security to the Liberia OIC.

b. Potential Financial Support from the Government:

It is evident that government assistance is necessary in order to sustain any community-based education and training institution. Experience in other developing countries has shown that government support of the educational system is essential to ensure an "optimal" social rate of return which cannot be achieved by the forces of a free market system. In this regard, the Government of Liberia has repeatedly expressed its keen interest in the development of an OIC in Monrovia and Klay. The Government has shown its support in financial terms as some \$170,000 was budgeted for LOIC in 1980/1981, an increase of 70% from the \$87,000 obligated in 1979/80. In addition, \$40,000 was provided in 1977/78 for renovation work at the Klay facility. The Government of Liberia has also generously donated the three acre plot of land on which the new LOIC facility will be constructed and has committed to

absorb 50% of the local operating costs during the project extension period. After the extension period they will be expected to provide assistance at a higher level depending on the amount of private funds raised by the local Board in collaboration in the LOIC IAC.

#### IV. PROJECT DESIGN AND IMPLEMENTATION PLAN

##### A. DESCRIPTION OF MAJOR PROGRAM COMPONENTS

###### 1. The Program Model

The program design proposed for the Liberia Opportunities Industrialization Center (LOIC) consists of six distinct but interrelated components which focus upon preparing the trainee for work in a developing society. These components are described in detail below:

a. Community Outreach - This component involves recruiting individuals to participate in programs by the center. These activities include advertising and community relations; employment counseling and referral; recruitment of voluntary staff; and recruitment of trainees for the feeder and vocational skills classes.

A variety of techniques will be used to make the community aware of the Center and its services, such as public speaking; billboard posting; pamphlet preparation and dissemination; and establishing contact with related private agencies, churches, and government offices.

Major effort will be made to identify and counsel unemployed and underemployed individuals in self-development techniques and approaches.

b. Intake - The intake component includes processing an individual who is interested in applying to LOIC for vocational training. It includes completion of an application, intake counseling, orientation, and enrollment. Based on the intake interview, applicants may: (a) be accepted for training and assigned to orientation; (b) transferred to job development/placement or be counseled for special services; (c) be referred to either the Community Services component or to another agency.

61x

whose services for trainee applicants are more appropriate than those offered by LOIC (e.g., vocational skills for handicapped persons).

c. Counseling - The third component includes counseling by staff assigned to provide vocational guidance and general assistance to enrollees. Counseling activities will include group or individual sessions with trainees to discuss their attendance, behavior, or other personal concerns. Periodic trainee assessment will be a critical part of the counseling process. Diagnostic tests and other measurement techniques will be used to help identify trainee aptitude. Where applicable, work sample testing is used as an alternative to written tests. The work sample technique is task oriented and is often a valuable guide to the potential accomplishments of trainees with low verbal and math achievement levels.

d. Feeder (Pre-Vocational Training) - This program component will attempt to augment trainee motivation and attitudinal development as well as improving basic educational skills. "Feeder" is a term which refers to the service delivery concept and technique that is essential to the preparation of the trainee for effective participation in the subsequent vocational skills courses. The Feeder service concept is predicated upon the belief that factors affecting life-style, self-image, basic skills development and aspiration level of the individual frequently prevents one from making a satisfactory occupational adjustment. The specific techniques utilized in Feeder include the provision of comprehensive pre-job conditioning, basic remedial academic skills development, attitudinal and motivational training, personal hygiene and grooming, and finally an introduction to basic vocational tools and equipment.

e. Vocational Skills Training - The fifth program component provides practical and theoretical skills training in a classroom, workshop, or simulated work setting. Instruction will be offered in a range of occupational skills designed to prepare the trainee for employment in several specific occupations related to a common field of interest. This training strategy known as the "cluster concept" will allow trainees to master a number of occupational levels within a given cluster (e.g., motor mechanics) or to complete training after meeting performance objectives in a single occupational specialty (e.g., carpenter). This approach broadens the trainee's skill capabilities and improves his/her marketability in industry.

Since the proposed target trainee population consists of varying levels of academic achievement, LOIC curriculum developers will prepare vocational courses of study which emphasize verbal and visual communication. Theoretical principles will be included, but emphasis will be placed on practical applications.

f. Job Development, Placement and Follow-up - This component focuses upon the identification and development of on-the-job training opportunities and when possible, places trainees in permanent jobs. The job developer's primary objective will be to find job openings that will match the skills and work experience of LOIC trainees. After a job placement is completed the job developer will maintain contact with the employer and graduate on a periodic basis (usually from 30 days through 6 months) after placement to verify job retention, and to evaluate the graduate's performance and progress on the job. Follow-up is also valuable for curriculum modification. Positive and negative feedback from employers and graduates can influence the quality of training by revealing the most useful training methods currently applicable to the work-site.

In conclusion, the major program components described above are intended to meet the needs of a non-normative population, i.e., one that is educationally, socially, and economically disadvantaged relative to the mainstream of the population. The classic pedagogical approaches have been submerged in favor of instructional innovations and a unique service delivery concept geared toward preparation of the individual for the "World of Work" in the shortest possible time.

B. PROJECT IMPLEMENTATION GUIDELINES

B.1. Plan For Technical Assistance

a. Organization of the Board of Directors

The Liberia OIC National Board of Directors serves as the principal policy-making body for the program as distinguished from the executive staff of LOIC who will be responsible for implementing the policy decisions of the Board. The major roles of the Board are:

- to establish the legal existence of the program
- to establish the long-range goals of the organization
- to establish policies that will insure the stability and growth of the organization
- to determine the major structure of the organization
- to select the major executives of the organization
- to appraise the performance of the major executives on a periodic basis
- to review and monitor the program operation

b. Provision of Technical Assistance

OICI will be responsible for the selection and contracting of three (3) technical advisors and occasional consultants to assist in project implementation. General technical support to be provided

OICI will include:

- Advice in the organization and management of the project
- Assistance in carrying out periodic evaluations and internal audits
- Assistance in development of curricula, lesson plans, diagnostic tests, standard operating procedures, fiscal and procurement guidelines and procedures, annual work plans, and job descriptions.
- Periodic staff development sessions
- Assistance in organizing an Industrial Advisory Council (IAC) and Technical Advisory Committee (TAC) to bolster local fund-raising efforts.

The on-site support and assistance will be provided by three (3) full-time technical experts, a Program Advisor, a Vocational Trades Specialist, and a Financial Advisor. The Program Advisor will coordinate and direct the activities of the OICI Advisory Team.

In addition to the full-time TCT advisors, consultant support will be scheduled to occur on a periodic basis utilizing specialist consultants selected from the Opportunities Academy of Management Training, OIC International, and other appropriate sources. Specialized training programs tailored to the unique needs of the LOIC Ghana local program operations will be provided in-country through this approach to technical assistance.

On an annual basis selected LOIC Board and staff members will be sent to the United States to participate in special training programs organized by the Central Office of OIC International. Through the Annual OICI Participants Training Program intensive short-term training and exposure to OIC methods, concepts, systems and programs will be provided. This annual training exercise is planned to converge with the Annual OIC Convocation to ensure that overseas Board and staff members are able to interact and exchange information and ideas with other OIC delegates from around the world.

The technical advisors will be monitored by the OICI head office via regular reporting procedures and field trips. However, project implementation will require that responsibility is shared with the Board of Directors and staff of the Liberia OIC.

It is also expected that, once reorganized, the IAC and TAC's will contribute technical advice; and possible financial and in-kind assistance to the project. The Industrial Advisory Council should be composed of representatives (on the policy-making level) from industry, labor and education who are willing to meet quarterly and to provide support and counsel to the project in terms of funds, equipment acquisition, and job placement opportunities. TAC's are the channels through which the Industrial Advisory Council can provide support to OIC. Individual TAC's will be organized for each skill training cluster. Membership on the committees usually consists of line supervisors in an industry or organization for which the OIC trains potential employees. TAC members are expected to advise on curriculum development, labour market trends and the relevance of OIC training materials and equipment to the job market.

c. Local Staff Development

A formalized staff development program is an integral part of the overall technical assistance to be provided by OICI during the life of the project. Initially, key LOIC staff members, the Executive Directors, the Training Managers and the Fiscal Officers will receive in-service training designed to improve their management and administrative skills and to firmly inculcate detailed knowledge of project goals, objectives, requirements, and resources. The OICI Advisors will design and monitor the staff development program; while several consultants may be utilized to conduct workshops in specialized subjects including Management Information Systems, Program Evaluation Techniques, and Curriculum Development.

Other consultants will be utilized to conduct workshops for the vocational instructors with a focus upon improvement of their instructional skills for vocational education. Typical problems encountered in vocational education will be presented

and analyzed, including: classroom organization and management, instructional materials development, on-the-job training or work experience, evaluation of teaching and learning and training strategies.

In addition to the above specialized training programs and staff development sessions, staff meetings are expected to occur on a monthly basis throughout the life of the project. The OICI Advisors will conduct the staff development sessions, utilizing local consultants for training in subjects outside of their area of expertise.

B.2. BASIC ASSUMPTIONS ABOUT THE AVAILABILITY AND PVO MANAGEMENT OF RESOURCES.

It is assumed that OICI will continue to have the cooperation and support of the Government of Liberia for the continued development of a community-based non-formal vocational training center; and that G.O.L. will support the transfer of the vocational component of the LOIC program from Klay to the Monrovia area. It is further assumed that LOIC will be an integral part of the manpower development plan and budget of Liberia, and that Government of Liberia will support linkages with other educational institutions and include LOIC as part of the Government apprenticeship and training scheme.

B.3. DISBURSEMENT AND PROCUREMENT PROCEDURES

OICI's financial relationship with the Liberia OIC Board of Directors for goods and/or services to the program funded through this grant and program support commitments will be defined in a Memorandum of Agreement prior to the inception of the project. The Memorandum of Agreement will include the following stipulations:

- Disbursements to the OIC program shall be used exclusively to finance the purchase of goods and/or services for the program;

- Flexibility of expenditures within the program budget will be allowed as long as the cost of any line item is decreased or increased by no more than 20 percent;
- All expenditures shall be open to audit by OICI fiscal representatives, external auditors, and/or GOL;
- Costs incurred before the effective date of the grant agreement will not be allowed;
- The LOIC will be reimbursed only for allowable expenditures upon regular submission of fiscal reports and program progress reports as required by the OICI Management Information System; and
- A joint project evaluation mission will be undertaken on an annual basis, consisting of representatives from OICI, LOIC and the GOL.

The funds for the implementation of the LOIC project amendment will be channelled by AID/W to OICI/Philadelphia on a regular basis. The Director of Finance and Administration of OICI will make all necessary and valid payments, purchases, and reimbursements upon receipt of proper statements, reports and/or bills presented by the TCT staff, or the LOIC Board of Directors.

Government of Liberia financial inputs to the LOIC will be initiated by the National Youth and Sports Commission. Government of Liberia allotments will be issued on a quarterly basis with all funds being deposited in the LOIC grant account. Disbursement of local grant funds will be done in accordance with existing budgets and procedure established by the local Board and OICI. Audits will be performed on a regularly scheduled basis. Financial reports will be submitted to OICI on a monthly basis and to Government of Liberia on a quarterly basis.

#### B.4. SCHEDULE OF ACTIONS REQUIRED

The LOIC project schedule of action and responsibilities have been developed as a result of the December 1980 Joint Evaluation of the LOIC project and in consideration

of findings during the feasibility study. The schedule of actions required are listed in chronological order according to months. These actions should be viewed as critical performance indicators. The schedule covers a three year period beginning October 1981 and ending in September 1984. The focus of the actions is on the construction and institutionalization aspects of the LOIC program. It should be kept in mind that LOIC training in Klay and Monrovia will continue to operate simultaneously during the first year of the schedule. Klay operations will be transferred to Monrovia October FY-82/83.

Most of the topics listed are self explanatory. More detailed narrative explanations are included in the following project Performance Tracking (PPT) System and Narrative Description:

#### PPT - NARRATIVE

##### A. Personnel

1. October 1981 - TCT staff replacements identified- replacements will be hired for a Finance Specialist and a Vocational Specialist.
2. November 1981- TCT Finance Advisor arrives - the new Finance Advisor will arrive in Liberia and receive orientation on the financial management system.
3. December 1981- Two TCT Members Depart - the Finance Advisor and the Vocational Specialist will depart. The replacement for the Finance Advisor will already be in-country while the replacement for the Vocational Specialist will follow in 6 months. In the interim, the Program Advisor will assume responsibility for the vocational component.
4. June 1982 - Local staff recruitment begins - recruitment for new positions needed for Monrovia Program including Book-keeping Instructor and Driver Education Instructor. In addition replacement staff will be needed due to turnover in 3rd and 4th quarters of FY81.

5. July 1982 - TCT Vocational Specialist arrives-  
Vocational Specialist will have a strong background in curriculum development and practical training methods and techniques. He/she will be responsible for development of high quality curriculum manuals and standardization of the training system.
6. August 1982- New Staff selected -  
New staff for the new LOIC center will be selected as well as replacement staff as needed.
7. January 1983-Program fully staffed and equipped
8. July 1984 - TCT Vocational Specialist departs-  
after a 2 year contract this TCT member will depart having trained counterparts in training techniques, classroom management and curriculum development.

#### B. Training

##### October 1981 - 1. Develop PPT.

A PPT for training will be developed each year. It will delineate all actions and responsibilities to be undertaken based on the resources needs of the Board, staff, trainees and in respect to achievement of annual program targets.

##### October 1981 - 2. Pre-service training (Orientation)

A comprehensive pre-service training program will be conducted for new TCT staff. This training will last approximately three weeks and will serve to acquaint the new staffer with the total OICT history, philosophy, and methodology. During this period the TCT will complete a technical assistance, task analysis and evaluation of training report

tion and computation skills and provide training in Job Finding Techniques and Personal Hygiene. This is a four week course.

September 1982-7. Completion of Vocational students.

A total of 120 students will have completed vocational training in five areas in the first year; namely, Masonry, Carpentry, Plumbing, Electricity and Appliance Repair and Auto Mechanics.

7a. A total of 81 students will have completed vocational training in FY 83 in all the aforementioned areas except Plumbing, which will be discontinued.

7b. A total of 108 students will have completed vocational training in FY 84 in the same course areas as in FY 83. The total vocational completions for the three year period will be 309.

October 1982 - 8. Vocational training begins in Monrovia.

The first training classes will be held in the new Monrovia training center.

October 1982 - 9. Bookkeeping curriculum completed.

A revised curriculum for the Bookkeeping course will be developed. This will be a 24 week course of study providing training in elementary Bookkeeping skills.

October 1982- 10. Four-week Feeder training for Bookkeeping students.

The students entering the Bookkeeping course will first spend four (4) weeks in Feeder receiving basic education upgrading. The scheduled period for Feeder training will be one month prior to the beginning of the Bookkeeping class.

November 1982-11. Bookkeeping class begins.

The first cycle Bookkeeping class will begin with an enrollment of 15 students.

December 1982-12. Driver's Education curriculum developed.

A curriculum for the Driver's Education course will be developed; for will be a 16 week, comprehensive program of study with emphasis on safety and preventive maintenance.

December 1982-13. Four-week Feeder training for Driver's Education students.

The students entering the Driver Education class will first spend one month in Feeder training receiving a basic educational review. That is, Computational Skills, Personal Hygiene and Job Finding Techniques.

January 1983-14. Driver's Education class begins.

April 1983 -15. Completion of Bookkeeping students.

By month's end at least eleven Bookkeeping students will have completed training.

15a. At least 11 students will complete Bookkeeping training form Cycle II.

15b. At least 15 students will complete  
Bookkeeping training from Cycle III.

April 1983 - 16. Completion of Driver's Education students.

By month's end at least eight students will  
have completed driver's education training.

16a. At least 8 students will complete  
Driver's Education training from Cycle II

16b. At least 8 students will complete  
Driver's Education training from Cycle II

October 1983 - 17. Graduation for Bookkeeping and Driver's  
Education students.

A commencement exercise will be given for  
the students who complete Bookkeeping and  
Driver's Education training during the year.

### C. Student Services

#### 1. Recruitment, Intake and Orientation.

The present enrollment at the center will be assessed to  
determine the availability of space in the training center.  
Once the needs are determined, the student services unit  
will begin recruiting, screening and enrolling students  
until the center is operating at capacity.

#### 2. Trainee Enrollment/Attrition Pattern Study.

A study will be done to determine the rate of and reasons  
for trainee attrition. This will be achieved by reviewing  
records of discontinued trainees to note length of training,  
reason for discontinuance, etc. A evaluative report will  
be prepared with recommendations for improvement in this  
area.

3. In-house evaluation of Student Services.

Evaluation of data accumulated by the counseling service. Evaluation of counselors' personal contacts with adult students and the students' views of and experiences with the counseling service. Conduct survey clientele and teachers via questionnaire and interview re: view of and use for the counseling service. Implications for educational program changes. This will be an annual activity.

D. Staff Development

1. Six Month Staff Development Plan.

A six month staff development plan will be prepared at half year intervals. This plan will show a schedule of workshops, meetings, training session, etc. The sessions will be held once a month and will be relative to determined needs. This plan will be given to staff members prior to the six month period for input.

2. Two week staff training session begins.

3. One week staff training session.

PPT NARRATIVE

E. PLANS, BUDGETS & AGREEMENTS

1. October 1981 -- OPG Amendment signed by AID/w & OICI.

This will be an amendment to the present grant extending the program through September 1984 in order to complete the institutionalization of the program.

2. October 1981 - MOA signed by OICI, Board and COL.

A new memorandum of agreement will have to be

- drafted and signed to cover the effective period of the grant.
3. November 1981 - FY 81 Annual Report.  
This progress report on the activities for FY 81 will be completed and submitted to OICI Central per requirements.
4. March 1982 - FY 82/83 Program Plan & Budget.  
prepared and submitted to OICI Central.
5. April 1982 - Initiate Development/Revision of Standard Operating Procedures.  
this will include personnel policy as well as program implementation policy and an evaluation of operating systems to determine efficiency and effectiveness.
6. July 1982 - Standard Operating Procedures Completed.  
This document will contain S.O.P guidelines for LOIC.
7. October 1982 - Klay campus returned to Government of Liberia.  
As soon as the vocational training units move to the new training center in Monrovia, the Klay campus will be handed back to the Government of Liberia.
8. March 1983 - FY 83/84 Program Plan & Budget.  
Prepared and submitted to OICI Central.

PPT NARRATIVE

F. EQUIPMENT & COMMODITIES & FACILITIES

1. November 1981 - Building Plans finalized.  
The final plans for the construction of the Liberia OIC center in Monrovia will be complete by the architect.

2. November 1981 - Contractor identified and contracted.  
The building contractor for the OIC-Liberia Training Center in Monrovia will be chosen via the approved bid process.
3. November 1981 - U.S. Building Materials ordered.  
Certain materials for the construction of the Liberia OIC Training Center will be purchased in the U.S. where they are less expensive. This will include electrical wiring and fixtures.
4. December 1981 - Land breaking ceremony.  
The ceremony marking the formal initiation of construction activities for the OIC Liberia Vocational Training Center will be held.
5. December 1981 - Landscaping and Layout of buildings.  
This will be the first step in construction of the new center.
6. December 1981 - Commodity procurement list finalized.  
The list of equipment needed for the extension period will be finalized and forwarded to OICI Central for procurement.
7. January 1982 - Initiate U.S. Procurement of Equipment.  
Procurement requests will be processed by OICI Central to obtain necessary equipment and supplies for project.
8. January 1982 - Building Construction Begins.

January 1982 - 3. In-house Assessment and Action Planning.

The training unit under the direction of the Training Manager will conduct periodic (annual), in-house assessments to focus on staff performance, on-going training activities, materials development trainee satisfaction and progress towards achievement of output targets. An annual Action Plan will be developed to guide activities in this area.

May 1982 - 4. Graduation of vocational trainees.

Commencement exercises will be held for all students who completed training from June through May of the program year.

June 1982 - 5. Participant Training in the U.S.

One staff member and one board member will attend the Participant Training Program in the United States each year.

August 1982 - 6. Develop curriculum for Electricity and Appliance Repair and a one month Feeder curriculum for Bookkeeping and Driver's Education courses.

A revised curriculum for the Electricity and Appliance Repair course will be developed to focus on the needs of the local environment and labour market. It will allow for a 15 month training period and for open-entry, open-exit enrollment.

A Feeder curriculum for the Bookkeeping and Driver's Education students will be developed to provide refresher instruction in communica-

9. August 1982 - Administration and Feeder Blocks completed.  
The administration and feeder blocks of the new Liberia OIC Vocational Training Program will be completed and ready for transferring the respective units from the rented facility in Monrovia.
10. August 1982 - Management, Feeder and Student Services occupy new building.  
In moving out of the old rented facility a savings of \$12,000 per month will be achieved.
11. September 1982- Receipt and Installation of Training Equipment from U.S.  
It is estimated that the procurement and shipping of requested training equipment from the U.S. will have been completed on time and that the items will be in country as needed.
12. September 1982- Relocation of Training equipment from Klay to Monrovia.  
Training equipment installed in the vocational training at Klay will be transferred to the new training facility in Monrovia.
13. November 1982 - Dedication of new LOIC Training Center.  
The formal opening of the new LOIC Training Center in Monrovia will begin with a formal dedication ceremony.
14. February 1983 - Capacity Usage of Space and Facilities Achieved  
All skill areas will be operational at this

time with a full complement of instructors and trainees.

PPT NARRATIVE

G. BOARD/COMMUNITY DEVELOPMENT & FUND RAISING

1. October 1981 - IAC and TAC reorganized/meetings held.

The IAC, has been inactive since the revolution, will be reactivated and new members invited to participate.

2. November 1981 - LOIC Board reorganized.

The present Board of Directors will be expanded to include additional representation from government and the local community.

3. November 1981 - Board Training Session held.

The reorganized Board will receive training on its role, and responsibility along with OIC philosophy and methodology.

4. December 1981 - Develop Annual Fund Raising Plan.

One of the responsibilities of an OIC Board of Directors is to create community awareness and raise private funds for the program. The nature of the events will be decided by the Fund Raising Committee of the Board.

5. February 1982 - Develop Annual Fund Raising Plan.

The Board will plan a series of fund raising events in order to raise funds and create public awareness and sensitivity for OIC

in Liberia.

6. March 1982 - Establish LOIC Alumna Association.  
An alumna association of former Liberia OIC graduates will be formed for their own benefit as well as to perform public relations, recruitment and fund raising activities for the program.
7. June 1982 - Board Fund Raising Event.
8. August 1982 - Plan Fund Raising Event.
9. November 1982 - Development of Small Economic Development Project  
The Board and local staff have been interested in developing a small business venture for fund raising purposes. The nature of the venture will be discussed at this time.
10. December 1982 - Develop Annual Fund Raising Plan.
11. February 1983 - Board Fund Raising Event.
12. February 1983 - Initiation of Small Business Project.
13. June 1983 - Board Fund Raising Event.
14. August 1983 - Plan Fund Raising Event.
15. December 1983 - Board Fund Raising Event.
16. February 1984 - Plan Fund Raising Event.
17. June 1984 - Board Fund Raising Event.
18. August 1984 - Plan Fund Raising Event.

PPT NARRATIVE

EVALUATION

1. October 1981 - Local independent audit conducted.

2. February 1982 - Annual Evaluation.

An annual program review evaluation will be conducted by Liberia OIC in order to determine the effectiveness of the program and its progress toward achievement of project purpose.

3. October 1982 - Local independent audit conducted.

4. April 1983 - Joint Evaluation.

This evaluation will include representatives from all concerned parties i.e.- USAID, GOL and OICI.

5. October 1983 - Local independent audit conducted.

6. September 1984 - End of Project Evaluation & Independent Audit.

Evaluation will be conducted to determine the success of the project and its impact on human resource development/skills training in Liberia.

**IMPORTANT  
INPUT/OUTPUT  
ACTIVITIES**

**PROJECT PERFORMANCE TRACKING OIC-LIBERIA  
OCTOBER 1981 - SEPTEMBER 1984**

	Oct. 81	Nov. 81	Dec. 81	Jan. 82	Feb. 82	Mar. 82	Apr. 82
<b>PERSONNEL</b>	1) TCT staff replacements identified	2) TCT Finance Advisor arrives	3) Two (2) TCT members depart				
<b>TRAINING</b>	1) Develop PPT for training 2) Pre-service training for TCT staff			3) In-house assessment and action planning			
<b>STUDENT SERVICES</b>	1) Recruitment-Intake Orientation						2) Trainee Enrollment/Attrition study
<b>STAFF DEVELOPMENT</b>	1) Six month staff development plan						1) Six-month staff development plan
<b>PLANS/BUDGETS &amp; AGREEMENTS</b>	1) OPG Amendment signed by AID/W and OICI 2) MOA signed by OICI, Board and GOE.	3) FY81 Annual Report				4) FY82/83 Program Plan & Budget prepared & submitted to OICI Central	5) Initiate development/revision of operating procedures
<b>EQUIPMENT COMMODITIES &amp; FACILITIES</b>		1) Building plans finalized 2) Contractor identified and contracted 3) U.S. building materials ordered	4) Land Breaking Ceremony 5) Landscaping and layout of building 6) Commodity Procurement list finalized	7) Initiate U.S. Procurement of Equipment 8) Building construction begins			
<b>FUND RAISING &amp; COMMUNITY BOARD DEVELOPMENT</b>	1) IAC & TAC reorganized/meetings held	2) LOIC Board reorganized 3) Board Training Session held	4) Develop Annual Board fundraising Plan		5) Board Fund Raising Event	6) Establish LOIC Alumni Association	
<b>EVALUATION</b>	Local Independent Audit Conducted						1) Annual Evaluation OICI-LOIC

28

IMPORTANT  
INPUT/OUTPUT  
ACTIVITIES

PROJECT PERFORMANCE TRACKING OIC-LIBERIA  
OCTOBER 1981 - SEPTEMBER 1984

	May 82	June 82	July 82	Aug. 82	Sept. 82	Oct. 82	Nov. 82
PERSONNEL		4) Local staff recruitment begins	5) TCT Vocational Specialist arrives	6) New Staff Selected			
TRAINING	4) Graduation of Vocational Course trainees	5) Participant Training in U.S.- 1 Board, 1 Staff Member		6) Develop Curriculum for Elec. & Appliance Repair and one month Feeder Curricula for Bookkeeping and Drivers Education.	Completion of 120 Vocational Students	8) Vocational Training begins in Monrovia 9) Bookkeeping Curriculum completed	11) Bookkeeping Course begins
STUDENT SERVICES				1) Recruitment-Intake Orientation for Bookkeeping	3) In-house Evaluation of Student Services	10) 1 month Feeder training for Bookkeeping : Students	1) Recruitment-Intake Orientation for Drivers Ed.
STAFF DEVELOPMENT						2) Two week staff training session begins 1) Six-month staff development plan	
PLANS/BUDGETS & AGREEMENTS			6) Standard Operating Procedures Completed			7) Klay Campus returned to OOL	
EQUIPMENT COMMODITIES & FACILITIES				9) Administration and Feeder blocks completed 10) Management, Feeder and Student Services occupy new building	11) Receipt and installation of Training Equipment from U.S. 12) Relocation of Training equipment from Klay to Monrovia		
FUND RAISING & COMMUNITY BOARD DEVELOPMENT				8) Board Fund Raising Event			9) Development of small economic development plan
EVALUATION						Local Independent Audit Conducted	

IMPORTANT  
INPUT/OUTPUT  
ACTIVITIES

PROJECT PERFORMANCE TRACKING OIC-LIBERIA  
OCTOBER 1981 - SEPTEMBER 1984

	Dec. 82	Jan. 83	Feb. 83	Mar. 23	Apr. 83	May 83	June 83
PERSONNEL		7) Program is fully staffed					
TRAINING	12) Driver Education course of study completed 13) 1 month Feeder training for Driver Education students	14) Driver Education Course begins 3) In-house Assessment			15) Completion of 11 Cycle I Bookkeeping Students 16) Completion of 8 Cycle I Driver Education students 10) 1 month Feeder trng. for Bookkeeping 13) 1 month Feeder trng. for Drivers Education	4) Vocational Graduation 11) Begin Cycle II Bookkeeping Course 14) Cycle II Drivers Education begins 2) Trainee Enrollment/Attrition Study	
STUDENT SERVICES				1) Recruitment-Intake Orientation for Bookkeeping and Drivers Ed.			
STAFF DEVELOPMENT		3) 1 week staff training session				1) Six-month staff development plan	
PLANS/BUDGETS & AGREEMENTS				8) FY83/84 Program Plan & Budget submitted to OICI Central			
EQUIPMENT COMMODITIES & FACILITIES			14) Capacity usage of space and facilities achieved				
FUND RAISING & COMMUNITY BOARD DEVELOPMENT	10) Develop Annual Board Fund Raising Plan		11) Plan fund raise event 12) Initiation of small economic development plan				13) Board Fund Raising Event
EVALUATION					2) Joint Evaluation OICI-OOL-USAID		

**IMPORTANT  
INPUT/OUTPUT  
ACTIVITIES**

**PROJECT PERFORMANCE TRACKING OIC-LIBERIA  
OCTOBER 1981 - SEPTEMBER 1984**

	July 83	Aug. 83	Sept. 83	Oct. 83	Nov. 83	Dec. 83	Jan. 84
<b>PERSONNEL</b>							
<b>TRAINING</b>	5) Participants Training in U.S. 1 Board, 1 Staff Member	16a) Complete Cycle II Drivers Education	14) Cycle III Drivers Education begins 7a) Completion of 81 students in Vocational	17) Graduation for Bookkeeping and Drivers Education 15b) Completion of Cycle II Bookkeeping 10) 1 month Feeder trng. for Bookkeeping	11) Begin Cycle III Bookkeeping	13) 1 month Feeder trng. for Drivers Education begins 16b) Drivers Ed. completion for Cycle III	14) Cycle IV Driver Education begins 3) In-house assessment
<b>STUDENT SERVICES</b>			3) In-house evaluation of Student Services	1) Recruitment- Intake Orientation for Bookkeeping		1) Recruitment- Intake Orientation for Drivers Education	
<b>STAFF DEVELOPMENT</b>				1) 6 month staff			
<b>PLANS/BUDGETS &amp; AGREEMENTS</b>							
<b>EQUIPMENT COMMODITIES &amp; FACILITIES</b>							
<b>FUND RAISING &amp; COMMUNITY BOARD DEVELOPMENT</b>		14) Plan Fund Raising Event				15) Board Fund Raising Event	
<b>EVALUATION</b>				Local Independent Audit Completed			

85x

IMPORTANT  
INPUT/OUTPUT  
ACTIVITIES

PROJECT PERFORMANCE TRACKING OIC-LIBERIA  
OCTOBER 1981 - SEPTEMBER 1984

	Feb. 84	Mar. 84	Apr. 84	May 84	June 84	July 84	Aug. 84	Sept. 84
<b>PERSONNEL</b>								
<b>TRAINING</b>		16b) Completion of Drivers Education Cycle III	15b) Completion of 15 students in Bookkeeping Cycle III 20) 1 month Feeder trng. for Bookkeeping 13) 1 month Feeder trng. for Drivers Education	4) Vocational Graduation 11) Begin Cycle IV Bookkeeping 14) Cycle V Driver Education begins		5) Participants Training in U.S. 1 Staff Member 1 Board Member	17) Graduation for Bookkeeping & Drivers Ed.	7b) Completion of 108 in Vocational
<b>STUDENT SERVICES</b>		1) Recruitment- Intake Orientation for Bookkeeping & Drivers Education	2) Trainee Enrollment/ Attrition Study					
<b>STAFF DEVELOPMENT</b>		1) 6-month staff ment plan						
<b>PLANS/BUDGETS &amp; AGREEMENTS</b>								
<b>EQUIPMENT COMMODITIES &amp; FACILITIES</b>								
<b>FUND RAISING &amp; COMMUNITY BOARD DEVELOPMENT</b>		16) Plan Fund Raising Event			17) Board Fund Raising Event		18) Plan Fund Raising Event	
<b>EVALUATION</b>								3) End of Project Evaluation & Independent Audit OICI-USAID-COL

98

C. MEASUREMENT AND EVALUATION OF PROJECT ACCOMPLISHMENTS

An evaluation schedule for the project is indicated in the PPT chart. During the annual Project Progress evaluations, major focus will be placed on the status and validity of the verifiable indicators listed in the logical framework.

In addition to the annual joint evaluations, local program management will conduct periodic in-house evaluations of program administration, staff performance and finances.

C.1

MEASURES OF PERFORMANCE

GENERAL

This section contains a listing of performance measures which may be used to evaluate the performance of each of the components. For each component, a primary measure of performance has been designated. In most instances, the primary performance output measures are those which are essential to meet the basic contract objective for placements.

While not always true, if a component fails to meet its goal for its primary output measure of performance, this failure will frequently preclude the local OIC from achieving its placement goal. This can be true irrespective of its performance in the areas of its other performance measures.

With respect to the additional performance measures listed for each component, note some of these measures apply to more than one component.

PERFORMANCE MEASURES

<u>Component</u>	<u>Primary Performance Output Measure</u>	<u>Additional Performance Measures</u>
Intake/Orientation	Number enrolled	Intake enrollment rate Number ineligible Number choosing not to enroll Utilization of class capacity
Feeder	Feeder training completions	Average Feeder class Feeder attendance rate Feeder completion rate
Vocational	Vocational Training completions	Average Vocational Training class size Vocational Training attendance rate
Counseling	Training Completions Placements	Overall attendance rate Overall training completion rate

C.2. SCHEMATIC OF OIC SERVICES

GENERAL

The schematic shown in Exhibit 1 was developed to depict the functional activities performed by the local OIC in carrying out the new or improved jobs. The schematic, which represents a logical grouping of OIC services and their related activities, provides a framework to measure both statistical and cost performance.

It should be noted that the schematic is not intended to represent the organizational structure of the local OIC nor to indicate the particular staff groups which are responsible for or perform the various functional activities.

The focus of the schematic is on output measures of performance. This includes both component output measures such as applicants, enrollments and feeder completions and overall local OIC output measures such as placements.

**PROJECTED TRAINING SCHEDULE AND OUTPUTS**

Class	Course	Length Including OJT	Cycles Per Year	Course Capacity	Placement			Total	Enrollment
					FY 82	FY 83	FY 84		
****	1 - Masonry	12 mos	1	36	10	22	30	72	80
****	2 - Carpentry	12 mos	1	36	10	22	30	72	80
*	3 - Plumbing	12 mos	1	18	7			17	20
**	4 - Electricity and Appliance Repair	15 mos	1	20	14	15	18	67	75
	5 - Auto Mechanics	15 mos	1	36	19	22	30	81	90
***	6 - Bookkeeping	6 mos	2	20	0	22	30	52	62
***	7 - Driver Education	4 mos	3	12	0	24	32	56	60
	<b>Vocational Totals</b>				<b>120</b>	<b>127</b>	<b>170</b>	<b>417</b>	<b>467</b>

NOTES: \* Plumbing will be dropped from the curriculum after FY-82

\*\* Air conditioning and Electricity will continue to run as separate courses with a capacity of 18 trainees each until FY 83 when the course will be combined into Electricity and Appliance repair with a combined capacity of 20.

\*\*\* Bookkeeping and Driver Education Feeder curriculum will be for one month only and OJT is not a part of the courses.

\*\*\*\* Masonry and Carpentry capacity will increase from 18 to 36 in FY 83 when the courses are transferred to Monrovia.

\*\*\*\*\* 80% of completions will be placed.

-70-

90

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX

LIBERIA OIC  
FY 82 - 84

Page

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Goal:</p> <p>To improve and increase the skill and efficiency of the indigenous Liberian labour force.</p>	<p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> <li>1) Degree to which imbalance and inequality in educational opportunities is corrected.</li> <li>2) Degree of reduction in skilled labour shortage.</li> <li>3) Degree of increase in monetised employment per capita.</li> <li>4) Degree of reduction in urban visible unemployment</li> <li>5) Degree of increase in places and enrollments in training institu-</li> </ol>	<ol style="list-style-type: none"> <li>1&amp;5) Min. of Education comparative statistics regarding socio-economic status of enrollees in all training/education programs.</li> <li>2-4) Ministry of Planning and Economic Affairs available data on:               <ol style="list-style-type: none"> <li>a) labour demand and supply by occupational skill level.</li> <li>b) Monrovia area unemployment statistics.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1) That technical training and indigenous economic development remain priority of GOL.</li> </ol>

917

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX

LIBERIA OIC

Page 2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Purpose:</p> <p>To construct and institutionalize skills training center in Monrovia for the training of the unemployed and unemployed in appropriate labour market skills.</p>	<ol style="list-style-type: none"> <li>1) Liberia OIC Board of Directors fully responsible for policy-making and financial support of the program.</li> <li>2) Liberia OIC fully staffed and managed by Liberians.</li> <li>3) Liberia OIC courses conducted in shorter time-frame than comparable training at existing institutions in Monrovia.</li> <li>4) Liberia OIC institutional capacity increased from skills training output of approximately 120 graduates per annum in FY 80 to 135 per annum in FY 84.</li> <li>5) Program will achieve job placement for at least 75% of trainees unemployed at time of enrollment.</li> </ol>	<ol style="list-style-type: none"> <li>1) Board of Directors Reports from OIC MIS.</li> <li>2) Direct observation, annual evaluation of staff performance and program management.</li> <li>3) a-Liberia OIC statistics on trainee costs of other similar training programs in Monrovia.  b-Liberia OIC graduates complete skill training courses in 12-15 months of 24-36 months for graduates of similar programs.</li> <li>4) Liberia OIC MIS records showing actual completions vs. projected targets.</li> </ol>	<ol style="list-style-type: none"> <li>1) Board members remain committed to institutionalization of training center.</li> <li>2) OIC technology and methodology can be transferred during 3 year life of project.</li> <li>3) OIC Monrovia can be constructed at cost and time schedule indicated in proposal.</li> </ol>

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX

LIBERIA OIC

Page 2 (cont'd)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
		5) Liberia OIC MIS records	

42X

**PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX  
LIBERIA OIC AMENDMENT**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS						
<p><b>PROJECT OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Liberia OIC Board of Directors expanded, reorganized and fully functional.</li> <li>2. Liberian Technical Instructors trained</li> <li>3. Liberia Administrative staff trained</li> <li>4. Operating training program Training courses               <ol style="list-style-type: none"> <li>1. Feeder</li> <li>2. Auto Mechanics</li> <li>3. Masonry</li> <li>4. Carpentry</li> <li>5. Electricity &amp; Appliance repair</li> </ol> </li> </ol>	<p><b>MAGNITUDE OF OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Board members performing voluntary functions and activities according to their articles of incorporation</li> <li>2. Twelve (12) instructional staff executing duties and responsibility according to OIC modus operandi</li> <li>3. Eleven (11) staff performing independently as managers and administrators of program operations.</li> <li>4. Courses of study developed or updated and classes fully operational.  Trainees completing* course work   <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;">FY <u>82</u></td> <td style="text-align: center;"><u>83</u></td> <td style="text-align: center;"><u>84</u></td> </tr> <tr> <td style="text-align: center;">120</td> <td style="text-align: center;">127</td> <td style="text-align: center;">170</td> </tr> </table> </li> </ol> <p>*75% of completions placed</p>	FY <u>82</u>	<u>83</u>	<u>84</u>	120	127	170	<ol style="list-style-type: none"> <li>1. Reports on Board activities as monitored thru OICI MIS, evaluations and personal interviews</li> <li>2. Evidence of local staff perform and as monitored thru MIS reports, evaluations, personnel records and program documents.</li> <li>4. Liberia OIC MIS records indicating number of enrollments, completions and skill level attained.</li> </ol>	<ol style="list-style-type: none"> <li>1. Mutual cooperation is achieved between OIC Board, Program management and GOL.</li> <li>2. Technical assistance staff is recruited and remains in position for which hired.</li> <li>4. Trainees are available for enrollment in quantity and target group projected in proposal.</li> </ol>
FY <u>82</u>	<u>83</u>	<u>84</u>							
120	127	170							

69

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX

LIBERIA OIC AMENDMENT

(Cont'd)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>6. Bookkeeping 7. Driver Education 8. Plumbing*</p> <p>5. Administrative/ services delivery systems developed.</p> <p>a) Student support services b) Planning/ Programming c) Fiscal MIS Guidelines &amp; Procedures d) Program Evaluation</p>	<p>5a. Recruitment, screening, vocational counseling for each trainee and job development</p> <p>5b. Annual plans &amp; budgets are developed by local staff with TCT advice</p> <p>5c. MIS/Fiscal systems implemented and functioning</p> <p>5d. Program &amp; staff evaluations performed by trained local staff.</p>	<p>5a-d. Liberia OIC MIS records of student support services, budgets, work plans, etc.</p>	

\* To be discontinued after 1st year due to declining demand

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK MATRIX.

LIBERIA OIC AMENDMENT

(Cont'd)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>6. New training facility constructed on donated land and all LOIC operations consolidated in Monrovia.</p>	<p>6. Facilities with sufficient space to accommodate 250 trainees and 35 staff is designed and built on a central plot in Monrovia.</p>	<p>6. Building is constructed and necessary deeds and legal documents are properly registered.</p>	<p>6. Land provided by GOL will be suitable and approved for construction.</p>
<p>7. Community consciousness and support</p> <p>a) IAC reorganized &amp; functioning</p> <p>b) IAC reorganized &amp; functioning</p> <p>c) Fund raising techniques developed and implemented.</p>	<p>7ab. Liberia voluntary support committees with representatives from government, industry and private sector performing advisory functions and activities.</p> <p>7c. Fund Raising Plan developed and implemented</p>	<p>7ab. Schedules, minutes from meeting, list of committee members.</p> <p>7c. Annual Fund Raising Report: Local independent audit report</p>	<p>7ab. Prominent individuals in the community will volunteer their services to support LOIC.</p> <p>7c. Liberia economy will improve sufficiently to enable incentive for charitable giving</p>

76

V. Financial Plan (Detailed Three-Year Budget Projections)

(See following pages)

XI BUDGET  
B - 1

OIC - INTERNATIONAL INC.  
LIBERIA PROJECT  
BUDGET PROPOSAL SUMMARY

B - 1

<u>LINE ITEM</u>	<u>OCT.1,1981</u> <u>SEPT.30,1982</u>	<u>OCT.1,1982</u> <u>SEPT.30,1983</u>	<u>OCT.1,1983</u> <u>SEPT.30,1984</u>	<u>TOTALS</u> <u>OCT.1, 1981</u> <u>SEPT.30,1984</u>
<u>U.S. Salaries</u>				
<u>&amp; Fringe Benefits</u>	\$98,423	\$103,347	\$78,544	\$280,314
<u>Allowances</u>	117,386	103,488	76,223	297,097
<u>Travel &amp; Transportation</u>	117,065	42,960	53,050	213,075
<u>Other Direct Cost</u>	16,610	30,388	39,204	86,202
<u>Sub Total</u>	\$349,484	\$280,183	\$247,021	\$876,688
<u>Participant Costs</u>	8,200	8,400	8,800	25,400
<u>Local Program Cost</u>	380,421	398,353	428,713	1,207,487
<u>Building Construction</u>	570,000	-	-	570,000
<u>Capital Cost</u>	125,000	-	-	125,000
<u>Indirect Cost*</u>	145,346	150,177	116,523	412,046
<u>Sub Total</u>	1,578,451	837,113	801,057	3,216,621
<u>Less Local Input</u> (-)	285,316 (-)	219,094 (-)	321,535 (-)	825,945 (-)
<u>TOTALS</u>	\$1,293,135	\$618,019	\$479,522	\$2,390,676
<u>Less obligated Funds from USAID FY.82</u>			\$(-)	175,000
<u>Total net request USAID</u>				\$2,215,676

\* OICI Central Office Overhead Cost  
32.1% of TCT, Participant & OICI share of Local Program Recurring cost.

98

IC - INTERNATIONAL INC.  
LIBERIA PROJECT

B - 2

BUDGET PROPOSAL

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

<u>LINE ITEM</u>	Oct. 1, 1981	Oct. 1, 1982	Oct. 1, 1983	TOTALS
	Sept 31, 1982	Sept 30, 1983	Sept. 30, 1984	Oct. 1, 1981 Sept. 30, 1984
<u>U.S. Salaries</u>	<u>M/Y</u>	<u>M/Y</u>	<u>M/Y</u>	<u>M/Y</u>
<u>Program Advisor</u>	1 \$33,890	1 \$35,585	1 \$37,360	3 \$106,835
<u>Vocational Trade Specialist</u>	1/4 6,970	1 29,275	3/4 23,058	2 59,303
<u>Vocational Trade Specialist</u>	1/4 6,970	- -	- -	1/4 6,970
<u>Finance Specialist</u>	1 27,860	1/2 14,638	- -	1 1/2 42,518
<u>Total U.S. Salaries</u>	2 1/2 75,710	2 1/2 79,498	1 3/4 60,418	6 3/4 215,626
<u>Fringe Benefits 30%</u>	22,713	23,849	18,126	64,688
<u>Total U.S. Salaries &amp; Fringe Benefits</u>	\$98,423	\$103,347	\$78,544	\$280,314

Employer's contribution has been projected to 30% of gross salary relative to the following categories:

Hospitalization, Life, Accidental Death and Dismemberment and Long Term Disability Insurance	11%
Pension	10%
F.I.C.A. and Unemployment Tax	9%
	<u>30%</u>

## OIC - INTERNATIONAL INC.

B - 3

## LIBERIA PROJECT

## BUDGET PROPOSAL SUMMARY

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

<u>LINE ITEM</u>	<u>OCT.1,1981</u> <u>SEPT.30,1982</u>	<u>OCT.1,1982</u> <u>SEPT.30,1983</u>	<u>OCT.1,1983</u> <u>SEPT.30,1984</u>	<u>TOTALS</u> <u>OCT.1,1981</u> <u>SEPT.30,1984</u>
<u>Allowances Summary</u>				
<u>Basic Furnishings</u>	\$ 15,000	\$ -	\$ -	\$ 15,000
<u>Educational Allowances</u>	17,500	25,900	20,000	63,400
(See Page B-7)				
<u>Housing Quarters</u>	53,988	44,990	31,493	130,471
(Including Utilities)				
(See Page B-8)				
<u>Post Allowance</u>	11,970	12,723	9,625	34,318
(See Page B-9)				
<u>Overseas Differentials</u>	18,928	19,875	15,105	53,908
(25% of Salary)				
(See Page B-2)				
<u>Total Allowances</u>	\$117,386	\$103,488	\$ 76,223	\$297,097

OIC - INTERNATIONAL INC.  
LIBERIA PROJECT  
BUDGET PROPOSAL  
OCTOBER 1, 1981 - SEPTEMBER 30, 1984  
TRAVEL AND TRANSPORTATION

B - 4

<u>LINE ITEM</u>	<u>OCT. 1, 1981</u>	<u>OCT. 1, 1982</u>	<u>OCT. 1, 1983</u>	<u>TOTALS</u>
	<u>SEPT. 30, 1982</u>	<u>SEPT. 30, 1983</u>	<u>SEPT. 30, 1984</u>	<u>OCT. 1, 1981</u> <u>SEPT. 30, 1984</u>
<u>Travel &amp; Transportation</u>				
Flight Cost (See Schedule B-13)	\$ 10,500	\$ 18,000	\$ 7,000	\$ 35,500
Excess Baggage (See Schedule B-13)	2,310	660	1,485	4,455
Sub Total	12,810	18,660	8,485	39,955
Shipment & Storage (See Page B 11)	95,400	21,900	42,465	159,765
Domestic Travel (See Page B-12)	6,830	375	750	7,955
Local Travel	2,025	2,025	1,350	5,400
<b>Total Travel &amp; Transportation</b>	<b>\$117,065</b>	<b>\$42,960</b>	<b>\$53,050</b>	<b>\$213,075</b>

Contract End

Finance Specialist  
1 Full Fare x \$1,000 = \$1,000

R.R.

7 Full Fare x \$1,500 = \$10,500  
6 Half Fare x 750 = 4,500

\$15,000

Voc. Specialist

2 Full Fare x \$1,000 = \$2,000  
3 Half Fare x 500 = 1,500

Contract End

Program Advisor

3 Full Fare x \$1,000 = \$3,000  
2 Half Fare x 500 = 1,000

Beginning

Finance Specialist

2 Full Fare x \$1,000 = \$2,000  
2 Half Fare x 500 = 1,000

Vocational Spec.

2 Full Fare x \$1,000 = \$2,000  
2 Half Fare x 500 = 1,000

Voc. Specialist

2 Full Fare x \$1,000 = \$2,000  
2 Half Fare x 500 = 1,000

Totals

\$10,500

Local Travel

Year (1) \$22.5 x 3,000 mls. x 3 Staff \$2025  
Year (2) 22.5 x 3,000 mls. x 3 Staff 2025  
Year (3) 22.5 x 3,000 mls. x 2 Staff 1350

Finance Specialist

2 Full Fare x \$1,000 = \$2,000  
2 Half Fare x 500 = 1,000

10

OIC - INTERNATIONAL INC.  
LIBERIA PROJECT  
BUDGET PROPOSAL

<u>LINE ITEM</u>	OCT.1,1981	OCT.1,1982	OCT.1,1983	TOTALS
	<u>SEPT.30,1982</u>	<u>SEPT.30,1983</u>	<u>SEPT.30,1984</u>	<u>OCT.1, 1981</u> <u>SEPT.30,1984</u>
<u>Other Direct Cost</u>				
<u>Bank Charges</u>	500	\$ 625	\$ 780	\$ 1,905
<u>Postage</u>	600	750	930	2,280
<u>Telephone &amp; Telegraph</u>	4,000	5,000	6,250	15,250
<u>Office Supplies</u>	3,000	3,750	4,680	11,430
<u>Printing &amp; Reproduction</u>	1,000	1,250	1,500	3,750
<u>Resource Materials</u>	1,000	1,250	1,500	3,750
<u>Consultants</u>	5,000	15,000	20,000	40,000
<u>Sub Total</u>	\$15,100	\$27,625	\$35,640	\$78,365
<u>Contingencies 10%</u>	1,510	2,763	3,564	7,837
<u>Total Other Direct Cost</u>	\$16,610	\$30,388	\$39,204	\$86,202

1027

OIC - INTERNATIONAL INC.  
LIBERIA PROJECT  
BUDGET PROPOSAL  
OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

PARTICIPANT COST

LINE ITEM

Participant Cost

	<u>FY '82</u>	<u>FY '83</u>	<u>FY '84</u>	<u>TOTALS</u>
<u>Number of Participants</u>	2	2	2	
<u>Flight Cost</u>	\$ 2,800	\$ 2,800	\$ 3,000	\$ 8,600
<u>Per Diem</u>	4,500	4,500	4,500	13,500
<u>Local Travel, U.S.</u>	600	700	800	2,100
<u>Miscellaneous</u>	300	400	500	1,200
<u>Totals</u>	\$8,200	\$8,400	\$8,800	\$25,400

OIC - INTERNATIONAL INC.

B -7

LIBERIA PROJECT

BUDGET PROPOSAL

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

EDUCATIONAL ALLOWANCE

		<u>OCT.1,1981</u> <u>SEPT.30,1982</u>	<u>OCT.1,1982</u> <u>SEPT.30,1983</u>	<u>OCT.1,1983</u> <u>SEPT.30,1984</u>	<u>TOTALS</u> <u>OCT.1,1981</u> <u>SEPT.1984</u>
<u>U.S. Staff Position</u>					
<u>Program Advisor</u>	K-12	\$3,500	\$3,700	\$4,000	\$11,200
	K-12	3,500	3,700	4,000	11,200
	K-12	3,500	3,700	4,000	11,200
<u>Finance Specialist</u>	K-12	3,500	3,700	4,000	7,700
	K-12	3,500	3,700	4,000	7,700
<u>Voc. Specialist</u>	K-12	-	3,700	-	7,200
	K-12	-	3,700	-	7,200
<u>TOTAL EDUCATION ALLOWANCE</u>		\$17,500	\$25,900	\$20,000	\$63,400

LD4x

OIC - INTERNATIONAL INC.

LIBERIA PROJECT

BUDGET PROPOSAL  
OCTOBER 1, 1981 TO SEPTEMBER 30, 1984  
HOUSING (QUARTERS)

<u>HOUSING (QUARTERS)</u>	<u>OCT. 1, 1981</u> <u>SEPT. 30, 1982</u>	<u>OCT. 1, 1982</u> <u>SEPT. 30, 1983</u>	<u>OCT. 1, 1983</u> <u>SEPT. 30, 1984</u>	<u>TOTALS</u> <u>OCT. 1, 1981</u> <u>SEPT. 30, 1984</u>
---------------------------	--	--	--	---

U.S. Staff Position

<u>Program Advisor</u>	\$16,360	\$16,360	\$16,360	\$49,080
<u>Voc. Specialist</u>	16,360	16,360	12,270	44,990
<u>Finance Spec.</u>	16,360	8,180	-	24,540
<u>Sub Total</u>	\$49,080	\$40,900	\$28,630	\$118,610
<u>10% Contingency</u>	4,908	4,090	2,863	11,861
<u>Total Housing</u>	\$53,988	\$ 44,990	\$31,493	\$ 130,471

OIC - INTERNATIONAL INC.

LIBERIA PROJECT

BUDGET PROPOSAL

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

POST ALLOWANCE

<u>POST ALLOWANCE</u>	<u>OCT. 1, 1981 SEPT. 30, 1982</u>	<u>OCT. 1, 1982 SEPT. 30, 1983</u>	<u>OCTOBER 1, 1983 SEPT. 30, 1984</u>	<u>TOTALS OCT. 1, 1984 SEPT. 30, 1984</u>
<u>U.S. Staff Position</u>				
<u>Program Advisor</u>	\$ 5,565	\$ 5,740	\$ 5,950	\$17,255
<u>Voc. Specialist</u>	849	-	-	849
<u>Voc. Specialist</u>	1,111	4,655	3,675	9,441
<u>Finance Spec.</u>	4,445	2,328	-	6,773
<u>TOTAL POST ALLOW.</u>	\$11,970	\$ 12,723	\$9,625	\$ 34,318

176x

OIC - INTERNATIONAL INC.  
LIBERIA PROJECT  
BUDGET PROPOSAL

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

FLIGHT SCHEDULE - TRIPS YEARLY

<u>U.S. Staff/Position</u>	<u>OCT. 1, 1981</u>		<u>OCT. 1, 1982</u>		<u>OCT. 1, 1983</u>		<u>TOTALS</u>
	<u>N/Y</u>	<u>SEPT. 30, 1982</u>	<u>N/Y</u>	<u>SEPT. 30, 1982</u>	<u>N/Y</u>	<u>SEPT. 30, 1984</u>	
<u>Program Advisor</u>	1	-	1	-10*	1	5	15
<u>Vocational Specialist</u>	1/4	4	1	8*	3/4	4	16
<u>Vocational Spec.</u>	1/4	5	-	-	-	-	5
<u>Finance Specialist</u>	3/4	4	1/2	12**	-	-	16
<u>Finance Specialist</u>	1/4	1	-	-	-	-	1
<u>TOTAL</u>		14		30		9	53

\*R & R

\*\* R & R Contract End

	<u>FY 82</u>	<u>FY 83</u>	<u>Fy 84</u>	<u>TOTALS</u>
	<u>Lbs.</u>	<u>Lbs</u>	<u>Lbs</u>	<u>Lbs</u>
<u>Excess Baggage</u>	308	88	198	594
<u>Cost \$7.50 per lb</u>	\$2,310	\$660	\$1,485	\$4,455

LOV

OIC - INTERNATIONAL INC.

LIBERIA PROJECT

B - 11

BUDGET PROPOSAL

SHIPMENTS AND STORAGE

<u>SHIPMENT</u>	<u>OCT. 1, 1981</u>	<u>OCT. 1, 1982</u>	<u>OCT. 1, 1983</u>	<u>TOTALS</u>
	<u>SEPT. 30, 1982</u>	<u>SEPT. 30, 1983</u>	<u>SEPT. 30, 1984</u>	<u>OCT. 1, 1981</u> <u>SEPT. 30, 1984</u>
Personal Effects (AIR)	\$22,200	\$ 4,200	\$ 9,000	\$35,400
Household Effects (Surface)	37,500	7,500	15,000	60,000
Car Shipments	41,250	8,250	16,500	66,000
<u>STORAGE</u>	1,950	1,950	1,365	5,265
<b>TOTAL SHIPMENT &amp; STORAGE</b>	<b>\$102,900</b>	<b>\$21,900</b>	<b>\$41,865</b>	<b>\$166,665</b>

END CONTRACT FY 82

NEW CONTRACT FY 82

TOTALS FY 82

<u>END CONTRACT FY 82</u>	<u>NEW CONTRACT FY 82</u>	<u>TOTALS FY 82</u>
Finance Specialist & Voc. Spec. P. Adv.	Finance Spec. & Voc. Specialist	
2,300 lbs Air x \$6.00 \$13,800	1,400 lbs x \$6.00 = \$8,400	= \$22,200
7,500 lbs Sur. x \$300 per cwt. 22,500	5,000 lbs x \$300 Cwt = 15,000	= 37,500
9,000 lbs Car x \$275 " 24,750	6,000 lbs x \$275 " = 16,500	= 41,250

END CONTRACT FY 83

END CONTRACT FY 84

Finance Specialist

Program Advisor & Voc. Specialist

700 lbs x \$6.00 lb. \$4,200	1,500 lbs x \$6.00 lbs = 9,000
Surface	
2,500 lbs x \$300 per cwt. 7,500	5,000 lbs x \$300 per cwt lb. = 15,000
Car	
3,000 lbs x \$275 per Cwt. 8,250	6,000 lbs x \$275 per Cwt lb = 16,500

1008

OIC-INTERNATIONAL INC.

LIBERIA PROJECT

BUDGET PROPOSAL

B - 12

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

<u>TRAVEL; U.S.</u>	<u>OCT. 1, 1981</u> <u>SEPT. 30, 1982</u>	<u>OCT. 1, 1982</u> <u>SEPT. 30, 1983</u>	<u>OCT. 1, 1983</u> <u>SEPT. 30, 1984</u>	<u>TOTALS</u> <u>OCT. 1, 1981</u> <u>SEPT. 30, 1984</u>
<u>DOMESTIC U.S.</u>				
<u>RECRUITMENT - U.S. STAFF</u>				
Flight Cost*	\$1,000	-	-	\$1,000
Per Diem**	300	-	-	300
<u>ORIENTATION/ 4 WEEKS</u>				
Per Diem***	4,500	-	-	4,500
Misc.-Local Travel	280	-	-	280
<u>DEBRIEFING</u>				
(End of Contract)				
Per Diem	750	375	750	1,875
<u>TOTAL U.S. TRAVEL</u>	<u>\$6,830</u>	<u>\$375</u>	<u>\$750</u>	<u>\$7,955</u>

\* Cost based on 2 staff x \$500 = \$1,000

\*\* Cost based on 2 staff x \$75 x 2 days = 300

\*\*\* Cost based on 2 staff x \$75 x 30 days = 4,500

109

## OIC - INTERNATIONAL INC.

## LIBERIA PROJECT

## BUDGET PROPOSAL

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

FAMILY STATUS SCHEDULE

<u>U.S. Staff Position</u>	<u>EMPLOYEE</u>	<u>WIFE</u>	<u>CHILDREN</u>		<u>TOTALS</u>
			<u>UNDER 12</u>	<u>OVER 12</u>	
<u>Program Advisor</u>	1	1	1	2	5
<u>Vocational Specialist</u>	1	1	2	-	4
<u>Vocational Specialist</u>	1	1	3	-	5
<u>Finance Specialist</u>	1	-	-	-	1
<u>Finance Specialist</u>	1	1	2	-	4
<u>TOTALS</u>	5	4	8	2	19

OIC - INTERNATIONAL INC.

LIBERIA PROJECT

BUDGET PROPOSAL

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

TRAVEL AND TRANSPORTATION - FLIGHT SCHEDULES

Flight Schedule

<u>U.S. Staff Position</u>	<u>STAFF &amp; FAMILY MEMBERS</u>	<u>BEGINNING ONE WAY</u>	<u>R &amp; R ROUND TRIP</u>	<u>ENDING ONE WAY</u>	<u>TOTALS</u>
<u>Program Advisor</u>	5	-	10	5	15
<u>Vocational Specialist</u>	5	-	-	5	5
<u>Vocational Specialist</u>	4	4	8	4	16
<u>Finance Specialist</u>	4	4	8	4	16
<u>Finance Specialist</u>	1	-	-	1	1
<u>TOTALS</u>	19	8	26	19	53

## OIC - INTERNATIONAL INC.

## LIBERIA PROJECT

## BUDGET PROPOSAL

OCTOBER 1, 1981 TO SEPTEMBER 30, 1984

<u>SHIPMENTS</u>	<u>Excess Baggage Weight</u>	<u>Unaccompanied Personal Effects</u>	<u>Household Shipment</u>	<u>Car Shipment</u>	<u>Total</u>
<u>U.S. Staff Position</u>					
<u>Program Advisor</u>	110	1,600	5,000	3,000	12,710
<u>Vocational Specialist</u>	110	800	2,500	3,000	6,410
<u>Vocational Specialist</u>	176	1,400	5,000	6,000	12,576
<u>Finance Specialist</u>	176	1,400	5,000	6,000	12,576
<u>Finance Specialist</u>	22	700	2,500	3,000	6,222
<u>TOTALS</u>	594	5,900	20,000	24,000	50,494

All figures in lbs.

**LIBERIA PROJECT**  
**LOCAL PROGRAM BUDGET PROPOSAL SUMMARY**  
**OCTOBER 1, 1981 - SEPTEMBER 30, 1984 .**

<u>LINE ITEM</u>	<u>Oct. 1, 1981</u> <u>Sept. 30, 1982</u>	<u>Oct. 1, 1982</u> <u>Sept. 30, 1983</u>	<u>Oct. 1, 1983</u> <u>Sept. 30, 1984</u>	<u>Total</u> <u>Oct. 1, 1981</u> <u>Sept. 30, 1984</u>
<u>Local Salaries &amp; Benefit</u>	\$258,035.	\$270,391	\$284,431	\$812,857
<u>Consultant</u>	3,750.	4,000	5,000	12,750
<u>Travel &amp; Transportation</u>	25,252	12,300	15,375	52,927
<u>Other Direct Cost</u>	52,850	35,700	44,625	133,175
<u>Commodities</u>	31,875	75,962	79,282	187,119
<u>Renovations</u>	8,659	-	-	8,659
<u>Sub Total Recurring Cost</u>	<u>\$380,421</u>	<u>\$398,353</u>	<u>\$ 428,713</u>	<u>\$1,207,487</u>
<u>Capital Cost/Commodities</u>	125,000.	-	-	125,000
<u>Building Construction</u>	570,000.	-	-	570,000
<u>Totals</u>	<u>\$1,075,421</u>	<u>\$398,353</u>	<u>\$ 428,713</u>	<u>\$1,902,487</u>
<u>Share Cost</u>	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>	<u>Totals</u>
<u>OICI</u>	790,105	179,259	107,178	1,076,542
<u>G.O.L.</u>	285,316	199,177	278,664	763,157
<u>Board</u>		19,917	42,871	62,788
<u>Totals</u>	<u>\$1,075,421</u>	<u>\$398,353</u>	<u>\$428,713</u>	<u>\$ 1,902,487.</u>

## LIBERIA PROJECT

C - 2

## LOCAL BUDGET PROPOSAL

OCTOBER 1, 1981 THRU SEPTEMBER 30, 1984

LINE STAFF SALARY & FRINGE BENEFIT	No. Staff	OCT. 1, 1981		OCT. 1, 1982		OCT. 1, 1983		Total OCT. 1, '82 SEP. 30, '84
		Oct. 1, 1981	Sept. 30, 1982	No. Staff	Sept. 30, 1983	Sept. 30, 1984	Sept. 30, 1984	
Program Director	1	\$15,926		1	\$16,722		\$17,558	\$50,206
Administrative Secretary	1	7,415		1	7,787		8,175	23,377
Receptionist	-	-		1	4,862		5,105	9,967
Training Manger	-	-		1	12,976		13,625	26,601
Vocational Coordinator	1	11,550		1	10,584		11,113	33,247
Secretary	3	16,080		2	11,256		11,820	39,156
Clerk	1	5,292		1	5,360		5,628	16,280
Counselors	2	14,830		2	15,574		16,350	46,754
Job Developers	2	14,830		2	15,574		16,350	46,754
Librarian	-	-		1	5,628		5,910	11,538
Student Service Coord.	1	10,584		-	-		-	10,584
Feeder Coordinator	1	10,584		-	-		-	10,584
Feeder Instructors	2	14,124		4	31,148		32,700	77,972
Auto Mechanic Instructors	2	13,450		2	14,032		14,828	42,310
Masonry	1	6,725		2	14,032		14,828	35,585
Carpentry Instructors	1	6,725		2	14,032		14,828	35,585
Electrical Instructor	1	6,725		-	-		-	6,725
Electrical Inst. Instruct.	-	-		1	7,016		7,414	14,430
R/A Instructor	1	8,174		-	-		-	8,174
Plumbing Instructor	1	6,725		-	-		-	6,725
Bookkeeping Instructor	-	-		1	7,016		7,414	14,430
Driver Education Instruct.	-	-		1	7,016		7,414	14,430
Finance Officer.	1	12,734		1	12,976		13,625	39,335
Accountant	1	8,175		1	8,548		9,013	25,736
Drivers	2	5,292		1	2,778		2,917	10,987
Custodians	2	5,292		1	2,646		2,778	10,716
Asst. Maintenance Men	2	5,292		-	-		-	5,292
Security Guard	4	10,080		3	7,560		7,938	25,578
Nurse	1	5,835		-	-		-	5,835
Dietician	1	4,200		-	-		-	4,200
Cooks	3	7,938		-	-		-	7,938
<b>Sub Total.</b>	<b>39</b>	<b>\$234,577</b>		<b>33</b>	<b>\$235,123</b>		<b>\$247,331</b>	<b>\$ 717,031</b>
<b>FRINGE BENEFITS</b>		<b>23,458</b>			<b>35,268</b>		<b>37,100</b>	<b>95,826</b>
<b>Total Salaries &amp; Fringe Benefits</b>		<b>\$258,035</b>			<b>\$270,391</b>		<b>\$284,431</b>	<b>\$812,857</b>

LIBERIA PROJECT  
BUDGET PROPOSAL

C - 3

OCTOBER 1, 1981 - SEPTEMBER 30, 1984

<u>LINE ITEM</u>	<u>Oct. 1, 1981</u> <u>Sept. 30, 1982</u>	<u>Oct. 1, 1982</u> <u>Sept. 30, 1983</u>	<u>Oct. 1, 1983</u> <u>Sept. 30, 1984</u>	<u>Total</u> <u>Oct. 1, 1981</u> <u>Sept. 30, 1984</u>
<u>TRAVEL &amp; TRANSPORTATION</u>				
A. Local Travel	\$3,750	\$2,500	\$3,125	\$ 9,375
B. Staff Per Diem	2,625	1,800	2,250	6,675
C. Vehicle Gas	15,127	6,000	7,500	28,627
D. Vehicle Maintenance	3,750	2,000	2,500	8,250
	<hr/>			
<u>Totals:</u>	25,252	\$12,300	\$15,375	\$52,927
	<hr/>			
<u>Consultant</u>				
Audit Fees	3,750	\$4,000	\$5,000	\$12,750

112

LIBERIA PROJECT  
BUDGET PROPOSAL  
OCTOBER 1, 1981 - SEPTEMBER 30, 1984

C 4

<u>LINE ITEM</u>	<u>Oct. 1, 1981</u> <u>Sept. 30, 1982</u>	<u>Oct. 1982</u> <u>Sept. 30, 1983</u>	<u>Oct. 1983</u> <u>Sept. 30, 1984</u>	<u>Total</u> <u>Oct. 1, 1981</u> <u>Sept. 30, 1984</u>
<b><u>OTHER DIRECT COST</u></b>				
Maintenance & Janitorial	\$4,375	\$3,000	\$3,750	\$11,125
Utilities	7,375	6,200	7,750	21,325
Insurance	3,750	4,200	5,250	13,200
Bank Charges	450	500	625	1,575
Office supplies	4,375	7,500	9,375	21,250
Telephone & Telegraph	2,625	2,000	2,500	7,125
Postage	625	700	875	2,200
Printing & Production	1,375	4,500	5,625	11,500
Resource Materials	1,275	2,500	3,125	6,900
Audio Visual Aids	375	1,000	1,250	2,625
Medical supplies	1,500	,500	625	2,625
Other Miscellaneous Expense	3,500	3,100	3,875	10,475
Rent	21,250	-	-	21,250
<b><u>Total</u></b>	<b>\$52,850</b>	<b>\$35,700</b>	<b>\$44,625</b>	<b>\$133,175</b>

## OIC - INTERNATIONAL

C - 5

## LIBERIA PROJECT

## LOCAL BUDGET PROPOSAL

LINE ITEMSCOMMODITIES

<u>MATERIALS &amp; SUPPLIES</u>	<u>Oct.1,1981 Sept.30,1982</u>	<u>Oct.1,1982 Sept.30,1983</u>	<u>Oct.1,1983 Sept.30,1984</u>	<u>Total Oct.1,1981 Sept.30,198</u>
Counseling	\$2,000	\$5,000	\$6,000	\$13,000
Feeder	3,500	6,000	6,889	16,389
Carpentry	6,000	12,000	13,000	31,000
Masonry	4,000	9,000	9,500	22,500
Electricity	4,000	-	-	4,000
Auto Mechanics	4,500	10,000	10,000	24,500
R/A	4,000	-	-	4,000
Plumbing	2,625	-	-	2,625
Electricity Installation	-	7,000	7,000	14,000
Bookkeeping	-	6,000	6,000	12,000
Drivers Education	-	6,000	6,000	12,000
Main. of Equipment	1,250	2,962	2,893	7,105
Tool Kits		12,000	12,000	24,000
<u>Total</u>	<u>\$31,875</u>	<u>\$ 75,962</u>	<u>\$79,282</u>	<u>\$187,119</u>

LIX

OIC - INTERNATIONAL  
LIBERIA PROJECT

C - 6

LOCAL BUDGET PROPOSAL

LINE ITEMS

COMMODITIES

CAPITAL COST

	<u>Oct.1,1981</u> <u>Sept.30,1982</u>	<u>Oct. 1,1982</u> <u>Sept.30,1983</u>	<u>Oct.1,183</u> <u>Sept.30,1984</u>	<u>Total</u> <u>Oct.1,1981</u> <u>Sept.30,194</u>
Carpentry	-	\$14,600	-	\$14,600
Masonry	-	12,900	-	12,900
Electrical Installation	-	10,300	-	10,300
Auto Mechanics	-	23,250	-	23,250
Bookkeeping	-	12,000	-	12,000
Driver Education	-	17,000	-	17,000
Furniture	-	6,200	-	6,200
<u>Sub Total</u>	\$ -	\$ 96,250	-	\$ 96,250
<u>Insurance &amp; freight 30%</u>	-	28,875	-	28,875
<u>Totals</u>	\$ -	125,125	-	\$125,125

218

VI. Conditions Precedent

1. For evidence that the project's requirements for supportive resources other than those requested for USAID will be available, see the letter of July 7, 1981 from the Director-General, National Youth and Sports Commission (Appendix A). Appendix B provides evidence of the Government of Liberia's past and present financial commitment to LOIC. This track record reflects the potential for continued government support in the future.
  
2. Evidence of Liberian Government approval of the project is presented in the letters of July 7 and July 17, 1981, from the Director-General and Acting Director-General respectively of the National Youth and Sports Commission.

APPENDICES

APPENDIX A

1. Letter of July 7, 1981 from Lt. Col. Fred J. Blay, Director-General, National Youth and Sports Commission.
2. Letter of July 17, 1981 from Hon. Stephen J. Crayton, Acting Director-General, National Youth and Sports Commission.

121

APPENDIX A



REPUBLIC OF LIBERIA  
NATIONAL YOUTH & SPORTS COMMISSION  
MONROVIA

July 7, 1981

NYSC-1-2/PW/97/81

The Honourable  
The Minister of Public Works  
Ministry of Public Works  
Monrovia, Liberia

Mr. Minister:

I have the honour to inform you that in 1977 the Government of Liberia (GOL) and the Opportunities Industrialization Center International (OICI) of Philadelphia, USA, entered into a Memorandum of Understanding for the latter to design and implement a manpower training scheme to be known as LOYC at job entry level for a period of 5 years.

The program has already been in operation for 4 years and will phase out in September 30, 1982; thus leaving the entire funding of the program to Government. According to the terms and conditions of the Memorandum of Understanding, the training program is to be evaluated annually with the view of assessing its strength and weaknesses. The results of two joint appraisals prove that the running cost of the program is extremely high, and if something is not done immediately to make it efficient, by the fifth year (1982) when OICI cuts off its financial support and Government assumes full responsibility the operating cost will be \$550,000.00.

In order to make the program more cost effective and efficient, the 1980 joint evaluation team recommended that:

- 1) The Vocational Component located at Klay be transferred to Monrovia;
- 2) the vocational stream ceases from being residential to become a day program in keeping with the original design;
- 3) by transferring the vocational wing of the program to Monrovia, the support staff, stipend for trainees,

Minister of public works

2 -

boarding and lodging, and other direct cost will be eliminated.

In view of the above recommendations, discussions were held with the Ministers of Planning & Economic Affairs, Education and the Director of the United States Agency for International Development (USAID, Liberia) who sympathized with the problem and are in complete agreement with the recommendations.

As the transfer of the Vocational Component of the program mentioned earlier will include the construction of a new office building, workshops, library, etc., I deemed it expedient to also discuss the issue with members of the People's Redemption Council (PRC) who have registered their agreement to me through the Chairman of the Committee on Youth and Sports to proceed with all necessary negotiations for the relocation of the program. Consequently, OICI has dispatched a 3-man team to conduct a feasibility study who will take into account all aspects of the transfer scheme.

In this context, I would be pleased were you, as Chairman of the Board of Directors of the National Housing Authority (NEA) and the Director of the National Housing Authority, to provide the Commission with a suitable parcel of land in Monrovia (preferably in the Matadi area) for the construction of the Center.

Your immediate attention to this request will be appreciated.

Kindest regards, IN THE CAUSE OF THE PEOPLE, THE STRUGGLE CONTINUES!

Faithfully yours,

  
Lt/Col. Fred J. Blay  
DIRECTOR-GENERAL

cc: Chairman, Committee on MYSC  
Board of Directors, LOIC  
Program Adviser, LOIC -  
Managing Director (a.i) LOIC  
Managing Director, NEA



REPUBLIC OF LIBERIA  
**NATIONAL YOUTH & SPORTS COMMISSION**  
MONROVIA

July 17, 1981

**NYSC-2/GP/110/'81**

**Mr. Gary Robinson  
Executive Director  
OICI International  
Phildelphia, USA**

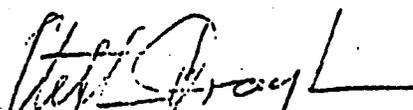
**Mr. Director:**

This is to inform you that the Government of Liberia has accepted in principle the Liberia OICI's proposal to transfer the Vocational Component of the Project Training Program from Klay, Bomi Territory, to Monrovia based on the high cost of operation as well as the extension of the existing program for additional two years after the first five years. Thus making the total life span of the program to seven years.

In this context, I wish to assure you that Government will provide the land in Monrovia for the construction of the new Center immediately following the submission and consideration of the report of the feasibility currently being conducted by your three-man team.

Kind regards.

Sincerely yours,

  
**Stephen J. Crayton  
ACTING DIRECTOR-GENERAL**

APPENDIX B

Excerpt from the 1980/81 Budget of the Board of Liberia.

Appendix B

The Budget of the Government of Liberia for 'FY' 1980/81  
 Bureau of the Budget  
 Executive Mansion, Monrovia, Liberia  
 MINISTRY OF LABOUR, YOUTH AND SPORTS

CODE:2-23

DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT/VOC. TECH.  
 TRAINING

CODE:2-23-4

BUREAU OF VOCATIONAL/TECH. TRAINING

CODE:2-23-4-2

CODE	OBJECT OF EXPENDITURE	Actual 1978/79	Estimate 1979/80	Commit- ment 1980/81	Estimate 1980/81
<u>DEVELOPMENT EXPENDITURE</u>					
800-2-23-01	Youth on-the Job				
1.100	Personnel Services	-	48,967	-	68,200
3.300	Mats.&Supplies				
311	Gas & Oil	-	9,200	9,200	9,200
391	Others	-	11,833	-	8,600
	TOTAL,MATS.& SUPPLIES:	-	21,033	9,200	17,800
	External Assistance	-	250,000	120,000	120,000
	TOTAL,YOUTH ON-THE-JOB:	-	320,000	129,200	206,000
810-2-23-4-2-02-612	<u>LOIC-KLAY</u>				
	GOL	-	44,000	237,000	-
	External Assistance	-	350,000	420,000	657,000
	TOTAL,LOIC-KLAY:	-	394,000	657,000	657,000
800-2-23-4-2-03-500	<u>YOUTH TRAINING CENTER</u>				
	GOL	-	-	60,000	60,000
	TOTAL,YOUTH TRAINING:	-	-	60,000	60,000
800-2-23-4-2-04-612	<u>MONROVIA VOC. TRAINING CENTER</u>				
	GOL(Transferred to Recurrent)	-	448,000	-	-
	External Assistance	-	-	1,196,000	1,196,000
	TOTAL,MVTC:	-	448,000	1,196,000	1,196,000
800-2-23-4-2-05-280	<u>YOUTH PROJECT</u>				
	Renovation,etc.SAC	-	-	40,000	40,000
	GRAND TOTAL, DEVELOPMENT:	-	1,162,000	2,082,200	2,159,000

The Liberia Opportunities Industrialization Center is also a manpower building program. Its aim is to provide marketable skills to young adult school leavers who have fallen outside the formal school system and economic mainstream. During this operational year, the program was assessed and results from the evaluation disclosed that the Liberia Opportunities Industrialization Center is fairly meeting the Vocational needs of its trainees.

APPENDIX C

Liberia OIC In-Kind Contributions

APPENDIX C

LIBERIA OIC  
IN-KIND CONTRIBUTIONS

Since launching its campaign for in-kind contributions in September, 1980, Liberia OIC has received the following in-kind contributions from the community.

<u>ITEM</u>	<u>QUANTITY</u>	<u>TOTAL VALUE</u>
1979 Honda Accord Sedan	1	\$ 3,000.00
Furniture (five complete houses)		15,000.00
Desks	15	2,000.00
Automatic washing machines	20	1,200.00
Automatic dryers	20	1,200.00
Electric ranges	3	300.00
Gas stoves	10	600.00
Refrigerators	13	2,600.00
Freezers	4	800.00
1979 Ford Granada Sedan	1	3,000.00
1974 Ford engine	1	900.00
Diesel generator	1	35,000.00
Books	500	3,000.00
Typewriters (manual)	4	1,000.00
Typewriter (electric)	1	400.00
3M photo copy machine	1	1,200.00
Spare parts (B/A and auto) (Assorted)		1,000.00
TOTAL		<u>\$ 72,200.00</u> =====

Major contributors to LOIC have been:

1. USAID
2. National Youth and Sports Commission
3. People's Redemption Council
4. Firestone Rubber Company
5. Embassy of Netherlands
6. LAMCO J.V. Operating Company
7. Afro/American Labor Federation

APPENDIX D

Tables 1-10

APPENDIX D

TABLE 1: TREND IN NOMINAL AND REAL GDP 1974-1979  
(IN \$ MILLION)

Item	1974	1975	1976	1977	1978	1979 <sup>1/</sup>
<u>Monetary Economy</u>						
GDP at Current Factor Cost	459.7	559.1	568.6	633.2	670.0	750.0
GDP at Constant 1971 Factor Cost	356.6	343.5	357.2	354.2	368.2	386.0
GDP Deflator (Index)	128.9	162.8	159.4	178.8	182.0	194.3
<u>Annual Change (%)</u>						
GDP at Current Factor Cost	-	21.6	1.7	11.4	5.0	11.9
GDP at Constant 1971 Factor Cost	-	-3.7	4.0	-0.8	3.9	4.8
GDP Deflator	-	26.3	-2.1	12.2	1.8	6.8
<u>Traditional Economy</u>						
GDP at Current Factor Cost	110.6	117.3	130.2	155.0	170.0	n.a.
GDP at Constant 1971 Factor Cost	68.8	68.0	73.5	77.2	77.2	n.a.

<sup>1/</sup> Preliminary Estimates

N.A. Not Available

Table 2: VALUE AND STRUCTURE OF EXPORTS 1974 - 1979

(in \$ million)

Export Items	1974	1975	1976	1977	1978	1979
<b>A. Value</b>						
Iron Ore	262.2	293.6	328.7	273.5	274.4	290.0
Lump	(68.8)	(56.0)	(58.3)	(23.6)	(14.4)	(18.3)
Fines	(74.8)	(86.8)	(101.5)	(115.8)	(127.2)	(131.8)
Pellets	(75.6)	(94.8)	(112.7)	(81.5)	(76.5)	(96.8)
Concentrates	(43.0)	(56.0)	(56.2)	(52.6)	(56.3)	(40.1)
Rubber	64.5	46.2	53.3	59.1	69.2	87.8
Latex	(28.9)	(20.1)	(21.7)	(24.3)	(31.9)	(31.2)
Crepe	(35.6)	(26.2)	(31.6)	(34.8)	(37.3)	(56.6)
Diamonds	29.9	18.4	16.6	21.4	30.0	39.6
Logs	17.6	11.0	32.4	25.9	46.7	50.1
Coffee	4.0	4.5	6.6	43.0	25.3	27.1
Cocoa	4.3	4.4	4.1	6.1	14.4	11.0
Palm Products	8.5	3.2	2.7	3.8	3.6	3.0
Palm Kernels	(0.1)	-	-	-	(1)	(0.1)
Palm Kernel Oil	6.9	2.3	1.4	1.8	2.3	2.6
Expeller Cake	1.3	0.5	0.7	0.6	0.7	0.6
Palm Oil	0.3	0.4	0.6	1.4	0.6	1.7
Sawn Timber	1	1.8	2.2	3.4	8.1	8.5
Other Domestic	3.6	5.4	4.5	4.2	5.6	6.9
Re-exports	5.6	5.9	6.0	7.0	8.8	10.6
Total Exports (F.O. B.)	400.0	394.4	457.1	447.4	486.4	536.6
(IN PERCENT)						
<b>B. Structure</b>						
Iron Ore	65.5	74.4	71.9	61.1	56.4	54.0
Rubber	16.1	11.7	11.7	13.2	14.2	16.4
Diamonds	7.5	4.7	3.6	4.8	6.2	7.4
Logs and Timber	4.4	3.2	7.1	5.8	9.6	9.3
Coffee	1.0	1.1	1.4	9.6	5.2	5.1
Cocoa	1.1	1.1	0.9	1.4	3.0	2.0
Palm Products	2.1	0.8	0.6	0.8	0.7	0.9
Sawn Timber	1	0.5	0.5	0.8	1.7	1.6
Other Domestic	0.9	0.9	1.0	0.9	1.1	1.3
Re-exports	1.4	1.5	1.3	1.6	1.8	2.0
Total Exports	100.0	100.0	100.0	100.0	100.0	100.0

1/ Means less than 0.1

Source: Economic Survey of Liberia, 1979

Table 3: **SECTIONAL ORIGIN OF GROSS DOMESTIC PRODUCT AT FACTOR COST**  
1975 - 1979 (Monetary Economy)

(In Million US Dollars)

SECTOR						ANNUAL GROWTH (%)			
	1975	1976	1977	1978	1979	1976	1977	1978	1979
<b>A. CONSTANT (1971) PRICES:</b>									
Export-Oriented Sector	166.3	163.7	149.2	153.2	160.3	-1.6	-9.9	2.7	4.6
Agriculture	50.1	55.3	54.9	59.9	61.2	10.4	-0.7	9.1	2.2
Rubber	(24.3)	(24.9)	(23.1)	(21.9)	(20.2)	(2.5)	(-7.2)	(-5.2)	(-7.8)
Forestry	(12.5)	(16.4)	(16.4)	(21.2)	(23.3)	(11.2)	(-)	(29.3)	(9.9)
Other	(15.3)	(14.0)	(15.4)	(16.8)	(17.7)	(5.8)	(10.0)	(5.4)	(5.4)
Mining & Quarrying	116.2	108.4	94.3	93.3	99.1	-6.7	-13.0	-1.1	6.2
Iron Ore	(10.3)	(103.9)	(89.7)	(88.3)	(94.2)	(-5.8)	(-13.7)	(-1.6)	(6.7)
Other	(5.9)	(4.5)	(4.6)	(5.0)	(4.9)	(-23.7)	(2.2)	(8.7)	(-2.0)
Domestic-Oriented Sector	177.2	193.5	205.0	215.0	225.7	9.2	5.9	4.9	5.0
Manufacturing	(23.1)	(28.1)	(29.2)	(30.7)	*	(21.2)	(4.3)	(5.1)	*
Construction	(14.1)	(17.7)	(19.2)	(22.0)	(25.0)	(25.5)	(8.5)	(14.6)	(13.6)
Government Services	(29.2)	(31.0)	(35.1)	(36.9)	(39.6)	(6.2)	(13.2)	(5.1)	(7.3)
Other Services	(110.8)	(116.8)	(121.5)	(125.4)	*	(5.4)	(4.0)	(3.2)	*
Total GDP at 1971 Factor Cost	343.5	357.2	354.2	368.2	386.0	4.0	-0.8	3.9	4.0
<b>B. CURRENT PRICES:</b>									
Export-Oriented Sector	294.4	260.8	250.0	248.5	272.8	-11.4	-4.1	-0.6	9.8
Agriculture	62.4	78.2	96.2	118.3	138.0	24.9	23.0	23.0	16.7
Rubber	(29.6)	(29.5)	(40.2)	(46.7)	(56.0)	(33.4)	(1.8)	(16.2)	(19.9)
Forestry	(13.8)	(18.2)	(25.0)	(35.0)	(40.0)	(31.9)	(37.4)	(40.0)	(14.3)
Other	(19.2)	(20.5)	(31.0)	(36.6)	(42.0)	(6.8)	(51.2)	(10.1)	(14.0)
Mining & Quarrying	231.8	102.6	153.8	130.2	134.8	-21.2	-51.8	-15.3	3.5
Iron Ore	(224.7)	(176.3)	(145.5)	(117.6)	(118.0)	(-21.5)	(-17.5)	(-19.2)	(0.3)
Other	(7.1)	(6.3)	(8.3)	(12.6)	(16.8)	(-11.3)	(31.7)	(51.8)	(33.3)
Domestic-Oriented Sector	264.7	307.8	303.2	421.5	477.2	16.3	24.5	10.0	13.2
Manufacturing	(36.3)	(45.2)	(50.2)	(53.7)	*	(24.5)	(11.1)	(7.0)	*
Construction	(28.0)	(27.9)	(44.1)	(50.1)	(63.0)	(31.6)	(16.4)	(13.6)	(25.7)
Government Services	(43.8)	(51.5)	(70.6)	(82.0)	(90.0)	(17.6)	(37.1)	(16.1)	(9.8)
Other Services	(155.8)	(173.2)	(218.3)	(235.7)	*	(11.2)	(26.0)	(8.0)	*
Total GDP at Current Factor Cost	559.1	568.6	633.2	670.0	750.0	1.7	11.4	5.0	11.9

1/ Preliminary Estimates.

\* Breakdown not available.

Source: Economic Survey of Liberia, 1979

132

Table 4:1: STRUCTURE OF IMPORTS<sup>1/</sup> CLASSIFIED BY ECONOMIC END USE,  
1975 - 1979

(Percentage)

Economic End-Use	1975	1976	1977	1978	1979
<u>Consumption Goods</u>	<u>22.2</u>	<u>20.8</u>	<u>26.5</u>	<u>26.1</u>	<u>26.0</u>
Food	10.6	9.5	11.2	11.7	12.5
Other Non-durables	8.7	8.5	11.2	10.7	10.2
Durables	2.9	3.0	4.1	3.7	3.3
<u>Investment Goods</u>	<u>24.4</u>	<u>22.6</u>	<u>24.5</u>	<u>23.4</u>	<u>22.2</u>
Machinery	11.8	11.7	13.6	10.5	10.5
Transport Equipment	5.9	3.5	5.8	7.0	6.0
Parts	6.7	7.4	5.1	5.9	5.8
<u>Raw Materials</u>	<u>53.3</u>	<u>56.5</u>	<u>48.9</u>	<u>50.9</u>	<u>51.8</u>
Crude Oil	13.4	13.3	14.8 <sup>3/</sup>	17.6 <sup>2/</sup>	20.4 <sup>2/</sup>
Other	39.9	43.2	34.1	33.0	31.4

1/ At Current Prices.

2/ Percentages may not add up to hundred due to rounding.

3/ Refined Petroleum was imported in 1977 due to shutdown of operation at the Refinery. In 1968 and 1979, the figures represent both refined and crude oil.

Table 4:2: IMPORTS VALUE BY ECONOMIC END-USE  
1975 - 1979

(In \$ Million)

Economic End-Use	1975	1976	1977	1978	1979
<u>Consumption Goods:</u>	<u>73.4</u>	<u>83.1</u>	<u>122.8</u>	<u>125.3</u>	<u>131.5</u>
Food	35.0	37.8	52.0	56.0	53.2
Durables	5.4	7.0	11.8	8.4	6.6
Semi-durables	15.9	19.2	32.3	26.2	24.5
Non-durables	15.0	14.7	19.6	25.1	27.7
Transport Equipment	4.1	5.0	7.1	9.6	10.1
<u>Investment Goods:</u>	<u>81.3</u>	<u>90.5</u>	<u>113.8</u>	<u>112.4</u>	<u>112.9</u>
Machinery	39.3	46.9	63.0	50.4	53.0
Transport Equipment	19.7	14.1	27.1	33.8	30.6
Parts	22.3	29.5	23.7	28.2	29.3
<u>Raw Materials:</u>	<u>176.5</u>	<u>225.6</u>	<u>226.9</u>	<u>243.1</u>	<u>262.1</u>
Crude Oil	33.4	53.1	68.7	84.6	103.2
Construction Materials	23.9	34.5	33.1	23.1	18.7
Other	108.2	138.0	125.1	135.4	140.2
<b>Total Imports, C.I.F.</b>	<b>331.2</b>	<b>399.2</b>	<b>463.5</b>	<b>480.8</b>	<b>506.5</b>

Source: Economic Survey of Liberia, 1979.

TABLE 5: COMPARABLE ANNUAL AVERAGE INDEXES  
1971 - 1979

Major Groups	1971	1972	1973	1974	1975	1976	1977	1978	1979
All Groups	126.1	131.0	156.6	187.2	212.5	225.3	230.4	255.9	205.5
Food	109.0	109.0	141.9	179.4	207.0	205.0	226.1	251.7	200.9
Drinks & Tobacco	131.5	130.5	135.0	146.4	163.9	182.5	191.5	207.1	219.7
Fuel & Light	106.6	103.0	115.6	151.3	160.7	103.5	203.2	231.9	309.4
Clothing	135.4	146.3	164.7	200.6	241.7	280.1	294.5	299.6	328.5
Household Goods & Furniture	122.8	130.8	150.8	167.5	195.2	209.7	216.9	210.0	226.9
Health, Personal Care & Services	193.4	211.6	223.8	279.0	300.7	317.2	325.4	343.3	369.2
Rent	116.8	127.7	162.5	163.1	176.5	188.2	200.7	223.8	264.4
Miscellaneous	112.0	109.9	147.1	178.6	206.1	212.6	215.1	215.0	132.2

SOURCE INDUSTRIAL STATISTICS DIVISION,  
Bureau of Statistics,  
Ministry of Planning & Economic Affairs  
Monrovia, Liberia  
Economic Survey of Liberia, 1979

-114-

134

REPUBLIC OF LIBERIA  
1974 CENSUS OF POPULATION AND HOUSING

LIBERIA

TABLE 6-POPULATION OF LIBERIA BY SEX FOR COUNTIES AND TERRITORIES: 1974

GEOGRAPHIC AREA	BOTH SEXES		MALE		FEMALE	
	Number	Per cent	Number	Per cent	Number	Per cent
<b>TOTAL</b>						
<b>LIBERIA</b>	1,303,368	100.0	759,109	100.0	744,259	100.0
Bomi Territory	62,140	4.7	57,272	7.5	29,368	4.0
Bong County	94,186	7.2	95,262	12.5	98,924	13.3
Grand Bassa County	123,400	9.5	62,207	8.2	61,193	8.2
Grand Cape Mount County	56,601	4.3	29,599	3.9	27,002	3.6
Grand Gedeh County	71,823	5.5	33,839	4.5	37,984	5.1
Kru Coast Territory	27,115	2.1	13,303	1.8	13,812	1.9
Lofa County	180,737	14.0	86,506	11.4	94,231	12.7
Marshall Territory	20,732	1.6	10,757	1.4	9,975	1.3
Maryland County	64,483	4.9	32,063	4.2	32,420	4.4
Montserrado County	352,119	27.0	199,177	26.4	164,002	22.0
Nimba County	249,692	19.1	122,215	16.1	127,477	17.1
Rivercess Territory	27,746	2.1	13,803	1.8	13,943	1.9
Sassstown Territory	9,952	0.8	4,880	0.6	5,072	0.7
Sinoe County	57,642	4.4	29,266	3.9	28,376	3.8
<b>URBAN</b>						
<b>LIBERIA</b>	438,171	100.0	232,943	100.0	205,228	100.0
Bomi Territory	23,036	5.3	12,857	5.5	10,979	5.3
Bong County	18,603	4.2	9,891	4.2	8,712	4.2
Grand Bassa County	34,598	7.9	18,327	7.9	16,271	7.9
Grand Cape Mount County	12,787	2.9	6,839	2.9	5,948	2.9
Grand Gedeh County	6,094	1.4	3,157	1.4	2,937	1.4
Lofa County	18,724	4.3	9,428	4.0	9,296	4.5
Marshall Territory	3,253	0.7	1,676	0.7	1,577	0.8
Maryland County	24,788	5.7	12,522	5.4	12,266	6.0
Montserrado County	230,882	52.7	124,914	53.6	105,968	51.6
Nimba County	50,715	11.6	25,892	11.1	24,823	12.1
Rivercess Territory	2,041	0.5	1,017	0.4	1,024	0.5
Sinoe County	11,850	2.7	6,423	2.8	5,427	2.6
<b>RURAL</b>						
<b>LIBERIA</b>	1,065,197	100.0	526,166	100.0	539,031	100.0
Bomi Territory	38,304	3.6	19,415	3.7	18,889	3.5
Bong County	175,583	16.5	85,371	16.2	90,212	16.7
Grand Bassa County	88,802	8.3	43,880	8.3	44,922	8.3
Grand Cape Mount County	43,814	4.1	22,760	4.3	21,054	3.9
Grand Gedeh County	65,729	6.2	30,702	5.8	35,027	6.5
Kru Coast Territory	27,115	2.5	13,303	2.5	13,812	2.6
Lofa County	162,013	15.2	77,078	14.6	84,935	15.8
Marshall Territory	17,479	1.6	9,081	1.7	8,398	1.6
Maryland County	39,695	3.7	19,541	3.7	20,154	3.7
Montserrado County	126,237	11.9	68,203	13.0	58,034	10.8
Nimba County	198,977	18.7	96,373	18.3	102,604	19.0
Rivercess Territory	25,703	2.4	12,786	2.4	12,919	2.4
Sassstown Territory	9,952	0.9	4,880	0.9	5,072	0.9
Sinoe County	45,792	4.3	22,843	4.3	22,949	4.3

1358

TABLE 7: ESTIMATED POPULATION OF LIBERIA AT MID POINT OF EACH FISCAL YEAR DURING THE SECOND DEVELOPMENT PLAN PERIOD BY SEX AND RURAL/URBAN RESIDENCE

	1980-81			1981-82			1982-83			1983-84		
	All Ages	Rural	Urban									
Total Population												
Both Sexes	2,006,786	1,312,532	694,254	2,081,325	1,344,805	736,520	2,149,311	1,371,762	777,549	2,220,542	1,399,783	820,759
Male	1,001,043	647,054	353,989	1,040,089	665,268	374,821	1,072,403	678,694	393,709	1,107,936	693,699	414,237
Female	1,005,743	665,478	340,265	1,041,236	679,537	361,699	1,076,908	693,068	383,840	1,112,786	706,084	406,702

96L

REPUBLIC OF LIBERIA  
1974 CENSUS OF POPULATION AND HOUSING

LIBERIA

TABLE 8. PERSONS BORN IN LIBERIA AND BORN ELSEWHERE BY AGE AND SEX: 1974

AGE GROUP AND SEX	TOTAL POPULATION			BORN IN LIBERIA			BORN ELSEWHERE		
	Both Sexes	Male	Female	Both Sexes	Male	Female	Both Sexes	Male	Female
<b>TOTAL</b>									
All Ages	1,503,368	759,109	744,259	1,443,910	723,330	720,560	59,458	35,799	2,369
Per cent	100.0	50.5	49.5	96.0	48.1	47.9	4.0	2.4	1.6
Under 5 years	227,725	115,252	112,473	223,281	112,963	110,318	4,444	2,289	2,155
5-9 years	223,927	114,597	109,330	219,439	112,392	107,067	4,468	2,205	2,263
10-14 years	163,338	87,537	75,801	163,166	85,912	74,254	3,172	1,625	1,547
15-19 years	159,046	75,571	83,475	153,762	73,223	80,539	5,284	2,348	2,936
20-24 years	121,519	54,473	67,046	113,989	50,645	63,344	7,530	3,828	3,702
25-29 years	120,853	53,717	66,938	111,123	47,878	63,247	9,530	5,839	3,691
30-34 years	104,746	47,107	57,639	96,996	42,030	54,966	7,750	5,077	2,673
35-39 years	93,290	47,344	45,946	87,102	42,932	44,170	6,188	4,412	1,776
40-44 years	66,973	36,109	30,864	63,322	33,447	29,875	3,651	2,662	989
45-49 years	57,034	31,685	25,345	54,291	29,661	24,630	2,743	2,028	715
50-54 years	46,211	26,076	20,135	44,495	24,839	19,656	1,716	1,237	479
55-59 years	29,517	17,775	11,742	28,582	17,062	11,520	935	713	222
60-64 years	33,835	19,118	14,717	33,005	18,501	14,504	830	617	213
65-69 years	21,107	12,101	9,006	20,599	11,734	8,865	508	367	141
70-74 years	14,394	8,855	5,539	14,082	8,631	5,451	312	224	88
75 years and over	20,051	11,788	8,263	19,654	11,500	8,154	397	288	109
<b>URBAN</b>									
All Ages	438,171	232,943	205,228	399,930	210,776	189,154	38,241	22,167	16,074
Per cent	100.0	53.2	46.8	91.3	48.1	43.2	8.7	5.1	3.7
Under 5 years	67,749	34,569	33,180	64,887	33,120	31,767	2,862	1,449	1,413
5-9 years	62,053	31,016	31,037	59,080	29,580	29,500	2,973	1,436	1,537
10-14 years	49,827	26,757	23,070	47,597	25,684	21,913	2,230	1,073	1,157
15-19 years	54,190	26,365	27,825	50,667	24,836	25,831	3,523	1,529	1,994
20-24 years	47,252	23,725	23,527	42,118	21,168	20,950	3,134	2,557	2,577
25-29 years	47,138	22,250	24,888	36,999	18,675	18,324	6,139	3,575	2,564
30-34 years	32,361	18,087	14,274	27,404	14,933	12,471	4,957	3,154	1,803
35-39 years	26,321	15,920	10,601	22,591	13,195	9,396	3,930	2,723	1,205
40-44 years	16,423	10,380	6,043	14,076	8,713	5,363	2,347	1,667	680
45-49 years	12,733	8,208	4,523	11,044	6,973	4,071	1,689	1,235	454
50-54 years	8,496	5,320	3,176	7,487	4,618	2,869	1,009	702	307
55-59 years	5,149	3,316	1,833	4,614	2,918	1,696	535	398	137
60-64 years	5,056	2,942	2,114	4,646	2,628	2,018	410	314	96
65-69 years	3,225	1,783	1,440	2,984	1,619	1,365	241	166	75
70-74 years	1,918	1,146	772	1,793	1,062	731	125	84	41
75 years and over	2,080	1,157	923	1,943	1,054	889	137	103	43
<b>RURAL</b>									
All Ages	1,065,197	526,166	539,031	1,043,980	512,574	531,406	21,217	13,592	7,625
Per cent	100.0	49.4	50.6	98.0	48.1	49.9	2.0	1.3	.7
Under 5 years	159,976	80,683	79,293	158,394	79,843	78,551	1,582	840	742
5-9 years	161,874	83,581	78,293	160,379	82,812	77,567	1,495	769	726
10-14 years	113,511	60,780	52,731	112,569	60,228	52,341	942	552	390
15-19 years	104,856	49,206	55,650	103,095	48,387	54,708	1,761	819	942
20-24 years	74,267	30,748	43,519	71,871	29,477	42,394	2,396	1,271	1,125
25-29 years	77,517	31,467	46,050	74,126	29,203	44,923	3,391	2,264	1,127
30-34 years	72,385	29,020	43,365	69,592	27,097	42,495	2,793	1,923	870
35-39 years	66,769	31,424	35,345	64,511	29,737	34,774	2,258	1,687	571
40-44 years	50,350	25,729	24,621	49,246	24,734	24,512	1,304	995	309
45-49 years	44,301	23,481	20,820	43,247	22,688	20,559	1,054	793	261
50-54 years	37,715	20,756	16,959	37,008	20,221	16,787	707	535	172
55-59 years	24,368	14,459	9,909	23,968	14,144	9,824	400	315	85
60-64 years	28,779	16,176	12,603	28,359	15,873	12,486	420	303	117
65-69 years	17,882	10,316	7,566	17,615	10,115	7,500	267	201	66
70-74 years	12,476	7,009	4,767	12,289	7,569	4,720	187	140	47
75 years and over	17,971	10,631	7,340	17,711	10,446	7,265	260	185	75

Table 9: TOTAL EMPLOYMENT BY MAJOR OCCUPATIONAL GROUP 1974-1982

OCC. CODE	TOTAL ALL OCCUPATIONS	DIST. BY PERCENT					
		1974 <sup>1/</sup>	1976	1980	1982 <sup>2/</sup>	1982 <sup>3/</sup>	
		432871	444965	487336	507026	517681	
0/1	Prof., Tech. & Incl. Workers	(3.49)	15125	15529	17008	17695	18067
2	Admin. & Managers	(0.27)	1149	1201	1316	1369	1398
3	Clerical & Rel. Workers	(2.46)	10666	10946	11988	12888	12735
4	Sales Workers	(3.23)	14000	14372	15741	16377	16721
5	Service Workers	(3.61)	15625	16063	17593	18304	18688
6	Agri., Animal Husbandry, etc.	(70.16)	303695	312189	341915	355729	363205
7/8/9	Production Workers	(12.51)	54135	55665	60966	63429	64762
X	Occ. Not Identifiable	(4.27)	18475	19000	20809	21650	22105

-811-

<sup>1/</sup>1974 Population Census Data

<sup>2/</sup>Projection estimates for 4% GDP growth rate, 1980-1982.

<sup>3/</sup>Projection estimates for 6% GDP growth rate 1980-1982.

138

Table 10-1 ESTIMATES OF TOTAL EMPLOYMENT FOR OCCUPATIONS RELATED TO B.W.I. TRAINING 1974, '76, '80 and '82  
(Selected Sample of Detailed Occupational Groups)

CODE	OCCUPATION	% Dist. by Maj. 1974		% Dist. by Maj. 1976		% Dist. by Maj. 1980		% Dist. by Maj. 1982 <sup>1/</sup>		% Dist. by Maj. 1982 <sup>2/</sup>	
		1974	Oc.Gr.	1976	Oc.Gr.	1980	Oc.Gr.	1982	Oc.Gr.	1982 <sup>2/</sup>	Oc.Gr.
0/1	<u>Prof., Tech., &amp; Rel. Workers</u>	1005	2.11	1030	2.11	1130	2.12	1176	2.12	1266	2.12
032	Draftsman	209	.44	214	.44	235	.44	244	.44	249	.44
034	Electrical & Electronic Technicians	455	.96	467	.96	512	.96	533	.96	544	.96
037	Metalurgical Technicians	9	.02	9	.02	10	.02	11	.02	11	.02
038	Mining Technicians	126	.27	129	.26	141	.26	147	.26	150	.26
135	Special Ed. Teachers	183	.39	188	.39	206	.39	214	.39	219	.39
162	Commercial Artists and Designers	23	.05	23	.05	26	.05	27	.05	27	.05
3	<u>Clerical &amp; Related Workers</u>	8470	17.87	8691	17.84	9519	17.84	9905	17.84	10113	17.84
320	Secretaries, Typists & Related Wkrs.	1719	3.63	1764	3.62	1932	3.62	2011	3.62	2053	3.62
330	Bookkeepers, Cashiers & Rel. Wkrs.	2755	5.81	2827	5.80	3097	5.80	3222	5.80	3309	5.80
340	Computing Machines Operators	125	.26	128	.26	140	.26	146	.26	149	.26
390	Clerical & Rel. Workers (NEC)	3871	8.17	3972	8.15	4350	8.15	4526	8.15	4622	8.15
4	<u>Sales Workers</u>	260	.55	267	.55	293	.55	305	.55	311	.55
430	Technical Salesmen, Mfg. Agents & Rel. Wkrs.	260	.55	267	.55	293	.55	305	.55	311	.55
5	<u>Service Workers</u>	781	1.65	803	1.65	880	1.65	915	1.65	934	1.65
520	Housekeepers & Rel. Supervisors	781	1.65	803	1.65	880	1.65	915	1.65	934	1.65
6	<u>Agri., Animal Husb. &amp; Forestry Workers, Fishing &amp; Hunting</u>	22564	47.60	23196	47.61	25805	47.61	26432	47.61	26984	47.61
600	Farm Managers & Supervisors	15063	31.78	15485	31.79	16959	31.79	17644	31.78	18015	31.78
610	Farmers	516	1.09	531	1.09	581	1.09	605	1.09	617	1.09
621	General Farm Workers	516	1.09	531	1.09	581	1.09	605	1.09	617	1.09
622	Field Crop & Veg. Farm Workers	30	.06	31	.06	34	.06	36	.06	36	.06
624	Livestock Workers	213	.45	219	.45	239	.45	249	.45	254	.45

139x

Table 10.2 ESTIMATES OF TOTAL EMPLOYMENT FOR OCCUPATIONS RELATED TO H.W.I. TRAINING 1974, '76, '80 and '82  
(Selected Sample of Detailed Occupational Groups). (Cont'd)

CODE	OCCUPATION (Cont'd)	1974		1976		1980		1982 <sup>1/</sup>		1982 <sup>2/</sup>	
			% Dist. by Maj. Oc.Gr.		% Dist. by Maj. Oc.Gr.		% Dist. by Maj. Oc.Gr.		% Dist. by Maj. Oc.Gr.		% Dist. by Maj. Oc.Gr.
626	Farm Workers	30	.06	31	.06	34	.06	36	.06	36	.06
627	Home Workers & Gardeners	5892	12.43	6056	12.43	6633	12.43	6901	12.43	7016	12.43
628	Farm Machinery Operators	304	.64	312	.64	342	.64	356	.64	363	.64
7/8/9	<u>Production and Related Workers</u>	<u>14322</u>	<u>30.20</u>	<u>14731</u>	<u>30.24</u>	<u>16128</u>	<u>30.23</u>	<u>16703</u>	<u>30.23</u>	<u>17135</u>	<u>30.23</u>
720	Metal Processing Workers	11	.02	11	.02	12	.02	13	.02	13	.02
796	Upholsters & Rel. Workers	160	.35	173	.36	189	.35	197	.35	201	.35
810	Cabinet Makers & Rel. Workers	5	.01	6	.01	6	.01	6	.01	6	.01
832	Tool Makers	5	.01	6	.01	6	.01	6	.01	6	.01
833	Machine-tool Setters & Operators	81	.17	83	.17	91	.17	95	.17	97	.17
835	Metal Grinders, Polishers, etc.	16	.03	17	.03	18	.03	19	.03	19	.03
839	Blacksmiths & Machinery Operators	119	.25	122	.25	134	.25	140	.25	142	.25
841	Machine Fitters & Machine Assemblers	260	.55	267	.55	293	.55	304	.55	311	.55
843	Motor Vehicle Mechanics	1018	2.15	1047	2.15	1146	2.15	1192	2.15	1210	2.15
849	Mechanics & Machine Fitters (NEC)	4420	9.34	4553	9.35	4907	9.35	5100	9.35	5290	9.35
850	Electricians & Rel. Workers	1527	3.22	1570	3.22	1719	3.22	1789	3.22	1826	3.22
860	Broadcasting Station & Sound Equip. Operators	108	.23	111	.23	122	.23	127	.23	130	.23
871	Plumbers & Pipe Fitters	563	1.19	579	1.19	634	1.19	660	1.19	674	1.19
872	Welders & Flame Cutters	1131	2.39	1163	2.39	1274	2.39	1326	2.39	1354	2.39
873	Sheet Metal Workers	130	.27	134	.28	146	.27	152	.27	155	.27
874	Structural Metal Preparers & Erectors	16	.03	17	.03	18	.03	19	.03	19	.03
951	Bricklayers, Stonemasons & Tile Layers	980	2.07	1008	2.07	1103	2.07	1148	2.07	1172	2.07
952	Reinforced Concretors, Cement Finishers & Rel. Wkrs.	238	.50	245	.50	268	.50	279	.50	285	.50
*953	Roofers	5	.01	6	.01	6	.01	6	.01	6	.01
954	Carpenters, Joiners & Parquetry Wkrs.	2528	5.33	2600	5.34	2847	5.34	2962	5.34	3024	5.34
955	Plasterers	11	.02	11	.02	12	.02	13	.02	13	.02
*957	Classifiers	5	.01	6	.01	6	.01	6	.01	6	.01
959	Construction Workers (N.E.C.)	563	1.19	579	1.19	634	1.19	660	1.19	674	1.19
960	Stationary Engine & Related Wkrs.	406	.86	417	.86	457	.86	476	.86	486	.86
TOTAL	...	47402	100.0%	48710	100.0%	53353	100.0%	55516	100.0%	56677	100.0%

-120-

APPENDIX E  
TCT JOB DESCRIPTIONS

## PROGRAM ADVISOR

### Definition

This managerial position coordinating the functions and activities of an international technical assistance team and providing policy advice to Board members and technical assistance to local Program Director in carrying out goals and objectives of the assigned project. An important aspect of this position is the responsibility for controlling logistics, budgets and program activities relative to provisions of the project grant. Work is performed under the direct supervision of the OIC International Executive Director and in collaboration with the Deputy Executive Director and the Director of Planning and Program Development.

### Duties

1. Works closely with the local Board in determining staffing requirements and the needs for program development.
2. Works with the Program Director in developing proposals and budgets for the local program.
3. Represents OIC International with government, business, USAID Mission and other groups in detailing the role of OICI.
4. Directs the planning and implementation of a comprehensive pre-vocational and vocational training program that will provide employment for the trainees in the program.
5. Gives direction to the OICI technicians that have been assigned to the local program.
6. Submits monthly MIS and progress reports, plus any other reports required to the OIC Central Office as scheduled.

7. Organized and develops local Board of Directors.
8. Assist in fund raising efforts.
9. Responsible for completion of administrative procedures and manuals, curricula and other technical documents associated with the program.
10. Performs other related duties.

Minimum Qualifications

1. Completion of a Master's Degree program at an accredited institution with a major in Education, Vocational Education, or Business Administration.
2. Four years of experience in manpower training programs, two of which shall have been in a managerial capacity.
3. At least 2 years prior overseas work experience in developing countries in a managerial capacity.
4. These qualifications may be substituted with an equivalent combination of acceptable training and/or experience.

## FINANCE/ADMINISTRATIVE OFFICER

### Definition

This position consists of directing local staff in office management functions that include such areas as bookkeeping, procurement, personnel and maintenance of records and operational data required for the OICI Technical Cooperation Team and their families.

Work involves liaison with Central and local Administrative offices in coordinating equipment, supplies and reports of OICI activities as they relate to logistical problems encountered in project implementation. Another aspect of this work is providing management assistance through contract monitoring enabling locally funded OICs to achieve contractual compliance.

Work is performed under the direct supervision of the Program Advisor.

### Duties

1. To provide training and implementation of the OICI Fiscal Section of the Management Information System (MIS).
2. To provide Fiscal Assistance to the local OIC program in the areas of:
  - fiscal operations
  - audit procedures
  - time reporting and payroll processing
  - financial management reporting
  - internal control
  - inventory and property control
  - reconciling of account statement
  - cash disbursement, journal combined with voucher register
  - time and attendance report - individual

FINANCE ADMINISTRATIVE OFFICER

Page 2

- time and attendance report - group
  - payroll procedures
  - budget and control planning
  - check forms - vouchers, invoices, etc.
3. To develop local fiscal counterpart.
  4. Coordinates the rental of living quarters for OICI personnel.
  5. Keeps records pertaining to items purchased, costs, delivery, product performance and inventories.
  6. Coordinates the purchase of equipment and supplies and the receiving of such items from Central Office, Philadelphia to the local OIC.
  7. Coordinates with Central, the transportation of machines and equipment from the USA to local OIC.

Minimum Qualifications

1. Completion of a Bachelor's Degree program in Accounting.
2. Four years of accounting experience; two years of which shall have been in a managerial capacity.
3. These qualifications may be substituted with an equivalent combination of acceptable training and experience.

145 x

## VOCATIONAL/CURRICULUM SPECIALIST

### Definition

This position requires skills in pre-vocational and vocational curriculum development; a major aspect of this work is the adaptation of instructional methodology curriculum design and training materials to the unique requirements of development in an International Program setting. Work is performed under the direction of the TCT Staff Support Specialist (Program Advisor).

### Duties

1. Construct and/or revise Vocational Courses of Study for each instructional unit to include subject content, methods and materials which represent the most advanced and effective developments in Vocational training that will help attain OICI training goals and objectives.
2. Construct and/or revise courses of study for the Feeder program for each instructional unit including subject content, methods, and materials which represent the most advanced and effective developments in pre-vocational training that will help attain OICI training goals and objectives.
3. Provide on-going research, curriculum planning, materials development and other required areas of technical assistance and support to the on-going developmental needs of OICI overseas programs.
4. Continuously evaluate the quality of training to assure that the end results are being achieved. Coordinate delivery of instructional materials as requisitioned by field staff.
5. Assist in the identification and selection of materials and equipment for all overseas programs.

## VOCATIONAL/CURRICULUM SPECIALIST

Page 2

6. Coordinate the use of, and provide training to field and local staff in the use of audio-visual equipment.
7. Provide the field staff with a continuously up-dated index of international publishers and resources for visuals, text materials and resources for pre-vocational and vocational training.
8. Assist in the planning and organization of all pre-service and in-service training programs.
9. Request and compile relevant materials and data developed by TCT field staff members for revision of courses of study and curriculum development.
10. Provide technical inputs into personnel selection.
11. Perform other related duties as required.

### Minimum Qualifications

1. Master's Degree with a major or minor in Industrial Arts Education.
2. Minimum of three years experience in teaching, curriculum development and educational administration.
3. These qualifications may be substituted with an equivalent combination of appropriate training and experience.

APPENDIX F

Fiscal PPT for OICI Contributions

October 1, 1981 - September 30, 1984

**APPENDIX F**

**LINE ITEM  
SUMMARY OPERATING  
COMPONENT-BUDGET**

**OIC INTERNATIONAL INC.  
LIBERIA PROJECT  
OCTOBER 1, 1981 - SEPTEMBER 30, 1982**

TOTAL	OCT	NOV.	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Beginning Cash Balance												
Cash Input												
Personnel	\$258,035	21,502	21,502	21,502	21,502	21,502	21,502	21,502	21,502	21,502	21,502	21,502
Consultants	3,750	-	3,750	-								
Other Direct Costs	61,509	2,633	23,883	7,633	6,292	2,633	2,633	2,633	2,633	2,633	2,633	2,633
Commodities/Equipment	31,875	5,000	3,000	2,352	2,387	2,387	2,387	2,387	2,387	2,387	2,387	2,387
Travel & Transportation	25,252	2,104	2,104	2,104	2,104	2,104	2,104	2,104	2,104	2,104	2,104	2,104
Month Total	380,421	31,239	54,239	33,631	32,285	28,626	28,630	28,637	28,626	28,626	28,626	28,630
Cumulative Total:												
Actuals												
Variance												
Ending Cash Balance												

	G.O.L.	%	OICI	%	TOTAL
1st Quarter	\$ 89,332	75	\$29,777	25	\$119,109
2nd "	67,156	75	22,385	25	89,541
3rd "	64,416	75	21,473	25	85,889
4th "	64,412	75	21,470	25	85,882
	\$255,316		\$85,105		\$340,421

**APPENDIX F**

**LINE ITEM  
SUMMARY OPERATING  
COMPONENT-BUDGET**

**OIC INTERNATIONAL, INC.  
LIBERIA PROJECT**

OCTOBER 1, 1982 - SEPTEMBER 30, 1983

TOTAL	OCT	NOV.	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Beginning Cash Balance												
Cash Input												
Personnel	\$270,391	22,532	22,539	22,532	22,532	22,532	22,532	22,532	22,532	22,532	22,532	22,532
Consultants	4,000		4,000									
Other Direct Costs	35,700	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975
Commodities/Equipment	75,962	20,000	15,000	6,000	10,000	3,120	3,120	3,120	3,120	3,120	3,120	3,120
Travel & Transportation	12,300	1,500	1,500	1,300	1,400	825	825	825	825	825	825	825
Month Total	\$398,353	47,007	46,014	32,807	36,902	29,452	29,452	29,452	29,452	29,452	29,452	29,454
Cumulative Total												
Actuals												
Variance												
Ending Cash Balance												

1st Quarter  
2nd  
3rd  
4th

G.O.L.	%	OIC	%	BOARD	%	TOTALS
\$62,914	50	\$56,623	45	\$6,291	5	\$125,828
47,808	50	43,115	45	4,790	5	95,713
44,178	50	39,760	45	4,418	5	88,356
44,179	50	39,761	45	4,418	5	88,358
\$199,179		\$179,259		\$19,917		\$398,355

150

**APPENDIX F**

**LINE ITEM  
SUMMARY OPERATING  
COMPONENT-BUDGET**

**OIC INTERNATIONAL INC.  
LIBERIA PROJECT**

OCTOBER 1, 1983 - SEPTEMBER 30, 1984

TOTAL	OCT	NOV.	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Beginning Cash Balance												
Cash Input												
Personnel	\$284,431	23,702	23,702	23,702	23,702	23,702	23,702	23,702	23,702	23,702	23,702	23,702
Consultants	5,000		5,000									
Other Direct Costs	44,625	3,718	3,718	3,718	3,718	3,718	3,718	3,718	3,718	3,718	3,718	3,718
Commodities/Equipment	79,282	15,000	15,000	5,000	4,586	4,586	4,586	4,586	4,586	4,586	4,586	4,586
Travel & Transportation	15,375	1,800	1,800	1,500	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Month Total	428,713	44,220	49,220	33,147	33,147	33,147	33,147	33,147	33,147	33,147	33,147	33,177
Cumulative Total												
Actuals												
Variance												
Ending Cash Balance												

1st Quarter  
2nd "  
3rd "  
4th "

G.O.L.	%	OICI	%	BOARD	%	TOTALS
\$84,734	65	\$32,590	25	\$13,036	10	\$130,360
64,637	65	24,960	25	9,944	10	99,441
64,637	65	24,860	25	9,944	10	99,441
64,636	65	24,868	25	9,947	10	99,471
\$284,664		\$127,178		\$42,971		\$428,713

151X

APPENDIX G

1. Summary G.O.L. Budgetary Input
2. Fiscal PPT for G.O.L. Contributions  
July 1, 1981 to June 30, 1986

LS2

LIBERIA PROJECT - RECURRING BUDGET  
LOCAL PROGRAM BUDGET PROPOSAL SUMMARY  
JULY 1, 1981 TO JUNE 30, 1986

<u>LINE ITEM</u>	<u>July 1, 1981</u> <u>June 30, 1982</u>	<u>July 1, 1982</u> <u>June 30, 1983</u>	<u>July 1, 1983</u> <u>June 30, 1984</u>	<u>July 1, 1984</u> <u>June 30, 1985</u>	<u>July 1, 1985</u> <u>June 30, 1986</u>	<u>TOTALS</u> <u>July 1, 1981</u> <u>June 30, 1986</u>
Local Salaries & Benefits	\$254,408	\$267,301	\$280,914	\$294,960	\$313,584	\$1,411,167
Travel & Transportation	23,464	16,137	14,421	17,305	22,140	93,467
Other Direct Costs	60,824	34,678	42,387	50,864	64,260	253,013
Commodities	28,989	73,761	74,878	89,854	114,166	381,648
Consultancy	3,750	4,000	5,000	7,000	9,000	28,750
	\$371,435	\$395,877	\$417,600	\$459,983	\$523,150	\$2,166,045
Less OICI Input	112,083	160,968	122,071	24,868		419,990
" Board Input	-	15,499	37,342	45,999	52,314	151,154
G.O.L. Input	\$259,352	\$219,410	\$258,187	\$389,116	\$470,836	\$1,596,901

153X

**APPENDIX G**

**LINE ITEM  
SUMMARY OPERATING  
COMPONENT-BUDGET**

**OIC INTERNATIONAL INC.  
LIBERIA PROJECT  
July 1, 1981 To June 30, 1982**

	TOTAL	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Beginning Cash Balance	\$												
Cash Input													
Personnel	\$254,408	20,293	20,293	20,293	21,502	21,502	21,502	21,502	21,502	21,502	21,513	21,502	21,502
Consultants	3,750	-	-	-	-	3,750							
Other Direct Costs	60,824	2,406	2,406	2,406	2,633	23,883	7,633	6,292	2,633	2,633	2,633	2,633	2,633
Commodities/Equipment	28,464	1,000	1,750	1,000	5,000	3,000	2,392	2,387	2,387	2,397	2,387	2,387	2,387
Travel & Transportation	23,989	1,683	1,683	1,683	2,104	2,104	2,104	2,104	2,104	2,108	2,104	2,104	2,104
Month Total	371,435	25,382	26,132	25,382	31,239	54,239	33,631	32,285	28,626	28,630	28,637	28,626	28,626
Cumulative Total													
Actuals													
Variance													
Ending Cash Balance													

	G.O.L.	%	OICI	%	TOTAL
1st Quarter	\$38,448	50	\$38,448	50	\$76,896
2nd "	89,332	75	29,777	25	119,109
3rd "	67,156	75	22,385	25	89,541
4th "	54,416	75	21,473	25	75,889
	\$259,352		\$112,083		\$371,435

154

APPENDIX G

LINE ITEM  
SUMMARY OPERATING  
COMPONENT-BUDGET

OIC INTERNATIONAL INC.  
LIBERIA PROJECT

JULY 1, 1992 - JUNE 30, 1992

TOTAL	JULY	AUG.	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR.	MAY	JUNE
Beginning Cash Balance												
Cash Input												
Personnel	267,301	21,502	21,502	21,502	22,532	22,532	22,532	22,532	22,532	22,532	22,532	22,532
Consultants	4,000					4,000						
Other Direct Costs	34,679	2,633	2,633	2,637	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975
Commodities/Equipment	73,761	2,387	2,387	2,387	20,000	15,000	6,000	10,000	3,120	3,120	3,120	3,120
Travel & Transportation	16,137	2,104	2,104	2,104	1,500	1,500	1,300	1,400	825	825	825	825
Month Total	395,877	29,626	28,626	28,630	47,007	46,014	32,807	36,907	29,452	29,452	29,452	29,452
Cumulative Total												
Actuals												
Variance												
Ending Cash Balance												

	G.O.L.		OICI		BOARD		TOTAL
1st Quarter	\$64,412	75	\$21,470	25	-	-	\$85,882
2nd	62,914	50	56,623	45	6,291	5	125,828
3rd	47,906	50	43,115	45	4,790	5	95,811
4th	44,178	50	39,760	45	4,418	5	88,356
	\$219,410		160,968		\$15,459		\$395,877

155X

**APPENDIX G**

**LINE ITEM  
SUMMARY OPERATIONS  
CONFIDENT-BUDGET**

**OICI INTERNATIONAL INC.  
LIBERIA PROJECT  
JULY 1, 1983 - JUNE 30, 1984**

	TOTAL	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
Beginning Cash Balance													
Cash Input													
Personnel	280,914	22,532	22,532	22,532	23,702	23,702	23,702	23,702	23,702	23,702	23,702	23,702	23,702
Consultants	5,00					5,000							
Other Direct Costs	42,387	2,975	2,975	2,975	3,718	3,718	3,718	3,718	3,718	3,718	3,718	3,718	3,718
Commodities/Equipment	74,878	3,120	3,120	3,122	15,000	15,000	8,000	4,586	4,586	4,586	4,586	4,586	4,586
Travel & Transportation	14,421	825	825	825	1,800	1,800	1,500	1,141	1,141	1,141	1,141	1,141	1,141
Month Total	\$417,600	29,452	29,452	29,454	44,220	49,220	36,920	33,147	33,147	33,147	33,147	33,147	33,147
Cumulative Total													
Actuals													
Variance													
Ending Cash Balance													

	G.O.L.	%	OICI	%	BOARE	%	TOTAL
1st Quarter	\$44,179	50	\$39,761	45	\$4,418	5	\$88,358
2nd "	84,734	65	32,590	25	1,026	10	130,360
3rd "	64,637	25	24,860	25	9,944	10	99,441
4th "	64,637	25	24,860	25	9,944	10	99,441
	\$258,187		\$122,071		\$37,342		\$417,600

156

**APPENDIX G**

**LINE ITEM  
SUMMARY OPERATING  
COMPONENT-BUDGET**

**OIC INTERNATIONAL INC.  
LIBERIA PROJECT  
JULY 1, 1984 - JUNE 30, 1985**

TOTAL	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR.	APR.	MAY	JUNE
Beginning Cash Balance												
Cash Input												
Personnel	294,960	23,702	23,702	23,709	24,872	24,872	24,872	24,872	24,872	24,872	24,872	24,871
Consultants	7,000				7,000							
Other Direct Costs	50,864	3,718	3,718	3,727	4,411	4,411	4,411	4,411	4,411	4,411	4,411	4,413
Commodities/Equipment	89,854	4,586	4,586	8,594	15,000	20,000	5,869	5,869	5,869	5,869	5,869	5,874
Travel & Transportation	17,305	1,141	1,141	1,147	1,800	1,900	1,453	1,453	1,453	1,453	1,453	1,458
Month Total	459,983	33,147	33,247	33,177	46,083	52,193	36,605	36,605	36,605	36,605	36,605	36,616
Cumulative Total												
Actuals												
Variance												
Ending Cash Balance												

	G.O.L.	%	OICE	%	BOARD	%	TOTAL
1st Quarter	\$ 64,656	65	\$24,868	25	\$ 9,947	10	\$ 99,471
2nd "	126,783	90	-	-	14,088	10	140,671
3rd "	98,834	90	-	-	10,981	10	109,815
4th "	98,843	90	-	-	10,983	10	109,826
	5389,116		\$24,868		\$45,999		\$459,823

157X

APPENDIX G

TYPE ITC  
 PRIMARY BUDGETING  
 COMPONENT-BUDGET

ITC INTERNATIONAL INC.  
 LIBERIA PROJECT

JULY 1, 1985 - JUNE 30, 1986

TOTAL	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
Beginning Cash Balance												
Cash Input												
Personnel	313,584	26,132	26,132	26,132	26,132	26,132	26,132	26,132	26,132	26,132	26,132	26,132
Consultants	9,800				9,000						5,132	26,132
Other Direct Costs	64,260	5,355	5,355	5,355	5,355	5,355	5,355	5,355	5,355	5,355	5,355	5,355
Commodities/Equipment	114,166	15,000	20,000	15,000	7,129	7,129	7,129	7,129	7,129	7,219	7,129	7,129
Travel & Transportation	22,140	1,800	1,900	1,800	1,848	1,848	1,848	1,848	1,848	1,848	1,848	1,856
Month Total	523,150	48,287	53,387	48,287	40,464	40,464	40,464	40,464	40,464	40,464	40,464	40,477
Cumulative Total												
Actuals												
Variance												
Ending Cash Balance												

	G.O.L.	BOARD	TOTAL
1st Quarter	\$134,965	90	\$149,965
2nd "	117,353	90	130,392
3rd "	109,253	90	121,392
4th "	109,265	90	121,405
	\$470,836	\$52,314	\$523,150

158

APPENDIX H

Comparative Cost of Present and Revised Program Designs

APPENDIX H

COMPARATIVE COST OF PRESENT PROGRAM

DESIGN TO REVISE PROGRAM DESIGN

PERIOD: JULY 1, 1982 TO JUNE 30, 1985

<u>LINE ITEM</u>	<u>PRESENT PROGRAM DESIGN JULY 1, 1982 - JUNE 30 '85</u>	<u>REVISED PROGRAM DESIGN JULY 1, 1982-JUNE 30 '85</u>	<u>PROGRAM DIFFERENCE</u>
Local Salaries & Benefits	\$846,378	\$843,175	3,203
Travel & Transportation	120,328	47,863	72,465
Other Direct Cost	247,616	127,929	119,687
Commodities	151,893	238,493	(86,600)
Consultant	18,867	16,000	2,867
Food	220,434	-	220,434
Stipend	64,800	-	64,800
<b>TOTAL</b>	<b>\$1,670,316</b>	<b>\$1,273,460</b>	<b>\$396,856</b>