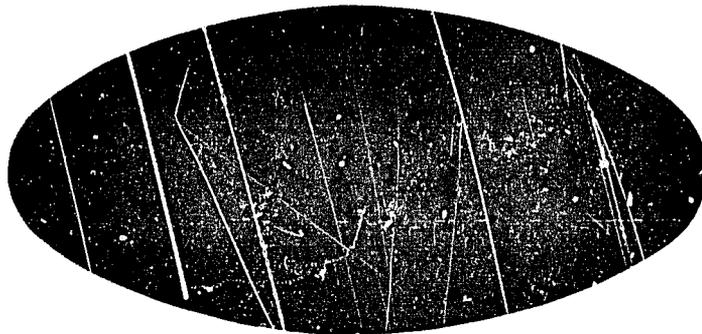




**OPPORTUNITIES
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OIC INTERNATIONAL, INC.
REPORT ON
JOINT EVALUATION OF LIBERIA OIC
OICI - USAID - GOVERNMENT OF LIBERIA
DECEMBER 1-11, 1980

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JOINT EVALUATION OF LIBERIA OIC

BY

OICI - USAID - GOVERNMENT OF LIBERIA

PREFACE

The evaluation covered by this report was jointly conducted by OICI, USAID, and the Government of Liberia (GOL), December 1-11, 1980. Initiated by OICI as an integral part of project implementation, the evaluation was also in compliance with AID requirements with respect to the monitoring and evaluation of AID-funded projects. The objectives of this evaluation were:

1. To measure progress toward project objectives
2. To ascertain improvements within the program since the joint evaluation in August 1979, by OICI, USAID and GOL.
3. To re-assess the validity of the basic assumptions which undergird the initial project design.
4. To recommend guidelines for future activity.

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The following representatives of OICI, USAID and GOL collaborated in the evaluation:

1. OICI

Quy D. Nguyen*, Evaluation Officer (Team Leader)

Lafayette A. Barnes, Evaluation Research Assistant

Cheryl D. Williams, Education Specialist

2. USAID/LIBERIA

Henry W. Reynolds

Judith N. Wills*

Dr. W.A. Whitten

3. GOL

Myononway Nimley, Ministry of Planning and Economic Affairs

Lucy W. Page, Director, Vocational and Technical Training,

Ministry of Labor, Youth and Sports

The evaluators appraised the operations of both training centers of Liberia OIC (LOIC), i.e. the pre-vocational branch in Monrovia and the vocational branch in Klay. Members of the Technical Cooperation Team (TCT) and local staff were consulted extensively on the various aspects of the training program. In addition, the evaluators interviewed 22 of the 93 vocational trainees in Klay in order to assess (a) the needs of trainees and (b) the extent to which these needs were being met.

*Quy D. Nguyen and Judith Wills participated in the Joint Evaluation of Liberia OIC by OICI, USAID and GOL in August, 1979.

A random sample survey of employed graduates and their supervisors constituted part of the evaluation. The objective of this survey was to determine the impact of LOIC training on the capacity of trainees and the needs of industries. The evaluators interviewed 22 of the 88 employed graduates who were placed in jobs on or before September 30, 1980, i.e. at least two months prior to the interviews. In addition, the evaluators interviewed also 13 of the immediate supervisors of the employed graduates.

At the time of this evaluation, 31% of the trainees who graduated on or before September 30, 1980 had not yet been placed in jobs. Thus, in addition to consulting TCT, local staff, and other resource persons on problems related to job development, the evaluators of OIC interviewed 25 unemployed graduates in order to further study these problems.

USAID/Liberia and the Government of Liberia, specifically the Ministry of Labor, Youth and Sports and the Ministry of Planning and Economic Affairs, were extensively consulted by the Evaluation team due to their significant contributions to the project. At the time of this evaluation, AID accounted for 73.4% of the cash input to the project and GOL contributed much of the rest in addition to the training facilities in Klay and the provision of food and stipends to boarding trainees.

The Management of OICI owes its deepest gratitude to the Government of Liberia and the USAID Mission in Liberia for their contributions to and support of the evaluation effort. We also thank the Board of Directors, TCT and local staff for their cooperation with the evaluation team. Finally, we would like to thank the various officials of the public and private firms, and the trainees and graduates of LOIC who responded to the interviews conducted by the evaluation team.

Quy D. Nguyen, Evaluation Officer of OICI, assumed the responsibility of synthesizing the evaluation findings and recommendations. Since the Liberia-based members of the evaluation team did not have the opportunity to personally review this report before its publication, Quy Nguyen accepts primary responsibility for any errors and/or misinterpretations of their ideas which may exist.

I. EXECUTIVE SUMMARY

LOIC achieved significant improvements since the previous Joint Evaluation by OICI, USAID and Government of Liberia (GOL) in August 1979. In addition to a more effective organizational structure, upgraded planning and control procedures were applied in both programmatic and financial areas. Highlighting fiscal year 1980 was the substantial increase in GOL support for the project, in terms of both in-cash and in-kind contributions. Project management also implemented effectively a facelifting program with respect to physical facilities. Project impact was evident, at the time of this evaluation, as employed LOIC graduates demonstrated the capacity to meet job performance requirements of the Government and local industries.

From project inception to November 30, 1980, 1,138 applications for training were processed and 444 applicants were admitted to the program. A total of 132 trainees completed vocational training as of September 30, 1980, of whom 87 or 66% were employed at the time of this evaluation. A feeder trainee was also placed in a job in FY 1980, raising to 88 the number of employed graduates in the first three (3) years of project implementation. The ratio of actual over planned employment/job placement, therefore, was 88 to 130, or 68% during the same period. The 32% placement shortfall was due to delayed start and completion of the first

vocational training cycle in FY 1979, a result of extensive facilities renovation at Klay campus.

The Entrepreneurial Training and Management Development (ETMD) program was dissolved effective January 1980 due to insufficient funds, inability of LOIC to retain qualified staff, and absence of access to capital for ETMD graduates to undertake business ventures. During the course of its operation, the ETMD program graduated 31 trainees and served 69 participants of its special seminars program. GOL currently requests reactivation of the ETMD component which should, however, take on a new structure and a new direction to be jointly defined by GOL and project management.

The present depressed economic conditions of Liberia may cause some temporary setback in the job placement program of LOIC. The authorities/resource persons consulted during the course of this evaluation believed, however, that skilled manpower will still be in great demand and that well-trained vocational graduates will still command relatively high salary premiums in the labor market. Thus GOL is continuing its support for the project in increasing proportions.

GOL cash input in support of project operating cost totaled \$44,175 and \$87,000 in FY 1979 and FY 1980, respectively. In addition, GOL contributes approximately \$75,000 per year in food and stipends to maintain the boarding program of LOIC at Klay campus. The campus still represents the most substantial in-

kind contribution of GOL to the project, notwithstanding other inputs such as cholera vaccination services for trainees, a new water system at Klay campus, an automobile and engine blocks for practical training

OICI/AID assistance, however, is still essential to sound project operation. From the technical aspect, local managerial skills still require further strengthening, and the Student Services Staff need extensive upgrading (especially in Job Development). Counterpart training in the vocational component, to date, has been hindered by the pre-occupation of TCT with improving physical facilities and, therefore, requires additional time to fully benefit local staff.

With respect to financial assistance, cumulative funds obligated by AID to LOIC totaled \$1,646,594* since project inception to September 30, 1980, i.e. during the first three years of project implementation. For FY 1981, a total of \$461,600 (excluding budget for indirect cost) has been obligated. Given the proposed overall level of AID funding stated in the project proposal (\$2,247,624), and assuming that no adjustment will be made, the remaining AID obligation to the project, i.e. for FY 1982, will be \$139,430. This amount will be inadequate to maintain TCT services, which have already been reduced to a minimum and ahead of schedule due to budgetary constraints. It will also be in-

*Excluding \$109,420 indirect cost in FY 1980.

sufficient to provide the needed additional equipment, commodities and resource training materials noted during this evaluation. Unless substantially increased, the remaining obligation will even be inadequate to supplement local input if the latter fails to meet the presently expected 75% share in program operating cost. Approximately \$725,000 will be required by LOIC in FY 1982, of which \$300,000 are expected to be forthcoming from GOL. The required input from OICI/AID, therefore, will be in the order of \$425,000, i.e. an addition of \$295,570 to the remaining obligation of \$139,430.

At the time of this evaluation, the major programmatic concerns were:

- a) Need for additional improvement in communication and coordination between project components, High costs involved in operating two training centers, Additionally required equipment, commodities and resource training materials to strengthen the vocational training component.

Other areas of need were identified earlier in the discussion of required additional OICI/AID assistance. The following recommendations are intended to ensure the achievement of project objectives and to increase operational effectiveness and efficiency.*

* Please see details in Part IV (Conclusion and Recommendations) of this report.

1. Immediate planning to secure the required resources for FY 1982, and to continue meeting project needs, possibly through a Phase II project. The importance of sustaining and further developing the initial impact of LOIC should undergird these recommended efforts.
2. Comprehensive review of training curricula and in-depth study of the vocational component to identify areas for possible improvement in relation to training methodology instructional materials, and the supply of commodities and equipment. OICI should assist LOIC in upgrading its curricula to further strengthen training effectiveness and in acquiring, within reasonable time, the additionally needed commodities, equipment, and resource training materials.
3. Operation of the Student Services Unit should be upgraded by (a) Strengthening coordination with the vocational component, (b) Implementing the division of labor in recordkeeping as prescribed by the MIS User's Guide, (c) Systematizing, updating and completing counseling records, and (d) Further developing the capacity and understanding of Job Development Staff members with respect to their roles, responsibilities and related functions.

On-the-job training (OJT) should continue to be an integral part of the vocational training program, and the

Board of Directors (LOIC) and Advisory Committees should assist project management more actively in securing additional OJT and job slots.

5. A feasibility study should be conducted to plan for the consolidation of project activities to one location. The study should receive the collaboration of OICI, USAID and GOL.
6. Measures should be devised to improve the living conditions of boarding trainees at Klay, ensure the timely receipt of stipends by trainees, and provide an upgraded health care facility on campus.
7. Additional vehicles should be provided to resolve the present transportation problems and limit the use of project trucks which are expensive to operate except for the transport of large commodities and equipment.
8. To increase overall project efficiency, project management should also: (a) Develop a Standard Operating Procedures manual to consolidate the various guidelines, notices and memoranda issued heretofore, (b) Review internal communication systems, (c) Plan for and initiate an external financial audit prior to the end of FY 1981.

The present actual structure of salaries and fringe benefits of local staff should be reviewed and revised

by the Board of Directors to ensure greater equity. The Personnel Policies should be reviewed to achieve greater clarity and consistency.

10. Per request of GOL, OICI and LOIC should study the feasibility of reactivating the ETMD component and develop a new format of operation for ETMD activities.
11. In view of the substantial GOL input to the project, and the commitment of GOL to skills training and manpower development, the Board of Directors should be reorganized to include a minimum of 15 Board members with adequate representation of GOL from the Ministries of Planning, Finance, Education and any other Ministries whose roles and responsibilities include or are related to skills training programs.
12. OICI should consider maintaining the current minimum of TCT services through the remaining life of the project. This is to remedy the loss in counterpart training due to several delaying factors in the early stage of project implementation, the pre-occupation of TCT with securing and upgrading training facilities, and the reduction of TCT services which has already been effected much ahead of schedule.

II. EVALUATION FINDINGS

A. Progress Toward Project Goal

Goal Statement: "To strengthen and increase the technical and entrepreneurial development training endeavors in Liberia" (Proposal)

Findings: LOIC has demonstrated the capacity to effectively implement a viable employment training program for disadvantaged youth and young adults. LOIC graduates are able to meet the basic job performance requirements of local industries. With an average annual enrollment of 142 trainees, LOIC is making a significant contribution to the development of trained manpower in Liberia.

1. Survey of Employed Graduates and Supervisors

A random sample survey was conducted to determine the impact of LOIC training on the capacity of trainees and the needs of industries. The evaluators interviewed twenty-two (22) of the eighty-eight (88) graduates who had been placed in jobs on or before September 30, 1980, i.e. at least two (2) months prior to the interviews. Nineteen (19) of the surveyed graduates were working in eight (8) public or private firms, and three (3) were enlisted in

the Armed Forces of Liberia*. The evaluators interviewed also thirteen (13) of the supervisors of the surveyed graduates.

The results of the survey of employed graduates are as follows:

- a. Sixteen (16) interviewed graduates were placed in their current jobs by LOIC; six (6) acquired jobs by themselves. They were all in full-time employment positions at the time of the interviews.
- b. Twenty-one (21) were in their first jobs since training completions; one (1) had changed jobs in order to earn better pay.
- c. Twenty-one (21) were in jobs utilizing the skills they had acquired at LOIC; one (1) was doing work unrelated to the training he received at LOIC.
- d. According to twenty (20) of the interviewed graduates, LOIC prepared them sufficiently for their current jobs; one (1) desired additional practical training and one (1) wished to have had additional training materials.
- e. With respect to employment status prior to enrollment in LOIC, eighteen (18) of the interviewed graduates were formerly unemployed; two (2) were in clerical

*The three (3) enlisted graduates are attached to the Bureau of Civil Works of the Ministry of Defense, Republic of Liberia. They are working in the areas of electricity, refrigeration and air conditioning, and photography, respectively.

work, and two (2) had jobs which required skills related to the training they later received at LOIC. The four (4) graduates who were employed prior to enrollment in LOIC indicated that LOIC training had enhanced their income earning capacity. Their current salaries reflect an average increase of 140% from their former levels of earnings (prior to LOIC training). Exhibit II.A1 details the achieved improvements. The average starting salary of the interviewed graduates was US \$122 per month (highest: \$150, lowest: \$71); their average salary at the time of this evaluation was US \$142 per month (highest: \$250, lowest: \$82). The upward change in average salary, therefore, approximated 16%. Nineteen (19) of the graduates interviewed were confident that they could teach their friends and co-workers on the basis of skills they acquired at LOIC. Five (5) confirmed to have taught their friends and co-workers. Thirteen (13) of the graduates interviewed or 59% of the total requested opportunities to receive additional and advanced skills training when they were asked if LOIC could be of any further assistance to them. Six (6) suggested that LOIC assists them in identifying and acquiring higher-paid jobs. Three (3) mentioned the possible development of plans to secure loans and purchase tools.

EXHIBIT II.A.1

COMPARISON OF EARNINGS BEFORE AND AFTER TRAINING AT LOIC

(Case of four interviewed graduates with jobs prior to enrollment at LOIC)

| Employed Graduates Interviewed* | Employment Prior to Training at LOIC | | Employment Following Training at LOIC | | % Change In Monthly Income |
|------------------------------------|--|----------------|--|--------------|-------------------------------|
| | Position/Job | Monthly Income | Position/Job | Monthly Inc. | |
| I | Filing Clerk In Law Firm | \$100 | General Mechanic | \$250 | 150% |
| II | Hotel Receptionist | 75 | Electrician | 160 | 113% |
| III | Mechanic | 75 | Mechanic | 184 | 145% |
| IV | Refrigeration Air Conditioner Apprentice | 80 | Refrigeration Air Conditioning Specialist (Enlisted) | 200 | 150% |

Source: Sample Survey of Employed Graduates, December 1980

* Names are withheld for discretion purposes

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As mentioned earlier, the evaluators also interviewed thirteen (13) of the supervisors of the employed graduates.

The results of these interviews are as follows:

- a. According to the interviewed supervisors, twenty (20) of the twenty-two (22) employed graduates who were surveyed entered their current jobs as entry level workers.
- b. All thirteen (13) supervisors indicated that the graduates from LOIC appeared to have been sufficiently prepared for their jobs. According to some of the supervisors, the training program of LOIC could be further enhanced in the following areas:
 - (i) Practical skills development
 - (ii) Innovation and creativity
 - (iii) Capacity to work independently, i.e. without being closely supervised.
 - (iv) Acquisition of adequate tools for the graduates.

The interviewed supervisors rated LOIC graduates quite favorably with respect to attitudes at work, technical knowledge and practical skills, as indicated in the summary below:

| Areas of Assessment | Number of Respondents | | | | Total |
|---------------------|-----------------------|--------------|------|-------------------|-------|
| | Excellent | Satisfactory | Poor | Could Not Comment | |
| Attitudes at Work | 5 | 6 | 1 | 1 | 13 |
| Technical Knowledge | 4 | 9 | 0 | 0 | 13 |
| Practical Skills | 1 | 12 | 0 | 0 | 13 |

2. Conclusion

The sample survey which covered 25% of the graduates employed as of September 30, 1980 reflected well on the capacity of these graduates to begin working effectively in the skill areas for which they were trained, their strong self-confidence, a relatively high job retention rate, and the fact that LOIC training provided them with or enhanced their income earning capacity.

The positive results of the interviews of supervisors appeared to support the findings obtained from the survey of employed graduates. Although employed in different firms, the interviewed supervisors concurred on the capability of LOIC graduates to perform satisfactorily as entry level workers. Their positive assessment of LOIC graduates with respect to work attitudes, technical knowledge and practical skills were strong indicators of the capacity of LOIC as a vocational training institution. The fact that most of the interviewed graduates were unskilled and unemployed prior to their en-

rollments in LOIC illustrates further the contribution of LOIC to the development of employment-oriented skills.

Feedback from the employed graduates and supervisors who were interviewed suggested also the need to further emphasize/strengthen the practical aspect of the training curriculum. Two specific recommendations include the development of additional projects for practice purposes and the provision of additional training materials in order to further facilitate the creative and experimental work of the trainees.

B. Progress Toward Project Purpose

Statement of Project Purpose: "To establish a manpower training unit in Monrovia for the training of the unemployed/underemployed in appropriate labor market skills and to provide guidance in the institutionalization of the program" (Proposal)

Findings: Two training centers were established and were in full operation: a pre-vocational training component in Monrovia* and a vocational training component in Klay. The major evaluation recommendations in August 1979 have been implemented. Improvements were most particularly noted in the areas of project management, planning and control. Some problems still exist in the areas of internal communication and coordination between project

*Including the Student Services Unit

components. The evaluation team questioned the cost effectiveness of operating two training components which are interrelated in functions but are situated at different locations, considering particularly the limited financial and human resources available to the project.

1. Areas of Improvement Since the Joint Evaluation in August 1979

a. Program Planning and Goal Setting: Objectives targetted in the Progress Performance Tracking System (PPT) were translated into detailed and specific tasks with appropriate strategies and timetable for accomplishments. A monitoring and evaluation system was also developed and followed-up by TCT and local project management staff to ensure proper implementation. Standard Procedure 6.61* of the Management Information System (MIS) was fully implemented and enabled the contrast of actual with planned training performance on a monthly basis.

b. Financial Planning and Control: A financial PPT was developed and has been closely monitored by TCT and local management staff in an effort to maintain expenditures within the overall financial capacity of the project. New and specific administrative measures have also been

*Entitled 'Statistical Summary'

implemented in order to improve the effectiveness of budgetary planning and control. All component managers are now involved in the development of departmental budgets. Salary increments for local staff are standardized at 5% per annum. Travel claim forms are now filled in detail by the local staff. Clearer and more detailed guidelines were developed to ensure better control over petty cash. In view of the accountability of OICI vis-a-vis funds from AID, TCT staff* reserve the prerogative to review and approve checks issued by LOIC management.

Staff positions are presently maintained at 40 in contrast to the maximum level of 50 proposed in FY1980. The effort to optimize the services of present staff members and to maintain a staff size more in line with the available resources was evident at the time of this evaluation.

c. Definition of Staff Roles and Relationships: The roles and responsibilities of local staff members have been clarified (and redefined in some cases). Basic lines of communication were reviewed in an effort to achieve better internal coordination. A new staff position, that of Dean/Counselor, was created at Klay. This was an innovative measure to alleviate the responsibilities of the Student Services Coordinator (who is based in Monrovia). In general,

*Specifically, Program Advisor and Finance/Administration Specialist.

local staff members appeared to have developed a keener awareness of their roles and responsibilities.

d. Property Control and Renovation of Facilities: An inventory of all program equipment and commodities was initiated and has been updated on a regular basis. TCT and local staff completed a comprehensive "facelifting" program which included the additional renovation work at Klay to further facilitate training activities, the re-arrangement/reorganization of classrooms and workshops at both the Klay and Monrovia training centers in order to optimize the use of available space, and the upgrading of staff houses at Klay to enable the additional presence of TCT and local staff at Klay campus. The improvements achieved with respect to facilities appeared to have generated an atmosphere more conducive to training and other program activities.

e. Local Support: In FY1980, the Government of Liberia (GOL) included LOIC in its development budget and economic plan. Thus, an amount of US\$237,000 was allocated for LOIC in the budget of GOL for FY1980. Approximately US\$87,000 of this amount represented arrears payments/contributions of GOL to the third year operation of LOIC, while the remaining US\$150,000 constituted GOL input for

the fourth year of the project. These funds were in addition to the support perviously committed by the Ministry of Labor, Youth and Sports, which amounted to approximately US\$74,000 in FY 1980. Also in the same fiscal year, GOL assisted in the restructuring of the water system in Klay and the conversion of the local electrical system from 220 volts to 110 volts. Hence, the substantial increase of GOL interest and input represents a major progress for the project insofar as institutionalization is concerned. It should be recalled that as of August 1979 (date of the previous joint evaluation), input from GOL to the project consisted primarily of the physical facilities at Klay, some limited funds for renovation work and the food and stipend for boarding trainees.

At the time of this evaluation, private organizations such as Firestone, LAMCO, and B.F. Goodrich also provided unprecedented moral and material supports to the project. Most valuable of all was their commitment to provide employment and on-the-job training opportunities to LOIC graduates.

The close collaboration between AID and LOIC in project implementation also characterized the period since the joint evaluation in August 1979. A large number of used commodities and materials in air-conditioning and refrigeration was donated by the USAID/Liberia to LOIC for training

purposes. On-going consultations between the USAID Mission and TCT staff have been maintained in order to ensure mutual understanding with respect to the progress as well as problems and solutions adopted during the course of project implementation.

2. AREAS OF CONCERN

Three (3) areas of concern were identified and were unresolved since the time of the previous joint evaluation:

a. Communication and coordination between project components: In spite of some noticeable progress, communication and coordination between the pre-vocational training component in Monrovia and the vocational training component in Klay still appeared inadequate at the time of this evaluation. This inadequacy was evidenced by the lack of collaborative monitoring and control in the operations of the components concerned. The communication and coordination gaps adversely affect the efficiency of guidance and counseling services provided to trainees at both the Monrovia and Klay centers. Job development services are also negatively affected as a result of inadequate coordination between the trainers and job developers. These problems may have been due to:

- (i) The distance between Klay and Monrovia
- (ii) The limited means of transportation available to the project (caused and aggravated by

severe financial constraints and frequent breakdowns of program vehicles)

- (iii) Inadequate understanding of and/or inability to accept OIC methodology on the part of some local staff members. Specifically, the critical linkages between counseling, training and job development may not have been effectively established.

b. Issue of two training centers: The problems stemming from the operation of two training centers still obtained at the time of this evaluation. They were:

- (i) Difficulties in communication and coordination
- (ii) Transportation problems
- (iii) Diseconomies of scale
- (iv) High cost of simultaneously sustaining a day-program (Monrovia) and a boarding program (Klay).

Considering the financial constraints of LOIC at the present as well as in the near future, both the pre-vocational and vocational training components should be operated at one location. It appears also that operating cost will be sharply reduced if the boarding program is eliminated (thereby eradicating the needs for stipends and food expenses).

The recommendations by a task force of OICI, USAID and GOL officials in December 1979 should be thoroughly reviewed

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in the light of current conditions in Liberia and within the project.

Basically it was recommended that the training at Klay should continue while the Board of Directors (of LOIC) would identify a permanent project site and initiate the construction of a new and permanent LOIC training center. It is now evident that securing a site and constructing a permanent center are far beyond the capacity of the Board of Directors. The present economic conditions preclude reliance on the private sector as a major and dependable source of potential support.

c. Lack of resource training materials: While additional training equipment and commodities were requisitioned and received by the project in FY 1980, the supply of resource materials for instructors and trainees still remained insufficient relative to needs. The inadequacy was most prominent in the vocational training component at Klay and may have been a result of (a) heavy emphasis by project design on the practical aspect of training, and (b) inadequate budgeting.

Additional resource materials should be provided in order to increase the effectiveness of vocational instructions at Klay campus. The needed materials include textbooks as well as research and reading materials in the various skill

areas in which training is being conducted. Plan for the provision of additional resource materials should include the establishment of a small library at Klay campus.

3. Assessment of Institutionalization Prospects

The groundwork for institutionalization has been completed and includes:

- a. a defined organizational structure,
- b. a training program in operation in accordance with the OIC approach,
- c. local staff possessing the basic understanding of their roles and responsibilities,
- d. strong support of the project by the Government of Liberia.

As partially reflected in section II.B.2. above (Areas of Concern), the firm institutionalization of LOIC still requires additional training of local staff, improved program operations in order to achieve greater effectiveness and efficiency, and resolution of the issue of the two training centers. Pre-vocational training, student services and vocational training should be conducted at one location in order to achieve greater cost-effectiveness.

Successful institutionalization of the project will depend also on the capacity of GOL to absorb an increasingly larger

share of the local operating cost. In FY 1980, GOL input of US\$87,000 accounted for 26% of the local operating cost (US\$335,608). Funds raised from the local community/private sector during the same fiscal year amounted to US\$2,914, i.e. only 0.9% of the total operating cost.

Due to the present economic predicament of Liberia, it is evident that local input will not be forthcoming in accordance with the timetable for achieving self-sufficiency as projected at the time of proposal development. Furthermore, much (if not most) of the expected input will have to be provided by GOL in view of the economic difficulties which now besiege the private industrial and business sector.

C. Progress Toward Project Output

1. Projected Output #1: Development of Board of Directors
"Board Members performing voluntary functions and activities according to their Articles of Incorporation" (Proposal)

At the time of this evaluation, a 14-member Board of Directors performed the policy-making function and rendered voluntary services in accordance with the OIC philosophy and methodology. Many Board members are officials of GOL, representing a total of five (5) Government Ministries, while others are from the clergy and community organizations.

As reflected by its activities and confirmed by its members during the course of this evaluation, the Board was strongly committed to the objectives and institutionalization of LOIC. It was particularly instrumental in obtaining GOL support for the project and ensuring the inclusion of LOIC in the development plan of GOI in FY 1980. However, achievements of the Board with respect to raising funds from the private sector remained small. This was primarily due to the lack of an effective fund raising plan, a factor compounded lately by the difficult economic conditions in the country.

Since the inception of LOIC in 1977, a total of four (4) Board members of LOIC participated in the annual participant training program held by OICI in Philadelphia (U.S.A.).* In-country training of Board members by TCT in FY 1980 has mostly been informal, through dealing with LOIC-related business, and on a person-to-person basis. The relationship between the Board and TCT was one of mutual cooperation, although the limited formal training of Board members (in Board functions) may adversely affect the effectiveness of their services for LOIC in the long-run. This concern is further justified when one considers the eventual and complete phasing-out of TCT staff members.

* One (1) Board participant in 1978; two (2) in 1979; and one (1) in 1980.

Exhibit II.C.1 presents selected highlights on the Board of Directors in FY 1980.

2. Projected Output #2: Training of Local Technical Staff
"Local staff executing the duties and responsibilities c
training instructors, counselors and job developers" (Proposal)

The positions of instructors, counselors and job developers were filled although staff performance varied between different units, i.e. student services, Feeder and vocational training.

As will be discussed in detail in a later section (Projected Output #6), some upgrading is needed in the organization and delivery of counseling and job development services. The Feeder component is now self-sufficient and is effectively delivering the required training. This component has also been provided with adequate resource materials for teaching and training. The vocational instructors, on the other hand, are still being further trained by TCT in the management of classrooms and workshops, and especially in instructional methodology.

Considering the required improvements in student services and the in-service training which is still needed with respect to vocational instruction, it appears that the full upgrading of the local staff now calls for some additional training time, i.e. at least 2-3 more years than initially projected

* A small Technical Cooperation Team (TCT) of only three (3) members is currently providing in-service training to the 40-member local staff.

EXHIBIT II.C.1

LIBERIA OIC

HIGHLIGHTS ON BOARD OF DIRECTORS

PERIOD OCT. 1, 1979 - SEPT. 30, 1980

| | |
|--|------------|
| A. Present Active Membership (Year End) | 12 |
| B. Number of Board Meetings | 9 |
| C. Number of Executive Committee Meetings | 10 |
| D. Number of Government Ministries Represented | 5 |
| E. Number of Board Committees Formed | 5 |
| F. Number of Seminars Conducted | 1 |
| G. Number of Fund Raising Affairs Held | 1 |
| H. Funds Raised from Private Sector | \$2,412.00 |

Source: LOIC Third Annual Report, October 1979
September 1980.

Exhibit II.C.2. details the number of staff members and their positions in each of the components which were discussed.

4. Projected Output #3: Training of Local Administrative/Managerial Staff

"Local staff performing independently as administrators and managers of program operations" (Proposal)

At the time of this evaluation, the key administrative and managerial positions included: managing director, finance officer and the three (3) coordinator positions enumerated in Exhibit II.C.2. Mr. Jacob Dogbeh, Managing Director since project inception, resigned from the project effective September 30, 1980, in order to accept a position offered by GOL. A replacement for Mr. Dogbeh was hired in December 1980 as this evaluation was being completed. The new Managing Director came to the project with a record of extensive technical and managerial experience

The remaining key administrative and managerial staff, for the most part, demonstrated adequate capacity to satisfactorily function in their jobs, and to further improve their performance as additional training is provided by TCT. A major area of managerial deficiency appeared to have been that of student services as will be discussed in the section dealing with projected output # 6 (Administrative/Services Delivery Systems). It should be noted, meanwhile, that all components of the projects have been operated and supervised primarily by Liberian staff members at the time of this evaluation.

EXHIBIT II.C.2

POSITIONS AND NUMBER OF LOCAL STAFF MEMBERS
IN STUDENT SERVICES, FEEDER, AND VOCATIONAL TRAINING

(As of November 30, 1980)

| Positions | Number of Staff Members | | | Total |
|---------------|-------------------------|--------|---------------------|-------|
| | Student Services | Feeder | Vocational Training | |
| Coordinator | 1 | 1 | 1 ^{b)} | 3 |
| Counselor | 2 | 0 | 1 ^{c)} | 3 |
| Job Developer | 1 | 0 | 0 | 1 |
| Instructor | 0 | 3 | 7 | 10 |
| Secretary | 1 ^{a)} | 1 | 1 | 3 |
| <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Total | 5 | 5 | 10 | 20 |
| | <hr/> | <hr/> | <hr/> | <hr/> |

- a) MIS/Clerk-Typist
- b) Training Manager
- c) Dean/Counselor

Source: Liberia OIC, Position Control and Personnel Status Report, Part I,
November 30, 1980.

4. Projected Output #4: Development of Courses of Study

a. Feeder Training: The Feeder component implements a comprehensive set of curricula geared toward the preparation of trainees for specific trades. For example, the communication skills subject is divided into communications for electricians, plumbers, masons, carpenters, etc. The subjects treated in the Feeder program include:

- Communication Skills
- Computation Skills
- Cultural Heritage
- Personal Hygiene and Development
- Consumer Education

The Feeder component was equipped with adequate resource materials. Textbooks, audio-visual aids and supplemental teaching materials are available and are being efficiently used.

b. Vocational Training: The vocational training component offers courses in six (6) subjects:

- | | |
|------------------|---|
| • Auto Mechanics | • Masonry |
| • Carpentry | • Plumbing |
| • Electricity | • Refrigeration and Air Conditioning |

Curricula for the above courses were developed during the early stage of training start-up. These curricula, however, have not been revised to reflect experience from the first cycles of train-

ing and/or impact of training methodology on the performance of the first group of employed graduates. In addition, the present curricula appear to be not in line with individualized instruction and the open entry/open exit training system.

AS stated in section 11.B.2 (Areas of Concern), there is a critical shortage of resource materials for instructors and trainees in the vocational training component. While the amount of hand-out materials appeared significant, additional textbooks are still needed in Auto Mechanics, Carpentry, Plumbing and Masonry. More audio-visual aids and supplemental teaching aids are also required in order to further improve the effectiveness of training. Finally, the conditions of some tools and equipment appeared to call for a larger budget for depreciation and replacement.

In summary, it is imperative that project management directs its effort toward (a) the revision and upgrading of the vocational training curricula, (b) the provision of additional resource materials, audio-visual aids and supplemental teaching aids to the vocational component, and (c) the allocation of a larger budget to cover depreciation costs and enable the pending replacement of some training tools and equipment.

5. Projected Output #5: Training Completions and Placement of Vocational Graduates in Jobs (420 Feeder training completio and 340 vocational graduates placed in jobs by year V of the project).

The present training output of LOIC consists of Feeder training completers and vocational graduates whom LOIC is committed to place in jobs. The Entrepreneurial Training and Management Development (ETMD) component was dissolved in early FY 1980 due to insufficient funds, inability of LOIC to retain qualified staff, and absence of access to capital for ETMD graduates who wished to enter into business. It was initially projected that 360 participants in the ETMD program would have been graduated by the end of year V of the project. When this component was dissolved after 16 months of operation, a total of thirty-one (31) participants had completed ETMD training*.

This part of the evaluation report, therefore, deals primarily with Feeder training completions and the placement of vocational graduates in jobs.

a. Feeder Completions: As indicated in Exhibit II.C.3 actual Feeder completions exceeded planned completions by 23% and 64% in Year I (FY 1978) and Year III (FY 1980) of the project, respectively. The number of completions in Year II (FY 1979) was 59% below target. This shortcoming was due primarily to a temporary reduction in intake/enrollments due to the limited absorption capacity of the vocational component at Klay campus which was undergoing extensive renovation work.

* The regular ETMD courses began in September 1978 and operated through May, 1979. In addition, a marketing seminar (4 days) and a business ownership seminar (5 days) were conducted by the ETMD component in June and July 1979, respectively. These seminars were attended by a total of 69 participants whose number was not included in the statistics of graduates from the regular ETMD courses. No additional ETMD training activities were reported. The positions of ETMD Manager and Instructors (3) were dissolved effective January 1980.

EXHIBIT II.C.3

ACTUAL VS. PLANNED FEEDER COMPLETIONS

| Categories | YR I FY 1978 | YR II FY 1979 | YR III FY 1980 | YR IV FY 1981 | YR V FY 1982 | TOTAL |
|---------------------------|-----------------|------------------|-------------------|------------------|-----------------|-------|
| ACTUAL | 74 | 37 | 148 | 19* | --- | 278* |
| PLANNED | 69 | 90 | 90 | 90 | 90 | 420 |
| ACTUAL AS % OF PLANNED | 123% | 41% | 164% | 21%* | | 66%* |

Source: Liberia OIC, Program Activity Summary Reports (MIS 71-C)

*As of November 30, 1980 only.

Total for the first three (3) years: Actual = 259
 Planned = 240
 Actual as % of Planned = 108%

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As a whole, actual Feeder completions in the first three years of project implementation exceeded planned completions by eight per cent (8%), as a result of the relatively high intake levels in Years I and III of the project.

At the time of this evaluation, a total of 19 trainees had completed Feeder since October 1980, i.e., 21% of the 90 completions which were initially targetted in the project proposal for FY 1981 or Year IV of the project.

b. Placement of Vocational Graduates in Jobs: A total of 132 trainees completed vocational training as of September 30, 1980, i.e. end of Year III of the project. As reflected in Exhibit II.C.4, the majority of these completers/graduates were males between ages 17 and 25 (84.1%), had 8-11 years of education (75.7%), and were unemployed prior to enrollments in LOIC (90.9%). Females constituted only a minute portion of the population of graduates (1.5%).

As of September 30, 1980, 87 of the vocational graduates mentioned above or 66% of the total were placed in jobs. Since these placements were achieved in FY 1980, the ratio of actual over planned placements for the same fiscal year was 96.6% (87 actual versus 90 planned). A Feeder trainee was also job placed in FY 1980, raising the placement rate to 97.7%.

According to the statistics in Exhibit II.C.5, the 88 placements achieved in FY 1980 represent the total number of actual placements

EXHIBIT II.C.4

SUMMARY OF CHARACTERISTICS OF VOCATIONAL TRAINING COMPLETERS

AS OF SEPTEMBER 30, 1980

| CHARACTERISTICS | | NUMBER | % DISTRIBUTION |
|--------------------------|-------------|--------|----------------|
| SEX | MALE | 130 | 98.5% |
| | FEMALE | 2 | 1.5% |
| AGE | 16 & Under | 2 | 1.5% |
| | 17 - 20 | 42 | 31.8% |
| | 21 - 25 | 69 | 52.3% |
| | 26 - 30 | 15 | 11.4% |
| | 31 and Over | 2 | 1.5% |
| | Unknown | 2 | 1.5% |
| YEARS OF EDUCATION | 5 & Under | 0 | 0.0% |
| | 6 - 7 | 5 | 3.8% |
| | 8 - 9 | 56 | 42.4% |
| | 10 - 11 | 44 | 33.3% |
| | Certified | 27 | 20.5% |
| EMPLOYMENT STATUS | Employed | 12 | 9.1% |
| | Unemployed | 120 | 90.9% |
| TOTAL | | 132 | 100.0% |

Source: LOIC, Summary of Trainee Characteristics (MIS 72-L)

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EXHIBIT II.C.5

ACTUAL VS. PLANNED PLACEMENTS OF GRADUATES IN JOBS

| Categories | YR I FY 1978 | YR II FY 1979 | YR III FY 1980 | YR IV FY 1981 | YR V FY 1982 | TOTAL |
|---------------------------|-----------------|------------------|-------------------|------------------|-----------------|-------|
| ACTUAL | 0 | 0 | 88 | 8* | | 96* |
| PLANNED | 0 | 40 | 90 | 105 | 105 | 40 |
| ACTUAL AS % OF PLANNED | 0% | 0% | 98% | 8%* | | 28%* |

Source: Liberia OIC, Program Activity Summary Report (MIS 71-C)

* As of November 30, 1980 only.

Total for the first three (3) years: Actual = 88
 Planned = 130
 Actual as % of Planned = 68%

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in the first three (3) years of the project. The projected 40 placements for FY 1979 (Year II) were not obtained due to the extensive renovation work at Klay campus which delayed the completion of the first cycle of vocational training.* In summary, actual placement of graduates in jobs was 78% of the level targetted for the first three years of the project.

At the time of this evaluation, eight (8) placements were achieved since October 1980, i.e. 8% of the 105 placements targetted for FY 1981. Considering the adversity now confronted by the Liberian economy, it may not be feasible for LOIC to place all 105 graduates in jobs in FY 1981.

The depressed economic conditions of the country affected also the job retention rate of the employed graduates. Already, 14 of the 88 employed graduates were reported to have been retrenched by their employers as of September 30, 1980. The job retention rate was 83% within the first 12 months of employment**.

* The first vocational training cycle was extended by approximately three (3) months as mentioned in the previous Report of the Joint Evaluation of LOIC by OICI, USAID and Government of Liberia, August 7-17, 1979. Note also that average training duration in the vocational component is 12 months, which include 3 months of on-the-job training.

** Of the 88 employed graduates, 14 were retrenched and one (1) resigned from his job. All the 88 were placed in jobs in FY 1980.

6. Projected Output #6: Administrative/Services Delivery Systems Developed

a. Student Services - The student services unit conducts activities related to the recruitment, screening and enrollment of applicants for the program, in addition to the provision of vocational guidance and job development services. The objectives of this unit, for the most part, are being achieved.

Exhibit II.C.6 summarizes the number of applicants processed by the Student Services Unit and the number of enrollments into orientation in the first three (3) years of the project. As of November 30, 1980, the Unit has reviewed the applications of 1138 individuals and provided orientation services to 444 applicants who were admitted to the project.

The following highlights on the activities and performance of the Student Services Unit were noted:

Recruitment - The majority of applicants learned about LOIC from the news media (i.e., newspapers, radio and TV) and/or from their friends and relatives. There were more applicants than could be accommodated by the program. Recruitment, therefore, has not posed a problem although staff members occasionally visit various local learning institutions in order to further spread news about the program. The staff thus far has found it unnecessary to develop a comprehensive recruitment scheme.

EXHIBIT II.C.6

APPLICANTS PROCESSED BY STUDENT SERVICES UNIT

| CATEGORIES | YR I | YR II | YR III | ANNUAL AVERAGE | YR IV | TOTAL |
|-------------------------------|---------|---------|---------|----------------------------------|---------|-------|
| | FY 1978 | FY 1979 | FY 1980 | FOR THE FIRST THREE (3) YEARS | FY 1981 | |
| New Applicants | 331 | 520 | 238 | 363 | 49* | 1138 |
| Enrollments in Orientation | 150 | 140 | 136 | 142 | 18* | 444 |
| ETMD Enrollments | 62 | 69** | | | | |

Source: LOIC, Intake/Orientation Activity Reports (MIS 10-C) and Program Activity Summary Reports (MIS 71-C)

* As of November 30, 1980 only

** Seminars/Short-courses

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Screening - The process of screening applicants indicates that preference has been given to individuals with the following qualifications:

- (i) A secondary school leaver or certificate holder who is unemployed or underemployed.
- (ii) A basic knowledge of fundamental reading, writing, mathematics and English as displayed by the successful completion of the diagnostic test.
- (iii) A guarantee of means to ensure transportation to and from the Monrovia Center (of LOIC).
- (iv) A valid medical certification.

The above criteria and the characteristics of trainees (as reflected earlier in Exhibit II.C.4) are attuned to the general guidelines of target group of beneficiaries stated in the project proposal.

Vocational Counseling - Counseling services are provided to trainees although it was difficult to ascertain their scope, frequency and results due to inadequate record maintenance. At the time of this evaluation, individual trainee folders were not up-to-date with respect to attendance records and comment sheets on recent counseling sessions. The vocational training component (Klay) and the Student Services Unit (Monrovia) appeared not to have coordinated sufficiently on the procedures for establishing and maintaining trainee records. The monitoring of information on trainees in Klay by the Monrovia staff and vice-versa has been insufficient

to provide effective counseling/guidance services to trainees.

The facilities presently used by the Student Services Unit are inappropriate for guidance work. The sharing of a common office* by the Coordinator, Counselors and Job Developers deprived staff members and trainees from the privacy which is crucial to efficient counseling and guidance, especially in a program wherein individualized services are emphasized. Room dividers are recommended to partition off counseling booths for individual counseling sessions.

Job Development - Two local staff members are in charge of job development services. This is an area which calls for immediate improvement in planning, coordination and a better understanding of job development techniques by the local staff. The following needs are evident:

- (i) Development of a comprehensive job development scheme, detailing job placement targets, strategies, resources and timetable.
- (ii) Regular consultations between the vocational training component and the job development unit on labor

* This office serves also as the passageway leading to the classrooms and instructors' offices of the Feeder component.

market demand and supply, and their implications with respect to the skills and training needs.

- (iii) Increasing contact by job developers with both the public and private sectors in order to identify on-the-job training (OJT) and employment opportunities for trainees before they are due for OJT or placement in jobs.
- (iv) More frequent follow-up services to determine the performance of OJT trainees and employed graduates and to ascertain more accurately the needs of employers.
- (v) Provision of additional travel and mileage allowance and/or acquisition of additional vehicles to facilitate job development activities.

The above-mentioned needs reflect the critical areas of deficiencies of the job development unit.

b. Program Planning and Budgeting - As stated in Section II.B.1a and 1b, the areas of program planning and budgeting displayed marked improvement since the Joint Evaluation in August, 1979. In summary, the progress achieved consisted of:

- (i) Greater details in program planning and budgeting which enabled more effective monitoring and evaluation, better allocation of resources, and a greater sense of accountability among local staff members.

- (ii) Strict implementation of financial planning and control procedures in order to ensure a higher level of effectiveness and efficiency in the utilization of project resources.
- (iii) Involvement of local staff members at various levels in the development of component budgets, thereby ensuring the accurate assessment of needs and maximum coordination in managing project resources.

With respect to transfer of technology, the remaining tasks related to program planning and budgeting are the additional reinforcement and further institutionalization of the financial/administration guidelines and other planning procedures introduced by the Technical Cooperation Team (TCT).

c. Implementation of Management Information System (MIS) - The Management Information System (fiscal and programmatic) was implemented. The fiscal MIS was systematically transferred to the local staff through a detailed and purposeful in-service training program developed by the Finance/Administration Specialist. Technical assistance with respect to the programmatic MIS, on the other hand, was limited due to TCT manpower constraints. Nevertheless, most of the files and records of the programmatic MIS were established in accordance with the prescribed MIS guidelines. Exceptions to this observation are as follows:

- (i) The Student Services Coordinator maintained and controlled most of the MIS files and records at the Monrovia branch. The division of labor, therefore, did not adhere to the decentralized method mandated by the MIS User's Guide.
- (ii) The Training Manager did not maintain his share of the MIS files and records and, therefore, may not have been abreast with the key training performance indicators on an on-going basis.
- (iii) The contents of trainee folders at Klay campus were incomplete. MIS records of trainees at Klay were partially retained by the Student Services Unit in Monrovia. Thus, the Dean/Counselor at Klay appeared not to have adequate information for the effective guidance and counseling of trainees.
- (iv) Copies of the Status Change Notices maintained at Klay did not account fully for the trainees reported in the Attendance Rosters. They were also not organized in accordance with MIS guidelines.

The implementation of the programmatic MIS should, therefore, be upgraded and should consist of:

- (i) Adoption of the division of labor prescribed by the MIS User's Guide with respect to the development, maintenance and control of MIS files and records.

- (ii) Reorganization of the MIS files at Klay campus to reflect better compliance with MIS guidelines.
- (iii) Consolidation of trainee folders maintained at the Klay campus by transferring the records held in Monrovia to Klay.
- (iv) Periodic (scheduled) consultations between the Student Services Coordinator (Monrovia) and the Dean/Counselor (Klay) in order to ensure the effective coordination of MIS implementation and maximum statistical consistency in MIS records.

Furthermore, additional training should be provided to the key local administrative/managerial staff members.

d. Services for Boarding Trainees - The Government of Liberia, (GOL), specifically the Ministry of Labor, Youth and Sports (LYS) assumed primary responsibility for the support of trainees boarding at Klay campus. The Ministry of LYS absorbed the costs of food and provided each trainee with a monthly stipend of US \$10.00.

The chronic delays experienced in the disbursement of monthly stipends seemed to have affected the morale of some trainees. The length of these delays varied from one (1) to three (3) months.

At the present, the Student Services Coordinator assumes the responsibility for obtaining and distributing stipends to trainees. She also maintains records of funds received and disbursed as

stipends. These transactions are not reported to, controlled and/or supervised by the Department of Finance of LOIC, but rather the Ministry of Labor, Youth and Sports.

With respect to other conditions at Klay, trainees were generally satisfied with the food provided. According to some trainees, however, the meals were at times poorly prepared and insufficient in quantity, and the water at Klay was questionable with respect to safety for human consumption. The latter problem, meanwhile, was reported by project management to have been resolved with the assistance of the Government.

Housing conditions at Klay campus still displayed some basic deficiencies. Although dormitory facilities were expanded to accommodate additional trainees, the average space per trainee was still relatively small. Lighting conditions and basic furnishings were also inadequate. Moreover, basic commodities such as household cleaning materials, laundry and toilet soap and toilet tissue were in short supply. Items for replacement purposes such as electric bulbs were not readily available. And lastly, the health facilities on campus were still limited to first-aid treatment, and hence the need for additional medicines.

The conditions of Klay campus can be significantly ameliorated by:

effectiveness of managerial control of the programmatic and fiscal operations.

The emphasis on contrasting actual with planned activities, however, seemed to have geared the evaluation system more toward the quantitative aspect than the qualitative side of performance. In addition, the limited contact of project staff with OJT trainees, employed graduates and their employers deprived project management from sufficient feedback on the actual end-results of the training program, i.e. performance of OJT trainees and graduates in actual work conditions, and their ability to meet the requirements of industries.

Thus, the emphasis on comparing actual with planned activities should be accompanied by an equal concern with their qualities. Furthermore, periodic in-house evaluation reports should be issued by project management to all staff members to ensure concerted effort geared to the achievement of necessary improvements.

With respect to the evaluation of local staff, TCT contributed a substantial portion of the assessments to either the Board of Directors or local project managers/coordinators according to the line of authority. The capacity of local staff members to effectively conduct performance reviews and appraisals is still in the development stage.

- (i) Further expansion of dormitory facilities to provide trainees with additional space,
- (ii) Provision of basic commodities such as cleaning materials, soap and toilet tissue to ensure the minimum level of hygiene.
- (iii) Regular inspection of water by the Government to ascertain its safety for use by trainees.
- (iv) Timely provision of and, if possible, increasing trainees' stipends.
- (v) Upgrading health facilities on campus to include the provision of medical care other than first-aid treatment.

Finally, transactions with the Ministry of Labor, Youth & Sports regarding stipends should be conducted by the Department of Finance to allow effective bookkeeping and to facilitate the monitoring and reporting of local contributions by project management.

e. Program and Staff Evaluations - Program performance evaluations are conducted on a regular basis by TCT and key local staff members. Problems affecting project operation appeared to have been identified and resolved in a timely manner. The development of both a detailed Project Performance Tracking System (PPT) for program activities and an equally comprehensive PPT for fiscal operations permitted the ongoing monitoring of project input and output and target achievement. This effort to institutionalize an internal system of monitoring and evaluation appeared to have enhanced the

In their PPT for the immediate future, TCT should include additional in-service training specifically geared toward strengthening the skills of local project managers/coordinators in performance review and appraisal

7. Projected Output #7: Renovations/Improvements of Training Facilities

The renovation work initiated at Klay campus in FY 1979 continued through FY 1980 but less extensively due to budgetary constraints. The major improvements at Klay following the previous Joint Evaluation (August 1979) consisted of:

- a. Expansion of dormitory facilities to increase the accommodation capacity of Klay campus from 90 to 135 trainees. Most of the work was performed by trainees in accordance with practical experience requirements.
- b. Restructuring of the water system and voltage conversion from 220V to 110V.
- c. Additional upgrading work on staff houses.
- d. Completion of the major repairs needed in classrooms and workshops.
- e. Clearing of additional land to be used as basketball and volleyball courts for trainees.

All classrooms and workshops at Klay were in satisfactory condition at the time of this evaluation. Housing facilities for boarding

trainees, however, still required some major improvements as stated earlier in section II.C.6d (Services for Boarding Trainees).

According to the Building Trades Specialist, the remaining renovation work at Klay campus (including the improvements recommended by this evaluation) will cost US\$10,000-15,000.

8. Projected Output #8: Development of Advisory Committees

"Liberia OIC voluntary support committees perform advisory functions and activities" (Proposal)

Two (2) major advisory bodies were to be formed, according to the project proposal: an Industrial Advisory Council (IAC) and a Technical Advisory Committee (TAC). The IAC and TAC were to provide LOIC with advisory services in the areas of project development and resource mobilization (IAC), curriculum development and technical instruction (TAC).

The 14-member IAC noted in the previous Joint Evaluation (August 1979) was dissolved following the change of Government in April 1980. A new IAC was being organized at the time of this evaluation.

The TAC for Feeder and student services consisted of 23 members, of whom 19 were educators. About 50% of the TAC members were actively involved in the provision of technical advisory services in counseling and pre-vocational training.

Noted in the previous Joint Evaluation but inoperative at the time of this evaluation, the TAC for vocational training is not yet reorganized.

In general, the above-mentioned advisory bodies are yet to achieve some significant impact on the project. They were all less than a year old when the April 1980 revolution occurred, affecting several members who held positions in the former Government. A major task in the months ahead will be to reorganize and reactivate these advisory bodies.

D. Overview of Project Input

1. Technical Cooperation Team

According to the project design, OICI should provide LOIC with technical assistance through the services of a six-member Technical Cooperation Team (TCT) initially. At the time of this evaluation, three (3) TCT members were assigned to the project in contrast to the full complement of six (6) members present during the August 1979 Joint Evaluation.

As shown in Exhibit II.D.1, TCT services were phased-out at a more accelerated rate and began a year earlier than was scheduled. Net loss of TCT services relative to plan will total 50 man-months by the end of FY 1981 or year IV of the project. Budgetary constraints which prevent the replacement and/or renewal of contracts of TCT staff members account primarily for the loss in TCT man-months. Financial constraints may also reduce TCT services in FY 1982 by 64% relative to the initial plan. Thus, it is expected that the reduction in TCT input/services will approximate 71 man-months, i.e. 5.9 man-years, by the end of FY 1982 or year V of the project. This loss of TCT man-months, therefore, is significant.

TCT services should be maintained at least at the present level in order not to reduce further the in-service training of local staff by TCT members. The extension of technical

EXHIBIT II.D.1

ACTUAL VS. PLANNED TCT* MAN-MONTHS INPUT

| CATEGORIES | YR I FY 1978 | YR II FY 1979 | YR III FY 1980 | YR IV FY 1981 | YR V FY 1982 | TOTAL |
|-------------------------|-----------------|------------------|-------------------|------------------|-----------------|-------|
| <u>ACTUAL</u> | | | | | | |
| Man-Months | 59 | 72 | 53 | 33 | 12** | 229** |
| % Annual Change | - | +13% | -26% | -38% | -64% | |
| <u>PLANNED</u> | | | | | | |
| Man-Months | 54 | 72 | 72 | 69 | 33 | 300 |
| % Annual Change | - | +33% | 0% | -4% | -52% | |
| <u>VARIANCE</u> | | | | | | |
| + or - relative to Plan | +5 | 0 | -19 | -36 | -21 | -71 |
| Actual as % of Planned | 109% | 100% | 74% | 48% | 36%** | 76%** |

Sources: OICI, Personnel Department (for data on actual man-months);
and LOIC Project Proposal (for data on planned man-months)

* Technical Cooperation Team

** Projected as of December 10, 1980

assistance by OICI beyond FY 1982 should also be considered due to:

- a. The above-mentioned loss of TCT man-months which resulted primarily from budgetary constraints.
- b. The preoccupation of TCT with renovation work at Klay campus and with securing GOL input during the early stage of project implementation.
- c. Personnel turnover in two of the most critical local staff positions: Managing Director and Training Manager.*
- d. Need to further upgrade LOIC's vocational instruction at Klay and its student services in Monrovia (particularly in counseling and job development).
- e. Need to resolve the problems of internal communication and coordination as mentioned earlier in Section II.B.2a (Communication and Coordination between Project Components).

OICI should detail further the above areas of deficiencies, and should develop a comprehensive plan including a specific timetable in order to provide the necessary additional technical assistance.

*The new Training Manager and Managing Director were hired in June 1980 and December 1980, respectively.

2. Local Staff

Thirty-nine (39) of the forth (40) local staff positions which were budgeted for FY 1981 were filled as of December 31, 1980. Although the Entrepreneurial Training and Management Development (ETMD) component was dissolved, actual staff positions (40) still exceeded the planned number (32) by 25%. The addition of 12 supportive staff members* (primarily due to the need to sustain two training centers including boarding facilities) accounted mainly for the difference between the numbers of actual and planned positions.

The present number of staff positions, however, still reflects a sharp reduction from the staff size noted during the previous Joint Evaluation. For the month of August 1979, LOIC reported 50 available staff positions (4/ permanent/full-time and 3 part-time). Only 45 of these positions were filled then.

In responding to budgetary constraints and the need for a more efficient staff structure, project management abolished the part-time positions and those of Vocational Training Coordinator, Job Developer II** , and one of the two Counselor II positions, effective October 1, 1981. These

* Such as nurse, dietician, driver, custodian, cooks, etc.

** It was reported that, in addition to the Job Developer I, a former counselor is also currently providing job development services although this was not reflected in the Position Control and Personnel Status Report of LOIC.

changes, in addition to some other adjustments, resulted in a net reduction of staff size by 10 positions, i.e. to the current number 40.

The present distribution of staff positions by areas of responsibilities is as follows:

| | | | |
|----------------------------|---|----|--------------|
| Administrative and Finance | : | 5 | positions |
| Student Services | : | 5 | " |
| Feeder Training | : | 5 | " |
| Vocational Training | : | 10 | " |
| Supportive Services | : | 15 | " |
| <hr/> | | | |
| Total | | | 40 positions |

During the course of this evaluation, it was noted that staff size could still be further reduced if:

- a. All training activities are conducted at one location in order to allow for some economies of scale.
- b. Deletion of the boarding program.

In this case, however, many of the positions that can be abolished are in the supportive services area, i.e. positions with relatively low salaries and hence of little significance with respect to impact on budgetary savings.

The main benefits to accrue as a result of consolidating program activities to one location and abolishing the boarding program will include:

- a. Greater effectiveness and efficiency in communication and coordination.
- b. Elimination of need for larger stipends*, food, and other boarding-related expenditures.
- c. Some limited economies of scale in terms of reduced personnel salaries.

*Some small stipend may still be necessary to defray expense of transportation to and from the Center.

3 Financial Input

a. AID Funds/OICI Input - From September 1, 1977 to September 30, 1980, cumulative funds obligated by AID to the project totaled \$1,646,594*. Cumulative actual expenditures during the same period amounted to \$1,768,512. Local in-cash contributions totaled \$133,587, which reduced to \$1,634,925 the expenditures charged to AID funds.

As shown in Exhibit II.D.2, total actual expenditures exceeded total approved budget by \$117,437 or 7.1% during the period from September 1, 1977 to September 30, 1980, i.e. in the first three years of project implementation. As reflected in the same Exhibit, two areas of expenditures accounted primarily for the cost overrun:

- (i) Travel and Transportation and
- (ii) Equipment/Commodities.

The excess of actual over planned expenditures in these line items were \$68,426 and \$118,726, respectively. Other cost overruns totaling \$9,592 were in consultants, participant costs and other direct costs.

*This amount excludes \$109,420 allocated to indirect cost/OICI Central in FY 1980. Prior to FY 1980, the cost of supportive services which were rendered by OICI Central to its overseas projects was absorbed by funds from Specific Support Grant AID/PHA G-1125.

EXHIBIT II.D.2
 ACTUAL EXPENDITURES VS APPROVED BUDGET
 SEPTEMBER 1, 1977 - SEPTEMBER 30, 1980
 (In U.S. Dollars)

| | Total Budget Approved 9/1/77 - 9/30/80 | Cumulative Actual Expenditures 9/1/77 - 9/30/80 | Variances | |
|---|--|---|-----------|----------|
| | | | Amount* | % Change |
| Personnel | 925,185 | 855,223 | - 69,962 | - 7.6 |
| U.S. | 403,026 | 382,860 | - 20,166 | - 5.0 |
| Local | 522,159 | 472,363 | - 49,796 | - 9.5 |
| Consultants | 596 | 5,263 | + 4,667 | +783.1 |
| Allowances | 322,690 | 313,345 | - 9,345 | - 2.9 |
| Travel & Transportation | 105,395 | 173,821 | + 68,426 | + 64.9 |
| Other Direct Costs | 100,086 | 103,813 | + 3,727 | + 3.7 |
| Equipment/Commodities | 184,854 | 303,580 | +118,726 | + 64.2 |
| Participant Costs | 12,269 | 13,467 | + 1,198 | + 9.8 |
| Sub-Total | 1,651,075 | 1,768,512 | +117,437 | + 7.1 |
| Less: Local Input | 44,175 | 133,587** | + 89,412 | +202.4 |
| Add: Transfer from other PHA Projects*** | 39,694 | - | - 39,694 | -100.0 |
| Total | \$1,646,594 | \$1,634,925 | - 11,669 | - 0.7 |

Sources: OICI Public Vouchers, September 1980 (for figures on total approved budget); Touche Ross & Co. Audit Reports on OICI, FY 1977, '78, '79 (for figures on actual expenditures, 9/1/77 - 9/30/79)
OICI Public Vouchers, September 1979 & September 1980 (for figures on actual expenditures, 10/1/79 - 9/30/80)

* Minus (-) sign means "less than planned"; Plus (+) sign means "more than planned"

** FY 1979 \$44,175 + FY 1980 \$89,412 = Total \$133,587 (Recorded/booked by OICI Central in October 1980)

***Transferred from PHA Grants for OICI Central (Headquarters), Zambia Project, Ghana Project and "Special Projects"

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The spiraling rate of inflation of recent years, both in Liberia and overseas, appeared to have contributed significantly to the high level of travel and transportation cost, and cost of equipment/commodities (which included considerable shipment charges for items purchased in the U.S.A.) The replacement of three TCT staff members* and the advanced phasing-out of three TCT positions** accounted also for cost overrun in travel and transportation.

Savings, on the other hand, were achieved in the area of personnel (both U.S. and local) in the amount of \$79,307, which includes also savings in allowances. Thus, cost overruns which added to \$196,744 were reduced to the net figure of \$117,437 as was mentioned earlier.

In spite of the net cost overrun of \$117,437 or 7.1% in relation to the total approved budget for the period September 1, 1977 - September 30, 1980, local contributions which totaled \$133,587 during the same period permitted net savings of \$11,669 or 0.7% on the cumulative funds obligated by AID (\$1,646,594; see again Exhibit II.D.2)

* Program Advisor, Finance/Administration Specialist, and Building Trades Specialist

** Feeder/Counselor Specialist, Allied Trades Specialist, and ETMD Specialist.

b. Local In-Cash Contributions - In absolute terms, local in-cash contributions amounted to \$133,587 in the first three years of LOIC, well exceeding the \$120,455 proposal projection for the same period. In terms of percentages of local operating cost, however, actual local cash input exceeded the planned level in FY 1979 but fell short of goal in FY 1980. As shown in Exhibit II.D.3, GOL input totaled \$44,175 in FY 1979, i.e. 12% of the local operating cost for the same year instead of 10% as was initially required. In FY 1980, GOL input amounted to \$87,000, thereby accounting for 23% instead of 25% of the local operating cost as originally planned for the same year. The private sector, on the other hand, contributed a much smaller share in FY 1980* than was expected, i.e. 0.6% instead of 5% of the local operating cost.

Thus, as reflected in Exhibit II.D.3, the combined cash input from both the public and private sectors amounted to 24% of the local operating cost in FY 1980, i.e. 6% short of the targetted goal of 30%.

In summary, local in-cash contributions in the first three years of LOIC totaled \$133,587, 98% of which was

*The private sector was to begin its contributions to LOIC in FY 1980.

EXHIBIT II.D.3

ACTUAL VS REQUIRED LOCAL INPUT*

FY 1978 - FY 1980

| ITEMS/CATEGORIES | | YR I FY 1978 | FY II FY 1979 | FY III FY 1980 | TOTAL |
|-------------------------------|-------------|-----------------|------------------|-------------------|---------|
| Actual Local Operating Cost** | | 131,059 | 377,223 | 376,737 | 885,019 |
| Private Sector | Required % | 0 | 0 | 5.0% | |
| | Required \$ | 0 | 0 | 18,837 | 18,837 |
| Input | Actual % | 0 | 0 | 0.6% | |
| | Actual \$ | 0 | 0 | 2,412 | 2,412 |
| GOL | Required % | 0 | 10% | 25.0% | |
| | Required \$ | 0 | 37,722 | 94,184 | 131,906 |
| Input | Actual % | 0 | 12% | 23.0% | |
| | Actual \$ | 0 | 44,175 | 87,000 | 131,175 |
| Total Local | Required % | 0 | 10% | 30.0% | - |
| | Required \$ | 0 | 37,722 | 113,021 | 150,743 |
| Input | Actual % | 0 | 12% | 24.0% | |
| | Actual \$ | 0 | 44,175 | 89,412 | 133,587 |

Sources: Same as in Exhibit II.D.2

* This refers to the required in-cash contributions in support of local operating cost .

** Total of personnel, equipment/commodities, consultants and other direct costs.

accounted for by GOL contributions. The combined cash input from GOL and the private sector, therefore, approximated 88.6% of the \$150,743 which were actually required in the first three years of LOIC and on the basis of expected percentage shares in operating cost

The limited contributions of the private sector, meanwhile, appeared to have resulted from:

- (i) Economic problems which beset the Liberian economy
- (ii) Curtailed activities of the Board of Directors (LOIC) following the April 12, 1980 Revolution, and
- (iii) Lack of concrete fund raising plan as well as profitable fund-raising events.

c. Other Local Input - GOL currently supports the boarding trainees at Klay, providing food and stipends which approximate \$75,000 annually. As mentioned in section II.B.1e (Progress Toward Project Purpose/Local Support), GOL also assisted LOIC in restructuring the water system of Klay campus and in converting the local voltage from 220 volts to 110 volts. The Klay campus represents the most substantial in-kind contribution of GOL as reported in the previous Joint Evaluation Report.

In-kind contributions were also received from USAID/Liberia. To date, training materials worth approximately \$25,000 have been donated to LOIC by the local USAID Mission.

- d. Additional Financial Requirements - Given the overall level of AID funding stated in the project proposal (\$2,247,624), funds due to OICI from AID for the operation of LOIC in FY 1982 (excluding indirect cost) will approximate \$139,430.*

The remaining AID funds of \$139,430 for the project in FY 1982 will be insufficient to maintain TCT services recommended in section II.D.1 of this report (Project Input/Technical Cooperation Team), notwithstanding the need for OICI to significantly supplement local input if the latter fails to reach the currently expected share of 75% of program operating cost. Approximately \$325,000 will be required in FY 1982 to provide TCT services in the areas of project management, finance/administration and vocational training. Local operating cost on the other hand

| | |
|---|------------------------------|
| * Total proposed funding level: | \$2,247,624 |
| Less: | |
| a) funds obligated from inception thru FY '80 | 1,646,594 (exc. indir. cost) |
| b) funds obligated for FY '81 | <u>461,600</u> " " " |
| Balance | \$ 139,430 |

AID's estimate of the remaining funds for LOIC (i.e. for FY 1982) is \$176,000, including allowance for indirect cost.

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will approximate \$400,000, i.e. 25% higher than initially projected in the project proposal. This increase in financial requirement is necessary due to inflation and the need for additional equipment/commodities and resource training materials as mentioned earlier in section II.B.2c (Areas of Concern/Lack of Resource Training Materials). Funds are also required for the requisition of needed program vehicles, the replacement of some tools and equipment by FY 1982, and to further upgrade the present training facilities. A larger budget may even be necessary should a site other than Klav be required in order to consolidate all training activities to one location.

In summary, TCT and program operating costs in FY 1982 will be in the order of \$725,000 (\$325,000 TCT expenses and \$400,000 program expenses).

Assuming that local input will be inadequate to cover 75% of the local operating expenses (i.e. \$300,000), funds required from AID/OICI will approximate \$435,000.* Thus, additional AID funding of \$295,570 is necessary to supplement the funding balance of \$139,430 which was estimated earlier the basis of the originally proposed project budget.

*This amount includes also \$10,000 estimated for participant training. Indirect cost is excluded.

If the proposed adjusted level of funding is met, total AID contribution to the project will increase by 13%* relative to the funding level projected initially in the project proposal. Notwithstanding the need to adjust program budget to the high pressure of rapid inflation, the increase in funding is also necessary as a result of several programmatic changes without adequate budgetary adjustments. The project proposal and hence the initial budget did not allow for:

- (i) The operations of two training centers and the subsequent need to increase the number of local staff members and to rent a facility in the City of Monrovia.
- (ii) The extensive renovation of Klay Center for which even contribution from GOL, although significant, was inadequate relative to the magnitude of the repair work required.
- (iii) The need to expand boarding facilities and to additionally furnish the dormitories and kitchen facilities.
- (iv) The addition of an Air Conditioning and Refrigeration Course.

$$\frac{\$ 295,570}{\$2,247,624} = 13.2\%$$

And lastly, local travel and transportation expenses were grossly underestimated. Local travel cost was projected at \$5,000 annually as part of other direct costs and with only 5% allowance per year for inflation, while actual travel and transportation cost averaged at \$15,000 annually in the first three years of project implementation.

4. Cost per Trainee

For the purpose of estimating cost per trainee, the period covered by this section of the report will be from September 1, 1977, i.e. from project inception, to December 31, 1980. During this period, 207* students completed training at LOIC while local operating cost totaled \$948,560 as indicated in Exhibit II.D.4. Average operating cost per trainee, therefore, approximates \$4,582. To this amount some \$600 of food and stipends contributed by GOL should be added for each vocational training completer, raising the estimated average operating cost per trainee to \$5,182. The actual cost per trainee may be lower than these estimates since the cost of training equipment and other one-time costs (such as those incurred to renovate Klay campus) were fully charged to the period under study instead of being spread over time.

If expenditures for TCT and participant training are included, i.e. using the total expenditures figure of \$1,869,061 as shown in Exhibit II.D.5, the average cost per trainee will approximate \$9,029. The latter estimate should be raised to \$9,629 to reflect the cost of food and stipend per trainee in the case of vocational students.

*132 completed vocational training as of September 30, 1980
44 " " " during the period Oct. - Dec. 1980
31 " ETMD training
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EXHIBIT II.D.4
 ACTUAL LOCAL OPERATING COST
 FROM PROJECT INCEPTION TO DECEMBER 31, 1980

| <u>ITEMS</u> | <u>AMOUNT</u> | <u>% DISTRIBUTION</u> |
|----------------------------------|---------------|-----------------------|
| Local Salaries & Fringe Benefits | 557,003 | 58.7% |
| Commodities/Equipment | 273,823 | 28.9% |
| Other Direct Costs | 97,036 | 10.2% |
| Consultant Fees | 5,293 | 0.6% |
| Others | 15,405 | 1.6% |
| Total | \$948,560 | 100.0% |

Sources: Same as for Exhibit II.D.5.

EXHIBIT II.D.5

ACTUAL EXPENDITURES FROM PROJECT INCEPTION

TO DECEMBER 31, 1980

| ITEMS | SEPT. 1, 1977 | Oct. 1, 1980 | AMOUNT | TOTAL % DISTRIBUTION |
|-----------------------|----------------------|----------------------|-------------|-------------------------|
| | To SEPT. 30, 1980 | To Dec. 31, 1980* | | |
| Personnel | 855,223 | 105,159 | 960,382 | 51.4% |
| US | 382,860 | 20,519 | 403,379 | 21.6% |
| Local | 472,363 | 84,640 | 557,003 | 29.8% |
| Allowances | 313,345 | 8,136 | 321,481 | 17.2% |
| Travel & Transport. | 173,821 | 7,733 | 181,554 | 9.7% |
| Other Direct Costs | 103,813 | (6,777) | 97,036 | 5.2% |
| Commodities/Equipment | 303,580 | (29,757) | 273,823 | 14.7% |
| Participant Costs | 13,467 | 620 | 14,087 | 0.7% |
| Consultant Fees | 5,263 | 30 | 5,293 | 0.3% |
| Others** | | 15,405 | 15,405 | 0.8% |
| Total | \$1,768,512 | \$100,549 | \$1,869,061 | 100.0% |

Sources: Exhibit II.D.2 (for data of period Sept. 1, 1977 to Sept. 30, 1980) and Financial Status Report of OICI to AID for period Oct. 1, 1980 - December 31, 1980 (Liberia Project)

* Entries in this column are from Financial Status Report of OICI to AID for the first quarter of FY1981. They include two negative entries which were for adjustment purposes in relation to the previous reporting periods.

** This is budgetary line item 'local program' of the Financial Status Report.

It should be noted, however, that expenditures related to TCT and participant training are for institutionalization purposes, i.e. primarily for the training of local staff, Board of Directors and Advisory Committees. They are also one-time costs in the sense that these expenses will discontinue following the termination of OICI assistance. Thus, fully charging TCT and participant training costs to the vocational training program would result in gross overestimation of actual cost incurred per trainee.

If LOIC maintains operating expenditures in FY 1981 and FY 1982 at the levels presently projected by project management, i.e. \$340,000 and \$380,000 respectively, average operating cost per trainee for the entire five-years of project operation will approximate \$3700* (or \$4,300 to allow for about \$600 food and stipend per trainee). Average cost per trainee by the end of FY 1982, therefore, will be approximately 19% less than the corresponding cost estimated as of December 31, 1980

| <u>*Local Operating Cost</u> | <u>Training Completers</u> | <u>Average Operating Cost per Trainee</u> |
|------------------------------|----------------------------|---|
| \$ 885,019 thru FY 1980 | 163 (incl. 31 ETMD) | |
| \$ 340,000** FY 1981 | 130** | |
| \$ 387,000** FY 1982 | 140** | |
| <u>\$1,612,019</u> | <u>433</u> | <u>\$1,602,019</u> = \$3,707 433 |

**Projected by project management

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It appears at the present that cost per trainee can substantially be reduced (especially cost to GOL) if the boarding program is deleted and if all training activities are conducted at one location. In addition to reduced transportation cost and the elimination of costs which are presently incurred to maintain boarding facilities at Klay, other benefits from consolidating activities to one location (both financial and programmatic, logistical) were already discussed in section II.B.2b (Areas of Concern/Issue of Two Training Centers) and section II.D.2 (Project Input/Local Staff).

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III. VERIFICATION OF IMPORTANT ASSUMPTIONS

The following major assumptions which undergird the initial project design still remained valid at the time of this evaluation:

1. Technical training and indigenous economic development remain a priority of the Government of Liberia (GOL).
2. Board members remain committed to the institutionalization of the project.

The Joint Evaluation Team recommended, however, that the Board be restructured to reflect additional and adequate official representation of GOL since the latter is accounting for 98% of the local input to the project.

3. OIC training methods are viable vis-a-vis trainees and the local community.
4. Mutually cooperative working relationships are achieved between the Board of Directors and the project management team.
5. Local counterparts are properly recruited and remain in the positions for which they are hired.

Of the 40 local staff members listed in the Annual Report of LOIC for FY 1980, 33 or 83% of the total joined the project in January

or February 1978, i.e. at the time of project start-up. Twenty-nine (29) of these 33 staff members were still with LOIC at the time of this evaluation.

6. Mutually supportive relationships are established among LOIC voluntary Board, voluntary Advisory Committees and project managers.

But as recommended earlier, the Board of Directors should be restructured to include additional formal representatives from the Government. Also, as stated in section II.C.8 (Development of Advisory Committees), a new Industrial Advisory Council and a new Technical Advisory Committee for vocational training are being organized. The former IAC and the TAC for vocational training were dissolved following the Revolution in April 1980.

The following conditions which were assumed in the proposal were not fully met during the course of project implementation:

1. OIC technology and methodology can be transferred during the five (5)- year life of the project (Proposal)

Several factors contributed to the need for extending the project beyond the proposed five (5)-year period, to ensure the complete transfer of OIC technology and methodology:

- a. The required renovation work at Klay campus was much more extensive than expected. The preoccupation with upgrading the Klay campus reduced TCT manpower and time for in-service training of local staff. The renovation work also delayed the process of transferring trainees from Feeder to the vocational component, and prevented the first training cycle from completing on time in accordance with the initially projected timetable.
- b. The distance between Klay and Monrovia, and especially the poor conditions of roads between these locations (until early 1980), severely hindered the communication and coordination processes between the vocational training component, the pre-vocational component, the student services unit and MOIC administration. The roads have been improved and the communication and coordination processes ameliorated. However, additional guidance and efforts are still required to further increase the effectiveness of the overall project operation. The provision of additional project vehicles are also being recommended in order to resolve the communication and transportation problems. The two trucks

presently used by LOIC are expensive to operate (due to high fuel consumption) and are more appropriate for the transportation of commodities, equipment and construction materials than for the daily use by project staff.

- c. As stated earlier in section II.B.2c (Areas of Concern/Lack of Resource Training Materials), the supply of resource materials for instructors and trainees in the vocational component still remain insufficient relative to needs.

Budgetary constraints and probably the absence of an in-depth evaluation of the curriculum, the training process and the availability of materials accounted mainly for the noted shortcoming.

- d. The accelerated phasing-out of TCT services in an effort to maintain expenditures within the budgetary limitations is an additional factor which hinders the complete and effective transfer of technology. Considering further that local personnel turnover occurred recently in two of the most critical administrative positions (Managing Director and Training Manager) and the needs to further upgrade (a) the Student

Services Unit and (b) the instructional process of the vocational component, TCT services are still needed and should be maintained at least at the present level for 2-3 years following FY 1982.

2. Donated training facilities are available for occupation on schedule and renovations are approved and accomplished according to plan. These facilities should also be suitable for renovation (Proposal)

As mentioned in the August 1979 Joint Evaluation report, the renovation of facilities at Klay campus was initiated approximately five (5) months behind schedule due to the late transfer of these facilities to LOIC by GOL, and especially the delayed approval of renovation budget assistance by GOL. Also, while these facilities can be renovated to meet the training needs of LOIC, neither GOL nor OICI allocated adequate budgetary resources to absorb the cost of the required level of renovation. The remaining upgrading and expansion work at Klay campus to fully meet the needs of the program require an additional input of \$10,000 - \$15,000 as stated in section II.C.7 (Renovations/Improvements of Training Facilities).

3. Program supplies and equipment procured abroad will be available and delivered according to schedule (Proposal)

The late hiring of some key instructors and the delayed finalization of training curriculum accounted mainly for the late requisition of and the subsequent delay in receiving program commodities and equipment from the U.S.A. This issue was discussed extensively in the August 1979 Joint Evaluation Report. Project management has since confirmed that the remaining requisitioned supplies were received in FY 1980. However, it appears that additional equipment, commodities and training resource materials are still needed in order to strengthen further the quality of training and ensure the capacity of trainees to meet the needs of the actual working environment.

The above discussion of conditions which were not met during the course of project implementation points to the need for additional financial resources to enable:

1. Extension and maintenance of TCT services at the present level.
- 2.a) Completion of the required upgrading and expansion work at Klay campus, if the project is to continue

conducting its vocational training activities in Klay, or

- 2.b) Acquisition and/or construction of new facilities, if the project is to consolidate its training activities to a location other than Klay.
3. Provision of additional equipment, commodities and resource training materials as strongly recommended in this evaluation.
4. Provision of additional program vehicles to resolve the transportation problems, regardless of the program location.

IV. CONCLUSION AND RECOMMENDATIONS

LOIC has demonstrated the capacity to effectively train disadvantaged youths and unemployed young adults for productive and rewarding employment in local industries. Thus, the project represents a significant contribution to the manpower development capacity of Liberia.

LOIC has achieved noticeable progress since the previous Joint Evaluation by OICI, USAID and GOL in August 1979. The evaluation recommendations, for the most part, have been implemented. Progress has been achieved mostly in terms of more rigorous and financial planning, monitoring and control. Conscientious effort was exerted to maintain expenditures within the budgetary limitations. However, inflation and program needs probably will soon affect the capacity of the project to function effectively, unless additional financial resources are forthcoming.

The prospects regarding institutionalization are significant but definitely require additional extensive training of Board members and local staff members in their duties, the immediate re-organization of the Industrial Advisory Council and the various Technical Advisory Committees, the provision of additional commodities, equipment and resource training materials, and the extension of TCT services to ensure that all these requirements are properly satisfied.

The strong support given by GOL to the project confirmed the relevance of LOIC to the needs of Liberia, and specifically in the area of manpower development. To further strengthen this partnership between GOL and LOIC, significant cooperation and collaboration will be required from both parties in order to chart an appropriate course for LOIC with respect to its continued operation and future development.

The following recommendations are intended to strengthen the effectiveness and efficiency of project operation, and to further ensure the institutionalization of the project:

1. Recognizing the need for additional funds in FY 1982 to ensure (a) effective project operation, (b) continued technical assistance from OICI, and (c) further institutionalization of LOIC and its capacity to impact the development of skilled manpower in Liberia (as ascertained by this evaluation), OICI and LOIC should solicit the cooperation and support of GOL and AID in developing a strategy to garner the required resources in a timely manner.
2. Recognizing the several obstacles which adversely affected project implementation and especially the achievement of self-sufficiency (such as (a) the extensive renovation work required at Klay campus for which neither GOL nor AID/OICI had allocated adequate budget, (b) the logistical and financial problems of

operating two training centers which were not allowed for in the project proposal, and (c) the economic and political difficulties of Liberia), OICI and LOIC should jointly develop a strategy to meet the unfilled needs of the project and possibly a plan for added collaboration through a Phase II project. Phase II, however, should not be a mere extension of the current activities. Thus, new opportunities/undertakings should also be considered, such as the provision of advanced vocational training, the training of artisans for supervisory positions, the upgrading and refreshing of graduates who have been placed in jobs*, and the training of women in marketable skills.

3. In order to further strengthen the relevance and adequacy of the vocational training program, the management of LOIC (i.e. Managing Director, Coordinators of Components, and TCT) should initiate (a) regular/periodic review of training curricula, incorporating the feedback from employed graduates and their employers with respect to possible improvements in the program, (b) an in-depth evaluation of the vocational component to ascertain further the

*The desire for further training was expressed by many of the employed graduates interviewed during the course of this evaluation.

appropriateness and adequacy of training methodology, facilities, instructional materials, commodities and equipment. Emphasis is hereby given to part (b) of this recommendation which should be implemented in the immediate future, i.e. prior to the end of FY 1981. The implementation can be executed in stages, with the assistance of OICI as well as local consultants and local resource persons from whom project management may solicit free technical assistance. The use of local consultants and local resource persons is highly encouraged so as to facilitate the early implementation of this recommendation. OICI and LOIC should ensure that deficiencies in curriculum and training equipment and materials - to the extent identified by the recommended study - should be adequately and timely remedied.

4. In view of the critical role of Student Services, (i.e. intake/orientation, counseling/guidance, job development and follow-up), some improvements in this area are necessary and should be initiated in the immediate future. Specifically, the following upgrading measures should be undertaken:
 - a. Additional scheduled consultations between the Training Manager, the Student Services Coordinator, and the Dean/Counselor of the vocational component to jointly study the needs of trainees

- b. Consolidation of trainee folders maintained at Klay campus by transferring the related records which are still held in Monrovia to Klay; and re-organization of trainee records and files at Klay in accordance with MIS guidelines. It should be emphasized that adequate recordkeeping at Klay is a necessary condition to effective follow-up and counseling services for trainees of the vocational component.
- c. Scheduled periodic consultations between the Student Services Coordinator (Monrovia) and the Dean/Counselor (Klay) in order to ensure effective coordination of MIS implementation and maximum statistical consistency in MIS records; and decentralization of MIS recordkeeping in accordance with the division of labor prescribed by the MIS User's Guide.
- d. Weekly updating and monitoring of trainee case records at both Klay and Monrovia; and systematic maintenance of these records.
- e. Organization of regular (at least monthly) and accelerated staff development activities by TCT and qualified local management staff members. Further upgrading of staff and their performance can be achieved through exposing staff members to other OIC programs in Africa and/or through TDY services of OICI staff.

- f. Documentation of all meetings, conferences, and workshop activities involving Student Services staff.
- g. On-going monitoring and periodic critical evaluation of the Student Services Unit by the Managing Director with the assistance of TCT to determine the efficiency and effectiveness of this unit.
- h. Provision of private offices or partitioned cubicles to Student Services Coordinator and Counselors to ensure the minimum privacy required in their work.
- i. Transferring responsibilities related to the acquisition of food and stipends of trainees to the Finance/Administration Officer of LOIC.

Recommendations for the improvement of Job-Development services are presented in the following section.

- 5. Recognizing the economic difficulties of Liberia, and hence a more restricted market demand for labor than heretofore, a comprehensive revision of job development strategy and techniques should be initiated, taking into consideration present local conditions and their requirements as to how continued job placement can most effectively be achieved. The following action steps should be implemented:
 - a. Reorientation (by TCT) of job development staff on their roles and responsibilities

- b. Planning and allocation of additional resources including increase in transportation allowances and/or provision of vehicle(s) to facilitate job development work.
- c. Participation of Job Developers in disposition conferences, and regular visits of Job Developers to Klay to interact with trainees who are scheduled for on-the-job training or job placement. It should be emphasized that knowing individual trainees is a key condition to successful job placement.
- d. Development of a program to identify employment opportunities on an on-going basis.
- e. Initiating extensive on-going contacts between Job Developers and the businesses, industries and public sector for job development purposes.
- f. Scheduling regular follow-up visits by Job Developers to employed graduates, their employers, and OJT trainees; sharing information obtained from these visits with project management for the objective of enhancing the contents, quality, and relevance of the training program.
- g. Involvement of the Board and Advisory Committees in securing additional OJT and job slots.
- h. Continuation of emphasis on OJT as an integral part of OIC methodology, although training certi-

ificates may be issued to vocational course completers for whom jobs have been identified.

- i. Development of strategy to assist graduates in purchasing tools required by prospective employers.
- j. Expansion of job development program to cover wider areas outside of the City of Monrovia.
- k. Development of materials on LOIC for public relations purposes.

The evaluators also recommended that GOL develop guidelines to (a) coordinate with on-the-job training programs of training institutions which are competing for OJT slots in both the public and private sector, and (b) ensure the cooperation of businesses and industries in making OJT opportunities available.

- 6 Recognizing the substantial input of GOL to the project and its interest in developing further the capacity of skilled manpower in Liberia, it is recommended that the Board of Directors be reorganized to include a minimum of 15 members with adequate representation of GOL from the Ministries of Planning, Finance, Education and any other Ministries whose roles and responsibilities include or are related to skills training programs. It is also recommended that the Board of Directors develop a strategy to garner increased support from the businesses and industries, particularly those which currently bene-

fit from the employment of LOIC-trained graduates

7. Considering the critical need to control operational expenses, training activities of LOIC should be consolidated to one location. This consolidation will also enhance internal coordination and communication. Thus, a new joint task force and a new study should be conducted to determine:

- a. If LOIC should be located entirely at Klay or Monrovia,
- b. Specific site, financial implications and sources of funds for relocating the vocational training component to Monrovia, should the latter be assessed as more suitable for the project than Klay,
- c. Financial implications and sources of funds for relocating the Feeder component, Student Services Unit, and Finance/Administration Component to Klay, should the latter location be selected.

As in December 1979, the task force to study the issue of project location should include representatives of OICI, USAID, GOL and LOIC.

The objective of this study, it should be emphasized, is to locate all program activities in one center, thereby permitting savings in terms of reduced personnel cost, more effective internal

communication and coordination and, to a significant extent, reduction in local travel and transportation cost . Thus, the basic guiding factors for the recommended study should be cost effectiveness, operational efficiency and accessibility of project location to trainees.

8. While awaiting the resolution of the issue regarding site and its implementation, the conditions of boarding trainees at Klay campus should be improved thru the provision of:

- a. Additional furniture and lighting,
- b. Adequate supply of basic commodities which are critical to common hygiene such as household cleaning materials, laundry and toilet soap and toilet tissue,
- c. A library for research and study, particularly at night and during week-ends when the dormitory atmosphere may not be conducive to academic work.

LOIC and GOL should jointly develop measures to ensure the timely receipt of stipends by trainees, and should also upgrade the present health care facility at Klay campus.

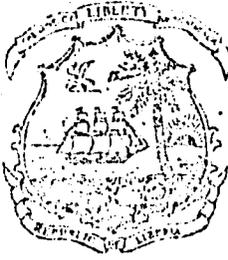
9. A vehicle and driver should be maintained at Klay campus at all times to permit timely response to emergency

cases. The project should also be provided with at least two additional small vehicles in order to resolve the current transportation problems. It should be noted that the present trucks of LOIC are expensive to operate except in the transportation of food, training commodities, equipment and construction materials.

10. In an effort to increase overall operational efficiency, project management (i.e. TCT and local management staff) should undertake and complete the following tasks prior to the end of FY 1981:
 - a. Development of a comprehensive Standard Operating Procedures Manual. This manual will replace the various guidelines, notices and memoranda issued heretofore regarding operating procedures.
 - b. Thorough review of internal communication systems in order to identify the causes of and the remedies to communication problems. Action steps and a specific timetable should be determined for the implementation of solutions.
 - c. Planning for external financial audit which should also be initiated before the end of FY 1981.

11. Inasmuch as equity in salaries and fringe benefits is essential to the good morale and performance of staff members, the Board of Directors (LOIC) should review the present structure of salaries and fringe benefits for local staff. A primary objective of this review will be to bridge the apparent gaps in salaries and fringe benefits among staff members who assume similar levels of responsibilities. This type of discrepancy seemed to be most prominent among the salaries and fringe benefits of staff in Monrovia on the one hand, and those of staff at Klay on the other. The Board should also review the Personnel Policies of LOIC for upgrading purposes, i.e. to better conform to current conditions and to achieve greater clarity, consistency and precision.
12. Per request of GOL, OICI and LOIC should study the feasibility of re-activating the entrepreneurial training and management development program (ETMD). Opportunities now appear to exist for collaboration between GOL and OICI-LOIC in new and potentially successful effort in the ETMD training area
13. In spite of the present economic problems of Liberia, the project (LOIC) should continue to operate and at the present level due to: (a) high expectations of

GOL vis-a-vis the contributions of LOIC to skills manpower training, (b) visible impact of LOIC as an effective skills training institution, (c) need to fully utilize the present training capacity of LOIC, i.e. equipment, commodities, physical facilities/buildings and staff, (d) need to continue expanding the skilled manpower resource for the economic recovery of Liberia.



REPUBLIC OF LIBERIA
 MINISTRY OF LABOUR YOUTH AND SPORTS
 MONROVIA

FIELD WORK AT LOIC KLAY TRAINING CENTER
 DECEMBER 3, 1980

The evaluation on the field work at Klay Training Center on December 3, 1980 was:

1. To determine trainees' perceptions about the vocational training programs that are being offered;
2. To determine trainees' perceptions about the training environment as it relates to:
 - housing facilities
 - food and dining services
 - financial aid-stipends
 - on-the-job training and placement
 - student activities (student center)
 - library facility
 - discipline
 - transportation
 - health facility
3. To determine the instructors' perceptions about LOIC Program and to identify problems that instructors considered as being hinderences to the overall training program;
4. To also obtain trainees' and staff members' suggestions on how to improve the training program as well as life on campus.

EVALUATION TEAM:

The team was divided into two groups; members in our group were Cheryl D. Williams, Henry Reynolds and Lucy W. Page.

APPROACH:

We interviewed three groups of trainees from the building, automotive and electricity skill areas respectively.

TRAINEES' GENERAL PERCEPTIONS ABOUT THE TRAINING PROGRAM
AT KLAY

The trainees felt that they were receiving the type of learning and training experiences that were needed to break through the world of work as well as the Liberian labour force. Trainees also felt that the LOIC Feeder Program was excellent because it changed their attitude and behaviour prior to their entry at Klay. They also felt that the general training provided in all the skill areas were satisfactory except for the duration which they considered as being too short.

On the whole, trainees interviewed indicated that inspite of the many inadequacy of training facilities and insufficiency of materials - instructional - text books, audio-visual aids, tools, equipment, supplies etc. they further felt that the aims and objectives of LOIC were being accomplished and students were being helped and reached. They felt that the instructor teaching/training delivery system were quite encouraging and motivating. They rated their relationships with the TCT Advisor and other instructors as being excellent. Nevertheless, trainees felt that they needed regular counseling services on campus.

TRAINEES PERCEPTIONS ABOUT THE FOLLOWING:

- (a) Housing Facilities: Fairly poor because of the lack of space, privacy, poor lighting, dilapidated furniture, beds, chairs, benches, insufficient household cleaning materials, laundry and toilet soap, toilet tissue, absence of bathrooms and toilets within trainees' dormitory, etc.
- (b) Food and Dining Services: Trainees felt that the daily meal provided was fairly nutritional however, they indicated that at times it was poorly prepared. They also felt that the drinking water provided did not look safe nor did the dining and its environment looked appealing to the human eye.
- c) Financial aid-stipends: Students indicated that their stipends were not being received regularly.
- d) OJT and Placement: The trainees strongly felt that the On-The-Job Training should be an integral part of LOIC's curriculum. Trainees felt that LOIC should identify agencies where they can gain meaningful work related-experiences during their internship. They further indicated that the job developer should coordinate with the internship supervisor at regular interval during internship session.

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- (e) Library Facility: The truth of the matter is that there is no library facility at Klay. However, plans are being made to set up a library or a reading room on campus.
- (f) Student Activities - student center: The trainees felt that life on campus was dull due to the absence of recreational facilities. Occasionally, however, social entertainment films were shown on week-ends. A basketball room has also been constructed on campus for students' use.
- (g) Discipline: Trainees viewed the Feeder Program as being the disciplinary component of the program; they felt that it changed their attitude and behavior prior to their entry at Klay.
- (h) Transportation: Trainees felt that they were immobile due to the unavailability of a vehicle which in many cases could be used for excursion, field trips, tours etc.
- (i) Health Facility: Trainees felt that the health facility on campus was inadequate and did not contain enough medical drugs etc. Rather, the health facility was only used for first aid treatment.

TRAINEES AT LOIC KLAY RECOMMEND THAT:

- An appreciable number of trainees, staff, evaluators, etc. indicated the need to construct a girls' dormitory; they felt that having a co-educational training program would provide females career opportunities in non-traditional jobs areas as well as create an integrated social training environment on campus;
- On-going counseling services be provided to them;
- A vehicle should be made available to staff and trainees for field trips, tours, excursions etc.
- Proper accountant system should be set-up so that trainees can receive their monthly stipends regularly;
- Household and laundry supplies should be provided to trainees - antiseptic, toilet tissue, bath soap etc.
- A well medical equipped dispensary should be provided to trainees on campus;
- OJT should be made an integral part of LOIC's Training curriculum; meaning that LOIC should be responsible to identify internship sites prior to trainees OJT session.

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- A great need for library, a student center, adequate dining and housing facilities, provision of more up-to-date instructional materials - text books, tools, audio visual aids etc.
- Trainees recommend that general clean-up day should be on every Saturday instead of on every Friday.

INSTRUCTOR'S PERCEPTIONS ABOUT LOIC PROGRAM - Mr. James Jallah

Lucy W. Page from the Ministry of Labour, Youth and Sports interviewed Mr. James Jallah, an electrical instructor to ascertain his views about the program. Similar issues were discussed with him as were discussed with the students.

JALLAH'S RESPONSES: Mr. Jallah felt that the central staff in Monrovia and TCT Advisor on campus were doing excellently well in interpreting the aims and objectives of LOIC to trainees and staff members. He rated his relationship with the TCT Advisor and other staff members on campus as being satisfactory.

MR. JALLAH RECOMMENDS THAT:

- More practical staff development sessions be conducted in order to improve local instructors' teaching methods and techniques.
- An appreciable amount of tools and equipment should be available in workshops to enhance the teaching-training experiences of trainees.
- He further recommends that better incentive-salary be provided to instructors because of the long working hours and heavy work load.
- Adequate housing facilities be provided for staff.
- Recommends the purchasing and provision of up-to-date instructional materials - tools, equipment, AC-DC generator, Contractor, audio visual aids cassettes, 16mm projector, paper, pencils, chalk, etc.

In short, Mr. Jallah expressed similar views and made similar recommendations as those expressed by the trainees.

Lucy W. Page, Director
 Bureau of Vocational and Technical Training
 Ministry of Labour, Youth and Sports
 December 4, 1980

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APPENDIX 2

LIST OF PERSONS CONSULTED

Edward E. Anderson, Deputy Director, USAID/Liberia
George Bailey, Building Trades Specialist, LOIC/TCT
W. Bai Blake, Dean/Counselor, LOIC
Lt. Col. Fred J. Blay, Minister, Ministry of Labor, Youth
and Sports
G. Victor Brown, Training Manager, LOIC
Grace Crayton, Feeder Coordinator, LOIC
Stephen J. Crayton, Assistant Minister, Ministry of Labor,
Youth and Sports
Pryde Davis, Project Manager, Loufram Construction Co.
Malikia Gabay, Student Services Coordinator, LOIC
Emmanuel Gardner, Deputy Minister, Ministry of Planning &
Economic Affairs
Remo Ray Garuffi, Mission Director, USAID/Liberia
Sebastian Giba, Carpentry Instructor, LOIC
Reginald Hodges, Program Advisor, LOIC/TCT
Baul Korkoyah, Communications Instructor, LOIC
James Jallah, Electricity Instructor, LOIC
Filmore D. Johnson, Jr., Job Developer, LOIC
Moses Kiazulu, Assistant Carpenter, National Housing
Edward K. E. Ledlum, Sr., Director of Special Projects,
Monrovia City Co.
Robert Neal, Ministry of Planning and Economic Affairs
Thomas McGill, Chief Mechanic, Ministry of Land and Mines
Capt. Thomas Menyeah, Commander, Bureau of Civil Works
Simerle Musa, Sup. Assistant, Postal Affairs
Muhammah Osman, Mechanic Supervisor, Continental Seafood
Sunnifu Perry, Carpenter Supervisor, Loufram Construction Co.
Walter D. Richards, Deputy Minister, Ministry of Education;
LOIC Board Chairman
Sekou Seesce, Counselor, LOIC
Chili Sio, Plumbing Instructor, LOIC
Daniel Sparks, Finance/Administration Specialist, LOIC/TCT
Louis Tetteh, Refrigeration/Air Conditioning Instructor, LOIC
Ernest Toto, Reading Instructor, LOIC
Andrew Tubman, Automotive Instructor, LOIC
Benjamin Wart, Superintendent, Firestone
Peter Weisel, Economist, USAID/Liberia
Benjamin Williams, Superintendent, Firestone
Romain Woart, Superintendent, Firestone
J. Emmanuel Wureh, Deputy Minister, Ministry of Labor, Youth
and Sports
Alton J. Yon, Electrical Supervisor, Robertsfield International
Airport

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APPENDIX 3a

LIST OF EMPLOYED GRADUATES INTERVIEWED

| <u>NAME</u> | <u>JOB TITLE</u> | <u>FIRM</u> |
|----------------------|-------------------------------------|--|
| Benjamin Bokai | General Mechanic | Bureau of Civil Works |
| Alfred Q. Boimah | General Mechanic | Continental Seafood |
| Momolu Brent | Plumber | Monrovia City Corporation |
| Amos Gontee | Electrician | Firestone |
| John Hutchinson | Mechanic | Government Postal Affairs |
| James Kellie | Mechanic | Government Postal Affairs |
| Jenkins Kobbah | Electrician | Monrovia City Corporation |
| Joshua DuSumo Kollie | Electrical Technician | Armed Forces of Liberia |
| Thomas Lanin | Mason | Loufram Construction Co. |
| Thomas Massaquoi | Plumber | Monrovia City Co. Maintenance Dept. |
| Bway Massayan | Carpenter | National Housing Authority |
| Ernest Mineen | Electrician | Firestone |
| Thomas North | Carpenter | Loufram Construction Co. |
| Sahr Nyumah | Electrician | Monrovia City Corporation |
| James Pantoe | Mason | Loufram Construction Co. |
| Thomas Sayles | Mason | Loufram Construction Co. |
| Peter W. Smith | Photography - Prints Development | Armed Forces of Liberia |
| Matthew Somah | Carpenter | Loufram Construction Co. |
| James Sumo | Mason | Loufram Construction Co. |
| Siaffa Taylor | Artisan 3 | Roberts International Airport |
| Amos T. Weah | Air Condition/Refrig | Armed Forces of Liberia |
| Stephen Williams | Electrician | Firestone |

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APPENDIX 3b

LIST OF UNEMPLOYED GRADUATES INTERVIEWED

(Name, Course Completed, Date of Leaving Klay Campus)

1. Joseph Blamah Alhadjie, Auto. Mech., June 11, 1980
2. Richard M. Boison, Carpentry, October 10, 1980
3. Wilmut H. Brooks, Jr., Auto. Mech., July 26, 1980
4. Daniel D. Buegar, Masonry, October 10, 1980
5. William Cummings, Auto. Mech., June 26, 1980
6. Franklin D. Davis, Electricity, October 24, 1980
7. Phillip Doe, Masonry, October 10, 1980
8. H. Jerome Freeman, Refrigeration/Air Conditioning, July 17, 1980
9. Moore Gbarweah, Masonry, October 10, 1980
10. Gibson B. Jaddah, Electricity, October 28, 1980
11. Amos Johnson, Electricity, October 10, 1980
12. James G. Johnson, Carpentry, October 10, 1980
13. Sahr Johnson, Masonry, October 10, 1980
14. Sahr P.M. Kaifala, Masonry, October 10, 1980
15. E. Lafayette King, Masonry, October 10, 1980
16. Francis Balla Nguma, Carpentry, October 10, 1980
17. Joseph S. Pambu, Masonry, September 15, 1980
18. G. Blama M. Quay, Plumbing, October 21, 1980
19. Moses K. Slomo, Plumbing, November 8, 1979
20. Joseph Sumorkluo, Plumbing, October 1980
21. Melvin G. Tarr, Refrigeration/Air Conditioning, July 1980
22. Varlee Worsomai Tarnela, Electricity, October 10, 1980
23. Ezulu N. Teekeh, Refrigeration/Air Conditioning, July 6, 1980
24. Sando T. Wilson, Auto. Mech., October 21, 1980
25. Lafayette M. Wrey, Auto. Mech., January 29, 1980

APPENDIX 3c

LIST OF VOCATIONAL TRAINEES INTERVIEWED

Klay Campus, December 3, 1980

(Name & Course)

1. Gabriel Ballone, Carpentry
2. G. Peter Brooks, Electricity
3. David M. Cole, Plumbing
4. Joshua David
5. Elliot Dennis, Refrigeration/Air Conditioning
6. Karmo Freeman, Refrigeration/Air Conditioning
7. Gregory W. Gmah, Refrigeration/Air Conditioning
8. Tanu W. Gobeh, Electricity
9. Moses Henry, Refrigeration/Air Conditioning
10. Ben G. Jallah, Electricity
11. Zubah Jaryan, Electricity
12. David L. Kennedy, Masonry
13. Mitchell Kpabar
14. Diggs Matthew, Refrigeration/ Air Conditioning
15. Seke McKenzie, Auto Mech.
16. Tamba S. Stephen, Carpentry
17. Amadou Swary, Auto. Mech.
18. Alvin N. Tweh, Masonry
19. Benjamin M. Vah, Plumbing
20. Philip Walker
21. Rudolph P. Walker, Refrigeration/Air Conditioning
22. Christian Sao Williams, Auto. Mech.

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APPENDIX 4

LIST OF EXHIBITS

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