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OIC INTERNATIONAL
COOPERATIVE AGREEMENT GRANT
OTR-0244-A-00-0102-00
(FY 1991 - FY 1995)

MID-TERM ASSESSMENT

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I. EXECUTIVE SUMMARY

A. Background

OICI is an American non-profit voluntary organization (PVO) whose unique approach to institution building for sustainable economic development has been recognized and cited by development professionals as laudable and worthy of emulation. Upon request, OICI establishes, and provides technical advisory services to, country affiliate organizations which carry out skills training, small enterprise development (SED), and agriculture/agribusiness development. The strength of OICI's program lies in its emphasis on creating sustainable institutions, on "graduating" its affiliates, making them self-governing and financially independent of OICI. From the beginning of the relationship, OICI motivates its affiliates and steers them toward independence. To facilitate and expedite affiliates' growth, OICI provides technical assistance in all aspects of institutional development, including board development, staff training, management and financial systems and resource mobilization. OICI provides important networks and facilitative services between its affiliates and major donors. OICI operates mainly in Africa, but is also active in Belize, the Philippines, the United Kingdom, and Poland.

The current Cooperative Agreement provides funding from A.I.D. in the amount of \$10 million over the five year period, FY 1991-1995, for OICI's headquarters operating costs. It was estimated that another \$10.9 million would be made available by USAID Missions in the countries where OICI's programs are carried out. This proved to be optimistic, as the only mission to buy-in directly to the cooperative agreement is Cameroon for approximately \$3 million. Additionally, OICs in four countries receive support from A.I.D. through separate grant agreements. These grants (including the Cameroon buy-in) have a total value of \$10.2 million.

This report fulfills the requirement in Opportunities Industrialization Centers International's (OICI's) Cooperative Agreement for a mid-term assessment. The report discusses OICI's progress in achieving outputs and purpose indicators, as well as giving an overview of the status of OICI's country programs.

B. Findings

General. The 1990 Cooperative Agreement Grant Proposal of OICI is an ambitious document that sets challenging goals and targets of growth for this private voluntary organization. In many respects, OICI has gone beyond what could have been imagined at the time of the Cooperative Agreement Grant proposal, such as its new programs in Poland and its debt swap funding arrangements. Despite a period of economic downturn at home and in the developing countries of OICI activity, the overall targets are largely being met through increased efforts of OIC staff at headquarters and among OIC's affiliate organizations. However, the struggle for resources has been more difficult than anticipated and continues to present a serious challenge.

New OIC Training Institutions. The Cooperative Agreement ambitiously specified that OICI would increase the number of its affiliate training institutions from 19 to 32 during the five year period. The target of a total of 32 OIC institutions will most likely be attained.

More Countries with Multiple OIC Institutions. The Cooperative Agreement stressed the strategy of opening most new institutions as satellite training centers in countries that already possess an OIC institution. The Cooperative Agreement projected that 11 out of 13 new training institutions would be in countries where OICI was already active in 1990. As things have developed, more of the new institutions are in "new" countries without already established OICs. None the less, the number of OIC countries with multiple centers is increasing dramatically, both in real terms and as a percentage of the total OIC countries. This translates into increased impact, efficiency, and influence.

Increased Emphasis on Self-Employment. The Cooperative Agreement planned to expand the number and proportion of training institutions offering training for rural agricultural self-employment and entrepreneurship. Plans to expand the number of OIC institutions offering small enterprise training and agricultural training are largely on track, providing more young people with the skills to operate their own businesses in the shrinking job markets of most countries where OICs operate.

Numbers of Beneficiaries. The projection of a total of almost 7,000 trainees for 32 training institutions was unrealistically optimistic, assuming both a 68% increase in the number of training institutions and almost a doubling of the average number of trainees in all institutions, new and old. It appears that the OICs will be serving 4,500 trainees on an annual basis by the completion of the Cooperative Agreement's five year period, an increase that is realistically in line with the increase in number of training institutions. Additionally, OICI is developing important new training strategies that increase the utilization of training-of-trainers and of existing institutions providing leverage and a multiplier effect of OICI resources (especially its project in Poland, but also to a certain extent in Tanzania and Cameroon). These strategies may finally provide the higher numbers of trainees for which OICI has been striving. On the qualitative side, it is still the case that evaluations of OIC field programs still regularly report that many OIC former trainees volunteer that, "OIC changed my life."

Institutional Sustainability. The number of newly "graduated" programs is not likely to meet the target of eight set in the Cooperative Agreement. So far only two programs have been newly "graduated". Several others are due to "graduate" by FY 1995. Economic hard times have seriously hurt OICI's ability to help its newer institutions move out of the nest to become financially self-sufficient, despite an impressive record of tapping a variety of new funding sources and mechanisms.

Resource Development. OICI has been creative and aggressive in its efforts to ferret out funds to support its affiliates during a very difficult period. OICI has helped arrange grants from a diverse array of donors including the World Bank, the U.S. Department of Labor, the United Nations Development Programme, and the African Development Bank. Additionally, OICI has utilized such funding mechanisms as the monetization of food aid commodities, and, with the active cooperation of the International Fund for Education and Self Help (IFESH), debt for development swaps.

The organization has been less active in generating a resource base to help support the home office activities. OICI had projected that it would generate support from the U.S. private and corporate sector and multi-lateral donors, for both headquarters and field operations, for a total of \$3.246 million by the end of FY 1995. OICI certainly recognizes the seriousness of the situation, and is taking steps to address it. However, it is not clear that OICI has developed a strategy that is equal to the challenge. They are well aware that unrestricted private sector support for home office operations at such levels is difficult to come by. It should be noted, however, that OICI more than exceeds the requirement that at least 25% of its total support come from non-U.S. government sources.

Outputs. New program development activities are well on target as planned. Likewise, field program support is proceeding with only minor deviations. OICI staff have produced many times the number of pre-project assessments, feasibility studies, concept papers, and grant proposals envisioned in the grant agreement. All indications from external and internal field program evaluations, staff reports, interviews, and OICI materials, are that the OICI technical assistance and support to its growing field program remains of the highest quality, as well as meeting and exceeding its quantitative targets in almost all respects.

Affiliates' Field Operations. Recent evaluations, both external and internal, indicate that despite the continued deterioration of the economies of many of the countries of OIC affiliates, and despite severe civil disorder in several countries, almost all OIC affiliates continue to function successfully as national non governmental organizations, provide the important training services for which they are dedicated, and operate on a diversified but precarious portfolio of financial support. With support of IFESH and others, new satellite training centers are finally starting operations in various sites in Nigeria and Sierra Leone. The new program in Poland is very successful, with a second OIC center about to begin. The program in Monrovia has restarted after total destruction during that country's civil war, an attestation to the strength of the institutional values and relationships fostered by OICI over the last two decades.

Affiliate programs are supported from a variety of funding sources including A.I.D. grants, PL 480 local currency, Debt Swaps through IFESH, World Bank, African Development Bank, UNDP, ILO, European public and private organizations, locally generated donations and income generation activities, and support from national governments. OICI has been active and creative in helping its affiliates develop increasingly diversified sources and types of support.

Institutional Reorganization of Headquarters. Recently, OICI has reassessed its operations in light of changes in the world development community. Its goal remains building independent institutions for sustainable economic development, but it is in the process of modifying its strategy and tactics. OICI has restructured its headquarters operations and has expanded its geographical focus to include Eastern Europe, Asia and other regions. Programmatically, SED is being emphasized and efforts are being strengthened to include more women in the programs. Technical assistance is being decentralized, so that local and regional advisors will take over many tasks from expatriates (although it should be noted that a number of the effective OIC expatriate advisors are African international professionals).

Overall, the evaluators are impressed by OICI's demonstrated ability to transform itself and reorient its programs and services in response to new constraints and opportunities, while at the same time remaining grounded in the important principles that gave birth to the organization in the first place. This is not a static organization, but one with the courage to rethink and reorganize itself.

II. PURPOSE AND METHODOLOGY

The purpose of this assessment is to report on Opportunities Industrialization Centers International's (OICI's) progress toward achieving the purposes and outputs set forth in the five-year Cooperative Agreement with A.I.D. signed October 1, 1990. This report thus fulfills the requirement under the agreement for a mid-term assessment.

In order to carry out this assessment, two consultants were provided by the International Science and Technology Institute, Inc. (ISTI) to interview OICI staff, review headquarters documents and recent evaluations of OIC field affiliates. The assessment team spent two days at OICI headquarters in Philadelphia and an additional six person days reviewing documents and preparing this assessment.

III. BACKGROUND

OICI is an American non-profit voluntary organization (PVO). Its goal is institution building for sustainable economic development, mainly in developing countries in Africa, but increasingly in other regions of the world as well. OICI assists communities in the development of employment and self-employment skills to foster self-reliance and enable disadvantaged young men and women to become economically productive, improve their overall quality of life, and contribute to socio-economic growth in their communities. To carry out the program, OICI establishes, upon request, country affiliates to provide appropriate training services. Each affiliate institution is a registered non-governmental organization (NGO) in its own country, has its own Board of Directors and staff which work in partnership with OICI. Participants in the OIC programs are trained in entry level technical skills, and, equally important, imbued with the spirit of self-help and community responsibility.

OICI has developed a proven approach to sustainable institution building in developing countries, an approach that recognizes the complex and long-term nature of the task. OICI's record of establishing and supporting independent affiliates in a number of African countries is well documented. OICs in Nigeria, Ghana, Liberia, Ethiopia, Togo, and Lesotho are solid national NGOs in full operation long after their initial A.I.D. support grants have ended. Just as each OIC aims to graduate its trainees as soon as possible with entry level employment skills, OIC International aims to graduate its affiliate NGOs as soon as possible with the institutional capacity to adapt and survive in difficult economic and political environments.

The current cooperative agreement is the second such agreement with A.I.D. It provides funding from A.I.D. in the amount of \$10 million over the five year period, FY1991-1995, for OICI headquarters operating costs. Moreover, an underlying assumption of the Cooperative Agreement was that an additional \$10.9 million would be available from USAIDs in the affiliate countries for programs sponsored by OICI in those countries. Only the Cameroon Mission "bought in" to the cooperative agreement directly, although four other USAID missions have provided significant funding (not including PL 480) for OIC affiliates during this period. The total value of these grants (including Cameroon) is \$10.2 million. OICI planned for funding also

from multilateral institutions, such as UNDP and African Development Bank, as well as contributions from corporate and other private sector sources in the U.S. There has been considerable success with multilateral donor institutions, but a disappointing record with U.S. private sector sources.

OICI assistance under the agreement was targeted at three priority training sectors: vocational training; small enterprise development (SED); and, agriculture/agribusiness development. OICI's institutional support package to its affiliates included in-country technical advisory services with TDY support, conferences, inter-program training, evaluations, audits and resource mobilization support services. Gender considerations were also highlighted in the five-year plan.

During the past two years, OICI recognized the necessity of reassessing its operations in light of changes in development perspectives of the donor community and the challenges posed by the newly independent European democracies. OICI's goal remains institution building for sustainable economic development; however, its methods of reaching that goal are being modified to better accommodate the realities and address the challenges of the years ahead.

As a result of OICI's internal discussions and its participation in an A.I.D. sponsored seminar on reorganization in early 1993, together with the realization that it is not entirely meeting program targets it had set for itself, OICI has recently reorganized, streamlined, and tightened its headquarters operations, increasing the effectiveness of its relationships with its field affiliates, especially with respect to communications.

Geographically and programmatically, OICI is expanding its vision and range of activities. Thus, programs have been initiated in Poland and others are foreseen in Eastern Europe and Asia. Programmatically, small enterprise training is receiving increased attention, and efforts to include more women participants are being strengthened. Future plans call for expansion of OICI activities to include support for institutional development of other indigenous NGOs in countries where OICI is operating, and democracy building through empowerment of the poor. Also, OICI technical assistance is increasingly being delivered by local experts trained by OICI, rather than directly by OICI expatriate staff. OICI believes that these changes represent the next logical step in its own institutional development.

The following Sections provide: Performance Assessment (Section IV); Future Directions (Section V); Conclusions (Section VI).

IV. PERFORMANCE ASSESSMENT

This section assesses OICI's performance first in terms of progress toward achieving the major purposes of the project as stated in the Agreement, and second in terms of OICI's record of performance regarding the specific outputs as stated in the Agreement.

A. Progress Toward Achieving Project Purposes

Purposes are five-fold in the Cooperative Agreement: program expansion; training sector expansion; graduated programs; beneficiaries; and, resource development.

1. Program Expansion

Planned: OICI aimed to increase the number of OIC institutions from 19 to 32 by the end of the project; to develop 11 new OIC institutions in six existing program countries; and, to develop two new OIC institutions in two new program countries. (In some cases "Institutions" refers to disciplines, i.e. SED, agribusiness, skills training, and in others to new country programs or new programs at new locations in countries where OICI affiliates already exist.)

Actual: As of the end of FY 1993, there were a total of 28 OIC institutions; the target of 32 should be reached or even exceeded by the end of the project. The target of 11 new OIC institutions in six existing program countries is proving more difficult. As of the end of Fy 1993, only 5 had been developed and of these, one (U.K./London) is not continuing. However, there have been three new institutions developed in three new program countries: Poland, Philippines and Niger.

Prognosis: It seems highly probable that there will be between 29 and 32 OIC training centers operating in 18 countries by the end of the Cooperative Agreement Grant Period, thus meeting the most important purpose level target.

Comments: Unexpectedly, it has proven more difficult to start satellite training centers in countries with existing programs than was anticipated. The original plan to expand on the successful base within countries with an established OIC affiliate was a sensible strategy, designed to maximize the impact of OICI resources with reduced start-up costs, since much of the training of trainers and institutional support could come from the already established affiliate. The other aspect of the strategy is that it provides a higher profile, increased influence, and greater impact for the national OIC within its own country. This strategy was based on the success of the OIC expansion of the Ghana OIC to a total of three major Ghanaian cities. Plans for the replication of satellite training centers in a number of countries have been on a slower timetable, in many instances due to the difficulties of the parent affiliate in funding its own program during difficult times. There are currently plans going forward to create satellite training institutions in Guinea, Nigeria and Poland. And the new program being planned for Tanzania includes multiple training cites from the start.

Despite the slower progress, this strategy is succeeding. In 1990, there were multiple training centers in only 3 out of 14 countries, or 21%. In 1994, there will be multiple training centers in 5 out of a total of 16 countries, or 31%. By the end of the cooperative agreement in 1995, it is probable that there will be multiple programs in 8 out of 18 countries, or 44%.

2. Training Sector Expansion

Planned: By the end of the project, OICI planned to increase the number of OICs offering agricultural and rural self employment training from 6 to 13; entrepreneurship training from 7 to 16; vocational skills training from 14 to 17. It proposed a conscious strategy of turning those centers offering training in only one area into centers of multiple training sectors.

Like the strategy of setting up satellite training centers in countries where an OIC affiliate is already present, this strategy also seeks a cost effective way of expanding the delivery of the OIC product by utilizing existing institutional and physical structures to introduce programs that have proven successful in other OIC affiliates. Essentially, the strategy aimed to significantly expand the number of affiliates offering entrepreneurial and agricultural training. The strategy also recognized that fixed entry level jobs are becoming ever more scarce as many African economies are retrenching. The SED and agricultural training programs stressed economic self-sufficiency through self-employment.

Actual: SED is scheduled to be offered at 12 institutions as of the end of FY 1993, with one (Delta in Nigeria) not yet operational. Agricultural training programs now stand at eight, with one (Ethiopia) not yet operational due to project redesign. OICs offering vocational skills training now number the target of 17.

Comment and Prognosis: It seems likely that the targets will all be met by the end of the Cooperative Agreement. None the less, the expansion of SED training programs, and especially of agricultural training programs are both slightly behind schedule.

OICI is continuing its efforts to expand its programs stressing self employment, agricultural careers, and improvement of management of small enterprises so as to expand employment opportunities. This emphasis is also pivotal in OICI's commitment to increase the number of women trainees, who often find more opportunity in self employment than in the shrinking labor markets of African small industry.

3. "Graduated" Programs

Planned: OICI hoped to have 19 "graduated" programs by the end of FY 1995, an actual increase of seven over those existing in FY 1990 (although the Cooperative Agreement stated there were 11).

Actual: As of the end of FY 1993, there are only 13 graduated affiliate institutions and there have been no additional ones up to the present. Funding problems, including lack of host government support, and civil strife in some countries are among the causes of the shortfall.

Assessment: It is unlikely that there will be 19 fully "graduated" OIC affiliates by the end of the Cooperative Agreement, despite OICI's strong emphasis on training its affiliates in the mechanics and strategies of effective international fund raising. As part of OICI's headquarters

reorganization, one person is now responsible full time for the program to assist affiliates in developing independent portfolios of support.

The concept of a "graduated" affiliate OIC, at least from the financial side, has changed as a result of the nature of the funding of new programs in recent years. Traditionally, a new OIC would be started up under funding almost wholly derived from a relatively large A.I.D. grant. To be "graduated" meant that the original grant (and its extensions) had run out and the affiliate was carrying on its operations with funding from a variety of sources, including its government, locally raised donations, income generation activities, and public and private international development agencies. Most of the newer OIC affiliates, on the other hand, have been started, not with a huge A.I.D. grant, but with the very sort of a mixed portfolio of funding that used to characterize a "graduated" program. OICI headquarters staff continue to help both the older "graduated" institutions and the recently formed affiliates improve their portfolios of financial support.

The larger question, is whether the sustainability strategy developed for OIC affiliates in the 1980s and struggling through the 90s, remains valid for the increasingly precarious future of a growing number of OICs.

4. Beneficiaries

Planned: The number of trainees annually served was projected to increase from 2,708 to 6,916. Board and staff members receiving technical support (that is, numbers of Board and staff members in programs served) were to increase from 303 board members to 422 and from 493 staff members to 673.

Actual: According to OICI's statistics, as of the end of FY 1993, 28 OICs were receiving technical assistance/support; nearly 3,000 trainees were being served; 350 board members and 550 staff members were being supported.

Assessment: As regards Board and staff members receiving technical assistance, it appears that close to 90% of the target may be reached as new programs come on line during the next two years. There is more to recognize here than simply the numbers of board and staff members receiving technical assistance. OICI is creating in these countries pools of training and management skills that did not exist heretofore. At every OIC affiliate, the total is certainly greater than the sum of the parts.

A full accounting of direct and indirect beneficiaries of OIC programs would rightly recognize that a larger number of persons benefit. OICI has been responsible for direct creation of employment through the engagement of staff personnel who perform the teaching, administrative and other operational functions which keep the affiliates operating. In its accounting, OICI simply considered staff members as "being served" by OICI technical support to the country programs. However, in providing employment to these individuals, OICI is benefitting them no less than the trainees. Furthermore, staff members are supporting their families which

consist, on the average, of four persons other than the employee. Therefore, program beneficiaries should include the 550 staff members and their families, an approximate total of 2,750 persons all told, bringing the total number of beneficiaries/participants to about 6,000.

In terms of trainees there is a considerable shortfall as of FY 1993 and it would appear that there is little likelihood that the target of 6,916 trainees can be reached by the end of the project. Trainees are likely to reach no more than 60% - 75% at most of the 6,916 projected.

To a certain extent, one can explain away this short fall by citing causes such as civil strife and severe economic setbacks in a number of OIC countries. However, it is more accurate to suggest that the target number of trainees postulated was never realistic. Not only did this projection assume that the number of OIC training centers would increase by 68%, but it also would have necessitated that all training centers, old and new, would have doubled the average number of trainees from the 1990 level.

In Cameroon, Poland, and Tanzania, OICI is beginning to utilize new training strategies that provide more leverage of the OIC resources by pursuing training of trainers and more aggressive outreach programs, especially in the area of small enterprise development training. OICI is experimenting with strategies that will provide a multiplier effect on the numbers of beneficiaries without sacrificing the quality of the training impact or the stability and security of the institutional development effort.

OICI promised in the Cooperative Agreement Grant to make a major effort to reach more female beneficiaries. OICs have long worked in many countries to provide skills for female as well as male youth, and have also worked to break down traditional gender-based job stereotyping, with young women in its automotive repair classes and young men in the hotel and catering programs. The expanded emphasis in self-employment also seems to benefit female trainees. However, it is also correct to note that under this Cooperative Agreement Grant, OICI has not made any special progress in this area, especially in terms of the numbers of female staff and board members. There is still a sense of tokenism at work in these traditional societies.

5. Resource Development

Planned: OICI projected a rise in non-USG support for headquarters and its affiliates from 39% to 48% of the total. OICI expected to diversify its sources and, especially, to tap the corporate sector in the U.S. for headquarters support. Total revenue expected from the U.S. private sector and multi-lateral donors was \$3.246 million as of the end of FY 1995.

Actual: Final amounts for FY 1993 are not yet available; but as of the end of FY 1992, the percentage of non-USG support was 42.5% in contrast with 43.6% in FY 1991. Of the total non-USG support of \$6.804 million obtained since FY 1991, virtually all was for country programs; about \$301,929 was earmarked for headquarters support. However, OICI remains well over the requirement that 25% of its support be from non-USG sources.

In discussing funding sources, it is important to note that although the Cooperative Agreement assumed considerable funding by USAID Missions in program countries, the response of USAIDs is not living up to expectations. Competitive demands for ever dwindling USAID resources and the consequent reduction of USAID programs have adversely affected smaller programs in particular. There were, in fact no new USAID funds committed for country programs in 1993 except for Poland, which, in any case, received A.I.D./Washington (central) grants. However, in some countries sales of PL 480 food commodities are providing additional funds for OICI projects. These funds, moreover, do not require matching contributions from non-USG sources.

Assessment: The amount of contributions to come from non-USG sources over the years FY 1991-FY 1995 was vastly overestimated. In particular, the support from the U.S. corporate and private sector has come nowhere near that projected in the Cooperative Agreement, falling short by about 65%. In addition, those funds given by the U.S. private sector were mostly for country programs; only small amounts went to help support the headquarters operations. Thus, headquarters remain largely dependent on A.I.D. funding.

OICI realizes that it is at a critical stage in its history, and that it must become more competitive in program delivery and more creative in fund raising and resource mobilization. It concluded that restructuring was vital and that strong measures were necessary to render its fund raising more effective. For the organization to survive, it must command support from a wide section of the U.S. private community. It must establish a solid market with African-American, Asian and Eastern European ethnic groups in the U.S., as well as with the corporate/business sector in general. OICI also realizes that it must find a way to help strengthen its affiliates so that they can command major support on their own; accordingly, OICI has assigned one staff member full time to assist and support the affiliates' efforts to establish as secure and diversified portfolios as possible.

As part of its response to the urgent need for increased U.S. private funding, especially for headquarters, OICI has reactivated a staff position - Resource Development Director - devoted entirely to private sector and corporate fund raising. OICI has also scaled down its FY 1994 target from nearly one million dollars to \$250,000. If results continue to be disappointing, OICI will consider contracting with a professional fund raising organization. It is not clear that there are potential regular private sector donors at the levels postulated. Nor is it clear that OICI has developed an adequate strategy for such fund raising.

B. Outputs during the period 1991-1993

This section summarizes planned and actual outputs to date and presents a prognosis of whether the end of project output targets are likely to be achieved at the end of the Cooperative Agreement period.

Outputs are discussed under three major categories:

- New Program Development;
- Field Program Support; and
- Resource Development.

1. New Program Development

Planned: OICI planned to start activities with 13 new interest groups over the five year period, 1991-1995, 11 in existing program countries and two in new program countries. It was also planned to conduct five pre-project appraisals; six feasibility studies and a minimum of six concept papers/proposals. OICI aimed to develop grant agreements (obtain funding commitments) for 13 new programs over the five year period.

Actual: There were discussions with 22 interest groups and potential interest groups in 15 countries during the three years 1991-1993. At present, funding commitments for new programs are secured or almost secured eight new programs:

- Niger;
- Matru Jong, Sierra Leone;
- Lublin, Poland;
- Delta and Abia, Nigeria;
- M'Baiki, Central African Republic; and
- Dar es Salaam and Zanzibar, Tanzania (1994)

The numbers of pre-project appraisals (10), feasibility studies (18) and concept papers/proposals (64) conducted greatly exceeded the planned number.

Prognosis: With only two years to go, there are four additional programs which appear certain of funding commitments, one in Nigeria, one in Poland, one more in Tanzania, one more in Centrafrique, and one in Namibia. It is probably that the number of new programs will reach or nearly reach the number planned, i.e. 13.

2. Field Program Support

There are nine activities in this category. We will present the planned and actual performance for each activity separately, and then provide a general assessment followed by an assessment/prediction of the end of project outcome of the category's activities in general.

Technical Assistance Conferences

Planned: During the period FY 1991-1993, OICI planned to hold one technical assistance conference for 68 participants in FY 1992, the next conference to be held in FY 1994.

Actual: In FY 1992, one conference was held for 76 participants.

Technical Sector Workshops

Planned: Technical sector workshops were planned in FY 1991 and FY 1993, with 51 and 18 participants respectively. A third workshop is planned for FY 1995.

Actual: 50 participants attended workshops in FY 1991 and 97 attended workshops in FY 1992. There were no workshops held in FY 1993.

Inter-Program Training

Planned: inter-program training for 18 OICI affiliate board and staff members in FY 1991, 10 in FY 1992 and eight in FY 1993, with five persons participating in each of the following two fiscal years.

Actual: 16 in FY 1991; 12 in FY 1992; and, nine in FY 1993.

TDY/Short Term Support

Planned: In FY 1991 OICI planned to service 24 affiliate programs, 26 in FY 1992 and 30 in FY 1993. In FY 1994 and FY 1995 31 and 32 respectively were planned.

Actual: In FY 1991, 22 programs in 15 countries were served; in FY 1992 25 programs in 15 countries. In FY 1993 not all data are yet available, but it is projected that 27 programs will have benefitted.

In-Country Long Term Technical Assistance

Planned: For FY 1991, OICI planned to assign technical advisors to six countries; for FY 1992, seven countries, and for FY 1993, seven countries. In both FY 1994 and FY 1995, six countries would benefit.

Actual: In both FY 1991 and FY 1992, seven long-term advisors served in four countries; in FY 1993, five countries were served.

Program Review/Evaluation

Planned: In FY 1991 and FY 1992, reviews/evaluations were planned for four countries, and in FY 1993 for five countries. In FY 1994, it was planned to evaluate five country programs and in FY 1995, seven programs.

Actual: In FY 1991, reviews were undertaken of eight programs in two countries and in FY 1992 five country programs were evaluated. In FY 1993 six program reviews were conducted.

Independent Audits

Planned: For FY 1991, 22 audits were planned; for FY 1992, 24; for FY 1993, 28. For FY 1994, 29 and for FY 1995, 30 audits were planned.

Actual: In FY 1991 14 programs and OICI headquarters were audited; in FY 1992, 15 programs and OICI headquarters were audited and in FY 1993 20 programs and OICI headquarters were audited.

Headquarters Backstopping

Planned: In FY 1991 24 affiliate programs were to have benefitted from services provided by OICI headquarters, in FY 1992, 26 and in FY 1993, 30 programs. In FY 1994 and FY 1995, 31 and 32 programs respectively were planned to be served.

Actual: In FY 1991, 26 affiliates, in FY 1992, 27 affiliates and in FY 1993, 28 affiliate programs received support services from OICI headquarters.

Documents Developed/Upgraded

Planned: Eight new manuals were planned for development by the end of FY 1995 and six existing manuals were to be upgraded.

Actual: Thus far, four new manuals have been developed and three existing ones upgraded.

Overall Assessment: Generally, OICI's performance of these activities, while not always exactly as planned, has been extremely effective. The support of the field programs has been diligent and seems to be on track. In those few instances where activities have registered a shortfall, it has not been significant in terms of planned outputs in this category, with the possible exception of audits and the development/upgrading of manuals. However, the number of independent audits planned may have been excessive, considering the number of programs actually operating. With regard to manuals, in view of the evolving nature of the program, a re-examination of documentation needs is necessary.

3. Resource Development

Planned: Resource development strategies were to be defined and implemented by affiliates in program countries for their operations and also by OICI headquarters for affiliates and for headquarters support. Headquarters resource mobilization was to concentrate on the U.S. private sector.

Actual: Affiliates and headquarters have learned to access resources from various donors, e.g. United Nations Development Programme (UNDP), the African Development Bank (ADB). For example, inter alia, UNDP has provided funds in Tanzania and Central African Republic and ADB in Togo. Another source of funds increasingly being tapped by OICI for its affiliates is U.S. Public Law 480, under which the U.S. Government (USG) donates food to OICI, which sells it in the affiliate country, e.g. Togo, where the proceeds are used for the program. In addition, affiliates (Niger, Guinea, Nigeria, e.g.) have received funding from the International Foundation for Education and Self Help (IFESH), as has OICI headquarters.

General Assessment and Prognosis: Resource development for support of headquarters remains the weakest link in the OICI program. OICI's headquarters operations are not receiving the amount of support previously foreseen from U.S. corporate and other private sector sources. This is partially due to the fact that OICI has been concentrating heretofore on securing funding for the affiliates, rather than soliciting support for its own operational needs.

OICI recognizes that it must become more aggressive in seeking additional backing for its headquarters.

OICI has successfully guided its affiliates to develop strategies to access funds from international sources and host governments; and these efforts have borne fruit. However, inasmuch as there are only a certain number of international groups which provide the kind of assistance the affiliates require, the affiliates are sometimes competing against each other for funds from the same organizations. OICI continues to identify other sources of revenue its the country programs.

V. FUTURE DIRECTIONS

As OICI looks to the 21st century, it sees opportunities to contribute even more significantly than heretofore to institution building for sustainable development. OICI plans to redirect its emphases to some extent and to expand its activities geographically and programmatically. As stated in the Background Section of this report, OICI has already undertaken a number of new initiatives. It has restructured its headquarters operations; has expanded its geographical area of operations; is scaling down technical assistance by expatriates in favor of advisors from program countries; is developing new approaches to increase the participation of women in its programs; and, is intensifying its efforts to mobilize resources, especially for its headquarters operations, from private and corporate sources in the United States.

Building on its record in sustainable institutional development over the past quarter century, OICI proposes to expand its activities to encompass new areas and program directions over the next several years. Geographically, Africa will remain OICI's priority area of operations with expansion into new countries on that continent. In addition, OICI intends to undertake programs in Eastern Europe (in addition to Poland where a program is already underway), the newly Independent States of the former Soviet Union, and to a limited extent, in Asia and Latin America.

OICI will continue to provide technical skills training, but will strengthen its efforts to promote small enterprise development. Employment needs cannot all be met by the larger existing industries, while each small business which is established can provide additional employment. Furthermore, recognizing that the demand on scarce donor resources is such that donor funds alone cannot be expected to provide financial security for its affiliates over the long term, OICI will encourage the affiliates themselves to ensure their sustainability through the establishment of economic enterprises.

Local capacity building is integral to OICI's goal of sustainable development through self-help. To increase capacity building in program countries and to assist the growing number of affiliate institutions, OICI continues to transfer technical advisory services from expatriates to counterpart personnel. As part of this trend, OICI is hiring counterpart regional advisors, each of whom will provide specified assistance to affiliates in the region.

OICI is considering expanding its sectoral focus to include health, family planning, and environmental concerns. OICI's training programs are aimed at young people, the crucial group to reach and educate in appropriate family planning methods and the prevention of AIDS. OIC may have an important comparative advantage here since it already has an important target group within its purview.

Additionally, OICI is taking a broader look at its institution building activity, considering how its experience with grass roots community-based NGOs might contribute to the larger issue of strengthening civil society and expanding public participation. OICI is exploring ways it can assist other NGOs or associations of NGOs in the countries where it operates. Its recent sponsorship of an NGO conference in Poland may serve as a model.

More and more, OICI will be searching for opportunities to broaden its impact in the countries where it operates, both through providing models and assistance for sustainable NGOs, through involvement in policy discussions regarding self-employment and the informal sector, and through efforts to push for the wider replication of its singularly successful approach to training by other public and private institutions within the country.

VI. CONCLUSIONS

With the benefit of hindsight, one can now see that OICI overestimated what it could achieve and underestimated what it would take to do the job. The past several years have been tougher

than expected. The American economy hit an unexpected recession that has made U.S. private sector fund raising difficult. Donor organizations have been facing budget cuts and reallocations of resources that have made the task of finding funding for multiple affiliates challenging. And the economies of some African countries (especially the previously prosperous Cote d'Ivoire and Cameroon) have sunk to depths that are surprisingly low, even for that troubled continent. Civil strife to varying degrees has slowed OIC activities in Liberia, Sierra Leone, Togo, Cameroon, and Lesotho. Overall, it is to OICI's credit, that rather than accept that these situations excuse their not fully meeting the targets of their grant, they have responded by trying harder (more grant proposals, more feasibility studies, more visits, more creative funding) in order to succeed in the goals they set for themselves.

The most important accomplishment is that the OIC program expansion will likely reach its target of increasing the total number of OIC institutions by 68%. Basically during this five year period, the OICI home office staff is providing support to approximately 65% more institutions and to approximately 65% more trainees, with core resources unchanged. Since the evidence is that the quality of support activities remains high, the level of efficiency has increased dramatically.

The program shift toward entrepreneurship (with expanded numbers SED and agricultural programs) offers more opportunities for economic impact than did providing vocational skills in preparation for assuming (entry level) positions which may or may not become available. This continuing and successful shift toward more emphasis on rural and urban entrepreneurship has important positive implications for future resource mobilization as well. It means that the OICs have "a product" that is increasingly attractive to donors and to host governments. For instance, the recent evaluation of the Cameroon program found that approximately 75% of its graduates are finding jobs or becoming self-employed in the areas for which they were trained despite a disastrous economic downturn in that country. As a result of this success, especially in the area of training for self-employment, that program has recently received major grants from the World Bank and Bread for the World. OIC training programs are evolving so as to become increasingly relevant in changing and often deteriorating economies.

Finally, as a result of this Cooperative Agreement Grant, the OICI of 1995 will clearly be a more effective and efficient organization serving a much larger and more diverse clientele with more relevant services. The OICI of 1990 served 19 affiliates with approximately 2,700 trainees, the majority of whom were trained simply in vocational skills. The OICI of 1995 will serve 31 affiliates with approximately 4,500 trainees, the majority of whom are explicitly prepared for urban or rural self-employment or enterprise development, as well as for entry level skill employment.