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EVALUATION REPORT
JOINT EVALUATION OF LIBERIA OIC
BY OICI - USAID - GOVERNMENT OF
LIBERIA

OCTOBER 3 - 18, 1983

January 20, 1984

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I. INTRODUCTION

A. Scope of Work and Objectives of the Evaluation

This was the first of two major evaluations planned to occur during the extension phase of the Liberia OIC (LOIC) project (October 1982 - September 1984). It was jointly conducted by Opportunities Industrialization Centers International, Inc. (OICI), the United States Agency for International Development (USAID), and the Government of Liberia (GOL). The evaluation was intended to assess and determine:

1. The progress of the extension phase program.
2. The prospects of and conditions for achieving the objectives of the extension phase.
3. The strategy needed to ensure long-term project viability.

The evaluation, therefore, was limited to program performance in FY 83. However, in some respects such as the institutionalization and overall training capability of LOIC, the evaluation results actually reflected the cumulative impacts of program development and operations since project inception. For example, the level of Board development and host government support for LOIC, as verified during this evaluation, could not have been the results of a one-year program.

The 'statement of work' for the LOIC project for the period from October 1, 1982 through September 30, 1984-- which was Appendix B of Amendment No. 6 to Grant No. AID/afr-G-1587-- provided the basis for determining the program areas to be evaluated. A summary of the 'statement of work' is provided at the end of part B of this introduction.

The evaluation committee reviewed the key program documents and training records, observed classrooms and workshops activities, inspected the training facilities, interviewed the administrative staff, Technical Cooperation Team, and instructors as well as trainees at Klay and in Monrovia. Three impact surveys were conducted and covered twenty-two (22) graduates who had been placed in jobs, fourteen (14) employers/supervisors of the employed graduates, and fourteen (14) non-placed/unemployed graduates. The evaluation

committee also consulted the Board of Directors of LOIC, USAID/Liberia and the Ministry of Youth and Sports. The evaluation was intended to serve four (4) major audiences: OICI (including its current Technical Cooperation Team in Liberia), USAID, GOL and the local LOIC project management. A second evaluation is presently planned to coincide with the project termination date, September, 1984.

B. Background Information on Program Development and Funding Support

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

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

In June 1981, the Project Authorization relating to Operational Program Grant AFR-G-1587 was amended to increase the total authorized Life-of-Project (LOP) funding from \$1,216,503 to \$1,437,497, i.e. an increase of 175,994. The increase in LOP funding was prompted primarily by an AID/W decision to pay OICI's overhead costs out of project funds rather than from a separate account as had been done under PDC supervision. Additional funding was also provided to assist in the financing of OICI's operations in Liberia between the time its support from the original grant expired (September 30, 1981) and the time the new project proposal was approved and the extension program begun under a longer-term grant extension (i.e. Amendment No. 6 to Grant No. AID/afr-G-1587).

In two regularly scheduled evaluations of the program prior to its extension conducted in August 1979 and December 1980, it was found that "LOIC has demonstrated

and unemployed young adults for productive and rewarding employment in industries. Thus, the project represents a significant contribution to the manpower development capacity of Liberia."

Despite its success as an avenue for training unskilled male Liberians, it was equally apparent that the original isolated location, Klay, Bomi County, would require a continuation of the need to house and feed trainees, at a yearly cost of \$4,500-\$5,000 per trainee -- far beyond the ability of the GOL to sustain on any sort of permanent basis. The current USAID funding support amendment, authorized August 27, 1982, was a response to this problem. It provided an additional \$2,216,000 in funding, and an extension of the project's completion date from September 30, 1982 to September 30, 1984.

A major task during the extension phase will be the construction of a permanent facility on GOL provided property in Monrovia. This facility will allow the consolidation of widely separated program units, and enable significant reductions in operating costs, as the trainees will be expected to provide their own room and board.

The extension phase is also expected to include activities geared toward expanding and upgrading the LOIC Board of Directors and the Industrial Advisory Council (IAC). An important part of this program will deal with the further development of skills relating to fiscal responsibility and resource mobilization.

An additional program objective of the extension phase is local staff development which will consist mainly of a staff in-service training program, emphasizing curriculum development, supervisory management, time management, communication skills and technology transfer. Related to the objective of upgrading the local staff is the expected streamlining of program operations. Towards this end, the implementation of all aspects of the OIC methodology will be reviewed and improved (i.e. recruitment, counseling, feeder training, vocational technical skills training, job placement and follow-up).

Finally, two new training courses will be offered -- bookkeeping and driver training. Female students will, for the first time, be able to enroll in LOIC programs, and some of the traditional courses will be broadened. For example, electricity and air conditioning/refrigeration training will be combined into one course, emphasizing small appliance repair and generator rewinding.

C. Composition of the Evaluation Committee, and the Process of Developing this Report

The evaluation Committee consisted of:

1. Quy D. Nguyen, OICI's
Director of Evaluation, Committee Chairman.
2. Dr. Edwin Tolle, Education Officer,
USAID/Liberia.
3. Mr. A. Karngar Thomas, Vocational Counselor,
Ministry of Youth and Sport, GOL.
4. Ms. Ottalee J. McBorrough, Training/Research
Officer, Ministry of Youth and Sports, GOL.
5. Dr. Edward Davis, Jr., Training Consultant to
OICI from the Opportunities Academy of Management
Training.

All committee members participated in the evaluation activities mentioned in Part A of the introduction. Their findings and recommendations were shared with the Committee Chairman both verbally and in writing. A draft of the evaluation report was completed in Liberia on October 16, 1983, and was circulated for the review and comments of all concerned parties.

The Committee Chairman departed Liberia on October 19, 1983 for other evaluation missions and intended to return to Monrovia in late November for the finalization of the evaluation report. This plan was not materialized due to changes in his work schedule and itinerary in Africa notwithstanding several logistical problems. Consequently, this report was finalized in Philadelphia instead of Monrovia. Also, the finalization work did not fully begin until late December, so that the Liberia-based members of the evaluation committee could forward their final inputs to the Committee Chairman, and OICI Central Management could review and comment on the preliminary draft. Dr. Edwin Tolle of USAID/Liberia contributed quite extensively to this report, both through his initial input and by laboriously editing and adding to the October draft of the report.

Since the Liberia-based members of the evaluation committee did not have the opportunity to personally review this report before its issuance, Quy Nguyen, the Committee

Chairman, accepts primary responsibility for any misinterpretations of their ideas and/or errors which may exist.

D. Acknowledgements

The Management of OICI acknowledges the support and cooperation of USAID/Liberia and the Ministry of Youth and Sports in making this evaluation both meaningful and beneficial to all parties concerned with the LOIC project.

Our appreciation also goes to the Board of Directors of LOIC, the entire local staff and the Technical Cooperation Team. This evaluation could neither have been undertaken nor completed within the given time period without their cooperation and support, considering that the FY 83 program and fiscal audit of LOIC by external auditors also took place at the time of this evaluation.

In addition, we wish to thank all the trainees, graduates and employers/supervisors who were interviewed. We appreciate their candid observations and recommendations as regards how their needs were being met and the possible areas for improvement.

Finally, our sincere appreciation should also be conveyed to all the members of the evaluation committee for their impressive professional commitment to this evaluation, their diligent work and purposeful input.

II. SUMMARY OF THE REPORT

USAID Funding Support

Admendment 6 to Grant AID/afr-G-1587 obligated \$2,215,682 to OICI to implement a two-year extension phase of the LOIC project, covering FY 83 and FY 84. In addition to absorbing approximately 45% and 35% of the program operating costs in FY 83 and FY 84, respectively, the Grant extension was intended for (a) Construction of a permanent LOIC facility in Monrovia, (b) Staff development and streamlining of program operations, (c) Expansion and upgrading of the Board of Directors and Industrial Advisory Council, especially with respect to fiscal responsibility and fund raising, and (d) Addition of two new training courses and, where possible, alteration and/or broadening of traditional course offerings.

Evaluation Objectives and Scope of Work

This evaluation verified the progress toward the objectives of the extension phase program, and the impact of LOIC training in terms of on-the-job performance of LOIC graduates. The impact that was assessed reflected on both program performance in FY 83 and, to some extent, program development efforts since the inception of LOIC in 1977. On the basis

of these findings, the review of revenues and expenditures in FY 83, and the long-range financial plan of LOIC, the evaluation committee appraised the prospects of program and financial viability after the current extension phase.

Construction of the Permanent Facility

Despite delays in beginning the construction of the permanent facility, located in the Matadi Estate, Sinkor, Monrovia, excellent progress has been made since actual construction began, June 23, 1983. At the time of the evaluation, approximately 40% of the task had been completed and plans for the building occupancy were projected for May, 1984. With approximately one half of the construction budget of \$620,000 already committed, it was assumed that total expenditures might exceed planned limits by \$25,000-\$30,000. It was noted by the evaluation committee that there had been minimal staff participation in all elements of planning -- building design, equipment transfer, staff utilization, transfer of current training facility back to the GOL, etc. It was recommended that all staff members be immediately informed of their future roles, if any, in the project's future and that those to remain be intimately involved in detailed planning for utilization of classrooms and workshops.

Project Staff and their Performance

At the time of the evaluation, there were forty-one (41) Liberian staff members. Personnel turnover has been kept to a bare minimum -- many of the current employees have been with the project since its inception. In general, the staff involved in vocational instruction seemed superior, both in technical skills and dedication to the program, than those involved in student services. Counseling and job development, two critical areas of student services, had also been assessed as deficient in the previous joint evaluation (1980).

It was noted that while internal management was one of the project's stronger elements, there was a definite need for a more clearly defined operational strategy, especially for the months prior to its consolidation in the new building. Some staff reorganization took place but the expected overall streamlining of program operations was yet to be initiated. Staff development efforts seemed to have been inadequate during FY 83, due apparently to the preoccupation of project management with the construction of the new facility. Additional technical assistance from OICI headquarters, assuming sufficient funds were available, could have assisted in redressing to some extent the noted shortcoming.

The evaluation team recommended that staff upgrading become a major objective during the remainder of the project. Special care needs to be taken to assure that staff development activities work toward specific, obtainable objectives, with frequent benchmarks by which progress can be assessed. The same priority should be on the agenda of OICI's Technical Cooperation Team (TCT) in Liberia. The evaluation committee found the TCT, two professionals, to be well qualified in both training and overall experience for the positions they hold. Technical assistance in program management was adequately provided by the TCT, although greater and more systematic technical assistance could have been rendered in the accounting area.

Vocational Technical Training

The current curriculum includes instruction in air conditioning and refrigeration, auto mechanics, carpentry, electricity, masonry and plumbing. The courses are focused on the development of job-oriented skills and, from all evidence, are effective and well received. While it was reported that there were periodic shortages of materials, due to GOL/LOIC cash flow problems, both equipment and supplies were in adequate quantity at the time of this evaluation. The exceptions to this were (a) that the \$10 monthly

stipend for all students at the Klay campus had not been forthcoming for some months, and (b) that the amount of food received by LOIC for boarding trainees at Klay was sometimes less than the amount paid for by the Ministry of Youth and Sports. Officials of the Ministry of Youth and Sports claimed to have been unaware of the oversight, and promised to correct it.

The Driver Training and Bookkeeping courses, although mentioned in the proposal for funding extension, will not be introduced until after the relocation to the new facility. However, project management already began to alter some of the traditional course offerings to better match the skills of LOIC graduates with the needs of local business, industry and government.

It appeared that concern for the construction of the new facility had taken administrative attention away from some pressing day-to-day matters at the Klay site. Project management was urged to (a) strengthen the administrative control at Klay campus, (b) requisition additional training resource materials, (c) encourage more frequent and more effective use of audio-visual equipment in the training process, (d) request additional Peace Corps Volunteers, and (e) work closely with its supply sources/

vendors to prevent the large variances between food received by LOIC and the food paid for by the Ministry of Youth and Sports.

Training Impact

During FY 83, a total of 127 trainees completed the regular 9-12 months vocational technical training courses, i.e. seven (7) less than the targetted 134 completions. In addition to its regular course offerings, LOIC conducted a special short-term training program in copy machine operation and maintenance for 26 government employees. Hence the number of vocational technical training completions in all courses during FY 83 was 153.

LOIC placed 72 graduates in jobs in FY 83, i.e. 63% of the targetted 115 placements. The shortfall appeared to have been primarily a result of the economic difficulties in Liberia and, to some extent, LOIC's lack of an effective job placement strategy.

The surveys of graduates placed in jobs and their employers/supervisors demonstrated the capability of LOIC to effectively train the unskilled and unemployed in needed entry-level vocational technical skills. Indeed, these surveys reflected the acceptance of LOIC by both the public and private sectors

as a dependable skills training institution. Some of the unemployed/non-placed graduates were also interviewed. These graduates confirmed that LOIC met their expectations with respect to training. They attributed their unemployed/non-placed status to the job market conditions in Liberia and, in some cases, the performance of LOIC's job developers.

Revenues, Expenditures and Cost per Trainee

Total project expenditures in FY 83 amounted to approximately \$832,935. This amount reflects (a) all program operating costs including those paid for directly by the Ministry of Youth and Sports (food, stipends and utilities at Klay for boarding trainees), and (b) costs of technical assistance, participants training and support services of OICI. The first category of costs accounted for 63% of the total expenditures, the second 37%.

Revenues totaling \$429,094 were received by LOIC for local program operations in FY 83. Of this total, \$186,015 or 43% was USAID grant funds and \$243,040 or 57% represented mainly GOL input.

Cost per trainee in FY 83 was about \$4,102, an estimate based on local program operating costs. If the costs of technical assistance, participants training and support services of OICI were considered (by including about 10% of these costs),

the estimated cost per trainee in FY 83 would increase to \$4,348. It should, however, be noted that OICI considered the costs of technical assistance, participants training and most support services of OICI as the costs of institutionalization, transfer of technology, and training the trainers rather than the trainees. Project management expected that cost per trainee would decrease to approximately \$2,500 after the relocation to the new facility and the deletion of the boarding program.

Board of Directors and Industrial Advisory Council

The Board of Directors of LOIC appeared well-organized and demonstrated a high level of dedication and active oversight role. It was noted that ten (10) of the total of fifteen (15) Board members were active on an on-going basis. This was supported by the meetings which the evaluation committee had with the Board, and is a definite strengthening element. During FY 83, the Board initiated decisive steps to ensure the needed financial contributions to LOIC. Overall, the LOIC Board represents continuity of direction, a remarkable adherence to the OIC model, and an impressive flexibility to adapt to changing needs and circumstances.

The absence of an active Industrial Advisory Council, however, deprives LOIC of the benefits of being tied closely to the business community for both support and guidance purposes.

Although project management maintained that LOIC's annual open-house provided an opportunity for extensive exposure of LOIC to all interested persons and/or supporters, an Industrial Advisory Council is still desirable to strengthen and ensure an on-going and substantive relationship between LOIC and the business community. It was recommended that OICI accelerate its technical assistance to the LOIC Board of Directors in the areas of fund raising and fiscal responsibility. Also, purposeful efforts should be made to reactivate the Industrial Advisory Council.

Program and Financial Viability

LOIC has achieved significant managerial and operational capabilities, although some program areas still required further strengthening. A complete withdrawal of technical assistance, particularly of TCT, by September 1984 may adversely affect the program, considering the delayed relocation to the new facility, the expected organizational restructuring following the relocation, the need to extensively upgrade the Student Services Unit, and the streamlining of program operations which is yet to be initiated. There is also need at the Board level for additional technical assistance in proposal development, fund raising strategy, and fiscal management and control.

The current long range financial plan of LOIC depends heavily on several non-government sources for a significant part of the

funds needed to sustain LOIC Operations in Monrovia after FY 84. While the direction of this strategy should be commended because it highlights the philosophy of self-help and the desire to achieve self-sufficiency, the present financial plan reflects more the intent of project management (as regards where to seek funds and how much support is needed), than a strategy capable of ensuring a reasonable level of success. In addition, the resources needed to materialize the financial plan have not been clearly defined as to their magnitude, types and sources.

The long-range financial plan of LOIC needs to be reviewed, upgraded in terms of details, and accompanied by an appropriate implementation strategy. Some alterations and/or broadening of the plan may be necessary, including the addition of contingency plans, depending on the probability of response which project management should determine with respect to each funding source. The full reassessment and finalization of LOIC's long-range financial plan will require extensive inputs in terms of both time and efforts. It also calls for the active participation and support of OICI, which may be provided as part of OICI's program activities relating to the current three-year Cooperative Agreement between USAID and OICI.

It was assumed, at the current rate of expenditure, that there will be grant funds unspent by the end of the extension phase -- September 1984 -- perhaps close to \$300,000. The evaluation

committee recommended that Grant AID/AFR-G-1537 be extended by USAID through FY 85, to enable (a) the further strengthening of program and financial viability, and (b) the review and finalization of LOIC's long-range funding plan. It was also recommended that consideration be given by project management to supplement the remaining USAID fund by a high level of fund raising and GOL inputs, so that technical assistance support could be retained well into FY 85.

The above observations on financial viability are restricted to the USAID-funded part of the LOIC operations. They should not obscure the fact that the LOIC Board had been quite successful in obtaining funding support for a new program initiative in Lofa county. This support was approved by the Interchurch Committee of Holland in August 1983 in the amount of \$610,000 for the establishment of LOIC's Agricultural Training Center at Foya, Lofa County.

Please note that Parts IV and V of this report, reviewing project revenues and expenditures, and training output, respectively, of the period 1977-83, were not reflected in the above summary. They contain extensive

historical data which would be difficult to summarize without shortchanging the readers some valuable information.

III. MAJOR EVALUATION FINDINGS

A. Status of the Construction of the Permanent Facility

1. Planned vs. Actual Construction Schedule

The construction of LOIC's permanent facility was postponed twice since the feasibility study for an extension project was completed in September 1981. The first postponement was due to a delay in USAID funding, the second was due to electric power supply problems in Monrovia that prevented architects from completing their plans for the permanent facility of LOIC in a timely manner. In all, there was a delay of seventeen (17) months from the original target date. Actual construction began on June 23, 1983, at the Matadi Estate, Sinkor, Monrovia. Project management and the builder (BACWA Construction Company) reported that the new facility would be ready for occupation in May 1984.

The planning for the construction of LOIC's permanent facility was systematic and thorough. In-house documents relating to the construction of the new building reflect efforts on the part of project management to ensure cost-effectiveness. USAID also participated actively during the planning stage. Three (3) USAID engineers, an engineer from REDSO/CWA, an engineer on TDY from AID Washington, and the resident USAID/Liberia Engineer provided inputs relating to the design of the building. The

between LOIC and: (a) the architectural firm of Milton and Richards, and (b) BACWA Construction Company.

Follow-up work with the construction project was reportedly consuming 30-50 percent of the time of project administrators and TCT. At the time of this evaluation, about 40 percent of the construction work had been completed.

2. Planned vs. Actual Construction Costs

Approximately half of the construction budget of \$620,000 would be expended by the end of October 1983. At the time of this evaluation, project management expected total expenditures to exceed budget by \$25,000 - \$30,000 when the construction work is completed.

3. Additional Observations

- a. While planning for the new facility was taken care of by project administrators, involving qualified architectural and construction professionals, it seemed that the training staff of LOIC at both Monrovia and Klay did not have the opportunity to partake in the planning process. Yet, the training staff of LOIC will be among the primary users of the new facility.
- b. It was noted that project management was aware of but has not dealt sufficiently with several issues relating to the relocation of the vocational training component from Klay to Monrovia.

Examples of such were:

- (i) Whether or not all LOIC-Klay staff will be retained by the project?
- (ii) How will transportation problems of trainees be resolved? As there will not be a boarding program at the newly built center, and the building is situated in a relatively remote location, how will the trainees get to the center?
- (iii) Will the stipend program of GOL continue or at least some nominal stipend be given?
- (iv) Will food be provided to trainees at the new center, and if yes, how?

Project management indicated that they had intended to resolve these issues. It did not appear to the joint evaluation team, however, that a concrete, detailed and well coordinated relocation strategy had been developed.

B. Project Staffing and Related Issues

1. Technical Cooperation Team (TCT)

The TCT consists of two (2) professionals assigned by OICI to Liberia to assist the LOIC Board of Directors and local staff in project implementation. The two (2) TCT members are:

- a. Reginald Hodges, Program Advisor who has been with the project since 1980.
- b. Henry Barrett, Finance/Administration Specialist who assumed his post at LOIC on February 1, 1983.

The assignment of Mr. Hodges will be effective through FY84 and that of Mr. Barrett until March 1984.

Both TCT staff members are qualified for their jobs in terms of their academic background and overall professional experience. The Program Advisor was well appreciated by GOL and USAID Mission officials with whom he interacted during the process of project implementation. The same was observed with respect to the Program Advisor's interactions with the LOIC Board of Directors and local project staff. In general, technical assistance in program management was adequately provided by the TCT although greater and more effective technical assistance could have been rendered in financial management and control.

2. Local Personnel

At the time of this evaluation, all forty-one (41) staff positions were filled. The distribution of position slots according to staff functions was as follows:

- Administration and Finance Staff 7 positions
- Instruction/Training Staff 10 positions
- Student Services Staff 7 positions
- Support Services Staff 17 positions

Personnel turnover during FY83 was minimal. The personnel records indicated that the key administrative and instructional staff possessed the qualifications required for their jobs. Observations and interviews, on the other hand, pointed to the need for improvement in counseling, job development, maintenance of training records, and in the management

and overall coordination of activities in these areas.

The evaluation committee observed that the vocational training staff was quite competent. Its instructors appeared very much in control of their classrooms. They emphasized practical training and seemed to be at ease with the OICI non-formal approach to training. The vocational training staff and, to a somewhat lesser extent, the feeder and student services staffs, demonstrated adequate understandings of the objectives of IOIC and the OIC philosophy and methodology. They generally exhibited great enthusiasm for their work and a sense of dedication to their jobs. The teachers-students relationships at both Klay and Monrovia appeared cordial and conducive to effective learning.

3. Staff Coordination

The evaluation committee noted a well-defined management control and coordination system. The Management Control Team (MCT) consists of the designated component heads/coordinators. The MCT meets bi-weekly. It also meets with the remaining project staff on a monthly basis (General Staff Meetings). At the Klay campus, the Training Manager holds weekly staff meetings in addition to his participation in all of the aforementioned meetings.

A program reporting system has also been in place. Monthly reports are generated by all members of Finance, Vocational Training and Feeder/Student Service Staffs. Reports of these meetings are forwarded to

the LOIC Executive Director and Program Advisor for review and appropriate action. The Executive Director extracts information from component reports and develops Quarterly Reports for submission to the LOIC Board of Directors. Currently, the Program Advisor is responsible for the preparation of Annual Reports -- although it is expected that this responsibility will soon be transferred to the Executive Director.

Project management reports that the internal control and coordination system of LOIC will be further strengthened once the relocation of all project components to the new site is completed. LOIC currently maintains a Job Description Manual which contains the job descriptions for all staff positions. The project management, however, expects to review and/or revise all job descriptions in conjunction with the upcoming relocation. It is also expected that some staff positions will be added/deleted according to needs. The evaluation committee found these expectations reasonable.

4. Staff Development

Two in-service training workshops, totalling thirteen (13) days, were organized for local staff during FY 83. The first workshop was conducted in January 1983 by the program advisor. The second took place in February 1983 and was conducted by two training consultants from the Philadelphia-based Opportunities Academy of Management Training, Inc.

Several informal staff development sessions were reportedly held, but only when problems arose and required immediate attention. In general, component coordinators assumed basic responsibility for whatever training that was required for the staff under their supervision. The evaluators were of the opinion that this type of arrangement was not sufficient for the vocational training component at Klay where the vocational training manager is an administrator rather than a vocational training specialist. According to project management, the vocational training manager was placed in his current job at Klay because of his administrative skills, not his vocational training background. With respect to the other components, it was not apparent that the coordinators had assumed, to anything like an adequate extent, the responsibility for training their staffs.

Considering the objective of institutionalization that is expected to be achieved in less than a year from the current date, the evaluation committee members felt that staff development activities had been inadequate during FY 83*. The need for staff development was most apparent in the Student Services component, especially with respect to counseling, job development, Management Information System and the coordination of these services. In fact, a similar observation was

*The evaluation committee was informed that two staff members, the Student Services Manager and the Finance Officer, attended the Participant Training Program of OICI in the U.S. in June 1983.

made during a previous Joint Evaluation (December 1980). It was stated that "the Student Services Staff needs extensive upgrading (especially in Job Development)". In addition, it was recommended that "the operation of the Student Services Unit 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". Much of this recommendation was still applicable at the time of this evaluation.

5. Additional Observations

- a. The inadequacy of staff development activities appeared to have been accounted for, to some extent, by the preoccupations of the LOIC Executive Director and the Program Advisor with the construction of the new facility and the securing of GOL's inputs to the project. In addition, the training of trainers requires specific skills which are yet to be developed among the local staff. Staff development, therefore, will have to remain primarily the responsibility of OICI and TCF staff who can be reinforced from time to time by consultants and local resource persons from both public and private sectors.
- b. It was noted that there was an almost complete absence of any Library/Resource Center which could have been instrumental to the

staff development efforts. Also noted was the absence of a control system intended for the proper maintenance of those resource materials which have been acquired for the project.

- c. The TCT, particularly the Program Advisor, still maintains a high profile in the management of LOIC. In fact, TCT is still needed to assist the local staff in surmounting a variety of constraints and difficulties which arise almost everyday. In assessing the project's operating environment, the evaluation committee concluded that TCT will continue to be a necessary ingredient for LOIC's stability for another year or so -- admitting, however, that the continuation of TCT's high profile signified a delay in the institutionalization effort. Thus, purposeful and accelerated staff development programs should be a priority on the agenda for both OICI and TCT staffs.

C. Status of Student Services

1. Planned vs. Actual Applications and Enrollments

MIS records provided the following information:

	<u>Planned</u>	<u>Actual</u>	<u>Variance</u>
Applications	175	201	+15%
Enrollments	170	177	+04%

The excess of actual over planned applications was probably due to the great demand for skills training in the country, and the limited number of institutions where an adequate training program could be found.

Enrollments would have been higher if the capacity to house trainees at the Klay site were not so strictly limited by existing housing units.

2. Recruitment, Intake and Orientation Services

Recruitment appeared to be a joint function of the Student Services Component and the administrative staff. The recruitment effort had been generally in the form of speeches to interested groups, contact between IOIC and other institutions and word of mouth. Due to the extensive demand for skills training, recruitment did not appear to be very strategic to project operations. IOIC has always been able to attract the proper target population and an adequate number of applicants. Exhibit C.2.1 presents selected characteristics of the 177 trainees who were screened and admitted to the program during FY 83. The majority of the trainees were unemployed prior to enrollment at IOIC, 21 - 25 years old, and had a minimum of eight (8) years of schooling. There were no female trainees at IOIC in FY 83.

The selection criteria and intake were clearly defined. Staff appeared to have properly implemented the prescribed process of recruitment, intake and orientation. The contents of the orientation program were adequate, comprehensive and relevant. The orientation program seems to have been quite effective. Interviews of some current as well as former trainees reflected an adequate understanding of the objectives of IOIC and the OIC methodology.

EXHIBIT C.2.1

Summary of trainee characteristics

(Characteristics of new trainees enrolled in FY 83)

Characteristics		No. of Trainees	% Distribution
SEX	Male	177	100%
	Female	0	0
	Total	177	100%
AGE	17-20	48	27%
	21-25	76	43%
	26-30	41	23%
	31 & Over	12	07%
	Total	117	100%
YEARS OF EDUCATION	6-7	01	*
	8-9	58	33%
	10-11	61	34%
	Certified	57	32%
	Total	177	100%
PREVIOUS EMPLOYMENT STATUS	Employed	43	24%
	Unemployed	134	76%
	Total	177	100%

Source: LOIC MIS Reports (Form 72 - L)

*Less than 01%

3. Counseling Services

Guidance and counseling services are reportedly provided to trainees on a regular basis and/or when the need arises. Two counselors are in charge of this area in Monrovia, and one counselor assumes the responsibility in Klay. Weekly disposition conferences are held with the instructors, counselors and job developers to:

- (a) Determine if trainees are experiencing problems.
- (b) Determine the readiness of trainees for transfer from Feeder to Vocational Training, or from Vocational Training to the Job-Ready Category.
- (c) Determine the needs of trainees, if any, which should be addressed by project staff.

Case records are maintained on each trainee. Those records that were examined during this evaluation contained substantial and up-to-date information on trainees. These records, however, did not contain evidence of individual counseling.

The counselors demonstrated a general understanding of the objectives of LOIC, the OIC philosophy and methodology, and their roles in the training process. Despite this, it seemed that the effectiveness of the counselors could be greatly enhanced by the development and implementation of:

- (a) A detailed work plan
- (b) A specific and written counseling strategy, and
- (c) A counseling schedule which is to be made available also to trainees.

The counselors can also be of greater help to trainees by concentrating their efforts more on motivating and guiding trainees than on disciplining them.

4. Planned vs Actual Job Placements

MIS records provided the following information with respect to job placements in FY 83:

	<u>Planned</u>	<u>Actual</u>	<u>Variance</u>
Job Placements	115	72	-43
	100%	63%	-37%

The distribution of placed graduates by skill area was as follows:

Plumbing	25	or	34%
Masonry	13		18%
Carpentry	13		18%
Electricity	10		14%
Automechanics	9		13%
Refrigeration/Airconditioning	2		3%
		<hr/>	<hr/>
Total	72		100%

Nine (9) of the placed graduates were actually enlisted men who returned to the Ministry of Defense following the completion of their skills training at LOIC. One (1) of the placed graduates was actually classified as self-employed in LOIC list of placements. There were, therefore, sixty-two (62) job placements in FY 83 which required job identification and solicitation efforts. These sixty-two (62) graduates worked in twenty three (23) firms and agencies in both public and private sectors.

Project management attributed the gap between planned and actual job placements to the currently depressed condition of the Liberian economy. Information from the Ministry of Planning and Economic Affairs, and other knowledgeable sources in Monrovia, confirmed the tight situation in the local job market as well as other enormous difficulties facing Liberia. There is an urgent need for improvement in both the quantity and quality of job development services, as will be presented in the following section (5).

5. Job Development and Follow-Up Services

Two (2) Job Developers are currently assuming responsibility for:

- a. Identifying, soliciting and obtaining job orders;
- b. Placing graduates in jobs;
- c. Securing on-the-job training (OJT) slots;
- d. Conducting follow-up visits to employed graduates;
- e. Participating in dispositional conferences.

While the Job Development Unit should be commended for having placed LOIC graduates in jobs in the midst of nationwide unemployment of crisis proportions, the effectiveness of this Unit should be improved and deficiencies in its organization and operations remedied. The evaluation committee noted the absence of a clearly defined strategy for job development. Follow-up visits to the placed graduates by the job developers appeared irregular. There was no formal documentation of feedback provided by the placed graduates and their employers. Neither was there any formal documentation of the sharing of this type of feedback with project management. The job developers had sometimes appeared to be less than sympathetic with the conditions of graduates seeking jobs, according to some of the graduates interviewed during this evaluation. Most importantly, the monitoring and supervision of the job development unit seemed inadequate, considering the critical role of this unit in determining the success of the LOIC program.

6. Management Information System (MIS)

The Student Services component assumes the responsibility for operating the MIS, maintaining most MIS files and preparing the key MIS reports. It also supervises the Statistical Record Unit (SRU), an integral part of the MIS set up.

The MIS was inspected during this evaluation. The basic records and reports were adequate and generally accurate. The system, however, has not been fully in place. Actual MIS filing was noted to differ significantly from the required MIS filing system. Status Change

Notice was not issued separately for feeder completion and vocational training completion. The job-ready and on-the-job training files were not properly established. Due to these shortcomings, it is probable that the system does not benefit project staff to the extent that it should, since a substantial part of the operational information remained hidden in the improperly established records and files. These shortcomings accounted also for implementation difficulties indicated in the FY 83 Annual Report of IOIC. They did not stem from the system itself as claimed in the report, but from lack of attention from those responsible for its operation.

D. Status of Feeder /Pre-Vocational Training Program

1. Planned vs. Actual Feeder Completions

The MIS provided the following information on Feeder training completions in FY 83:

	<u>Planned</u>	<u>Actual</u>	<u>Variance</u>
Feeder			
Training Completion	142	179	+37

A major problem expressed by project management is that trainees who complete feeder training are often required to wait in Monrovia until space is available for vocational training at Klay campus. Sometimes, during the long periods of waiting, trainees drift away from the program or take other training opportunities. IOIC actually

suffers from two types of trainee-loss: (a) Those who do not return after waiting some time for the actual transfer from Feeder Training to Vocational Training, and (b) Those at the other end of the training sequence, who go into the job market on their own and do not report this to LOIC.

An average of from fifteen (15) to twenty (20) trainees are lost per year due to the problems described above.

2. Feeder Curriculum and Training Methodology

The Feeder Program is intended to prepare trainees for effective vocational training and also for the 'World of Work'. Towards this end, the following training courses are offered:

- a. Basic Education - Upgrading of basic computational and communication skills.
- b. Personal Growth - Job finding techniques, consumer education, heritage history, grooming and hygiene, motivational training.
- c. Preparation for technical skills training - Basic concepts of plumbing, carpentry, masonry, electricity, airconditioning/refrigeration and automechanics.

The curriculum was noted to be adequate in scope and relevant to the training needs, i.e. aimed at the development of basic skills required for effective learning in the trainee's chosen vocational area. The average time in feeder training is three months.

The program is managed by the Student Service manager, who supervises three instructors. The three (3) instructors appeared to be qualified to teach in their respective areas. All hold Bachelor's Degrees in related academic fields.

Individualized instruction has been encouraged as the basic approach to training. The observed classroom activities and lesson plans, however, indicated that the traditional group instruction method had been used most often. Evaluation of trainees is conducted on an individual basis every three months, at which time the Feeder staff decides whether or not to transfer the trainee to the vocational skills component.

During the evaluation, committee members interviewed both instructors and trainees in addition to observing classrooms activities. In general, there was a lack of textbooks and resource materials. Hand-outs were developed by instructors to supplement the limited supply of textbooks. Audio-visual equipment, while available, did not seem to be adequately and/or effectively used. Illustrations made on blackboards were observed only in some instances.

E. Status of the Vocational Skills Training Program

1. Planned vs Actual Vocational Training Completions

The MIS provided the following information on vocational training completions in FY 80:

	<u>Planned</u>	<u>Actual</u>	<u>Variance</u>
Vocational			
Training Completions	134	153	+19

2. Vocational Training Curriculum and Methodology

All courses are focused primarily on the development of job-oriented skills for entry level workers. The courses are designed to be taught six (6) hours each day, five (5) days a week for from between twelve (12) to fifteen (15) months. Most of the courses are structured to last nine months in class and three months in an on-the-job training (OJT) situation. The training courses in auto mechanics and electricity are exceptions, and have been designed for twelve (12) months in class and three (3) months OJT. Trainees may complete any course in less than the prescribed time if they demonstrate above-average capability. Trainees who progress at a slower rate are also allowed more time to complete the courses. Maintenance work performed by IOIC trainees on the IOIC facility is considered an integral part of the curriculum.

Two changes took place in the vocational training curriculum during FY 83. First, the electricity curriculum which previously concentrated on home and industrial wiring was expanded to include pole climbing, power distribution, generator operation and maintenance, and repair of appliances (electric and gas stoves, fans, etc.). These additions to the training resulted in the extension of the training period for electricity trainees by approximately three (3) months,

i.e. from nine (9) to twelve (12) months.

A second change in the vocational curriculum was the addition of a course focusing on the operation, maintenance and repair of Canon Copy Machine. This course was developed in conjunction with Royal Stationery Store and the Liberia General Services Agency, and was intended to benefit government employees. Twenty-six (26) civil servants of the Liberian Government were enrolled in the Canon Copy Machine training program. The training was conducted in Monrovia. The General Services Agency projected that 100-150 civil servants will need similar training during the next two (2) years.

The vocational training curricula, in general, appeared adequate to meet the requirements of entry level jobs. Efforts in the past by project management to adjust the training contents to the skill requirements of the actual 'world of work' were noted. The curricula reflected a 70% concentration in practical training and 30% in theory. Trainees were observed doing practical work at Klay campus during this evaluation.

Vocational training activities are managed by a Vocational Training Manager who supervises eight (8) instructors. These instructors were observed by the evaluators as they worked with trainees in both theory and practical training sessions. The instructors were also interviewed and appeared well-qualified to teach in their respective areas.

At the time of this evaluation, the supply of training materials was adequate (except, as noted, in library and reference materials), and training equipment was generally in good working condition. The program had, however, reportedly suffered from periodic shortages of practice materials in the past due to LOIC's cash flow problems. Instructor-authored handouts had been developed for trainees in order to supplement the limited textbooks and resource materials.

Counseling and guidance services were provided to trainees at the Klay facility on a regular basis and/or when the need arose. These services, however, were focused primarily on discipline. Dispositional conferences were held by LOIC administrators at least twice a month with the instructors and the counselor to assess the progress of trainees and determine the need for additional group and/or individual counseling. There was formal documentation of dispositional conferences but there was almost no documentation reflecting individual counseling sessions.

Case records were maintained on each trainee by the interim Dean/Counselor. The records which were examined contained adequate and up-to-date documents including the required MIS forms. The evaluation team concurred, after interviewing the instructors, administrators, some of the support services personnel and a random sample of trainees at Klay, that counseling plays a vital role in both the training and

general welfare of the vocational trainees, and that the counseling program needs to be continually upgraded if it is to meet its objectives.

3. General Conditions of the LOIC-Klay campus (Physical Facilities)

A brief inspection of the physical facilities at Klay indicated that immediate attention from project management was needed in the area of:

- a. Grounds maintenance
- b. Cleanliness of trainees' quarters
- c. Conditions of kitchen/cooking facilities
- d. Miscellaneous maintenance to take care of torn door screens, missing door handles, loose wire sticking out of wall, etc.

There was a general concern among the evaluators that project management might be neglecting the vocational training component at Klay due to their preoccupation with the construction of the new facility in Monrovia. Such managerial oversight, if real, might affect not only the maintenance of the physical facilities at Klay but also the quality of the vocational training program. There is still over half a year before the relocation takes place. Within this period of time, many trainees will have been graduated from Klay. The quality of the training provided to them should be ensured. Also, it did not appear to the evaluators that trainees at Klay were involved in the maintenance of campus grounds and their own housing quarters to the

extent they could and should be. It seemed that project management had lost an open opportunity to instill the spirit of self-help and responsibility in those residents on the Klay campus.

4. Trainees' Food and Stipends

During this evaluation, the issue of an inadequate food supply to the vocational trainees at Klay emerged as the evaluation team assessed support services which had been made available to trainees. In July 1983, the Management of LOIC addressed a letter to the Office of Vocational and Technical Educational, Ministry of Youth and Sports, presenting in detail the fact that LOIC was not receiving all the food quantities that had been paid for by the Ministry of Youth and Sports.

In another area, the evaluation team's interview with some of the current and former trainees indicated that stipends due them (\$10 per trainee each month) have not been paid for several months.

A representative of the Ministry of Youth and Sports to the evaluation team learned that the stipends due to LOIC trainees for the quarter July - September 83 had been approved although funds were not available for actual disbursement. The delay was reportedly due also to technical problems in the process of requesting the appropriate approvals.

The food issue was yet to be satisfactorily resolved.

F. Impact Surveys

In order to assess the direct impacts of the LOIC training program, the evaluation committee conducted (1) A survey of representative LOIC graduates who had been placed in jobs, and (2) A survey of representative employers/supervisors of the employed graduates. The surveyed graduates and employers/supervisors were randomly selected and interviewed at the work place.

The evaluation committee used the same questionnaires developed in 1982 by two consulting firms, Barnett & Engel and Druben & Ricci, for similar impact surveys conducted by these firms in four (4) countries during their assessment of the institutional capability of OIC International. Liberia was included in the 1982 impact surveys but only ten (10) employed trainees and eleven (11) employers/supervisors were interviewed. Last October 1983, however, larger impact surveys were conducted as part of the evaluation which is being reported. A total of twenty-two (22) employed graduates and fourteen (14) employers/supervisors were interviewed.

1. Survey of Employers/Supervisors

Members of the evaluation committee interviewed fourteen (14) employers/supervisors at nine (9) firms*. These firms represented 33% of all firms which employed LOIC graduates placed in jobs in FY 83.

* The term "firm" as used in reporting the impact surveys refers to public entities as well as private businesses.

EXHIBIT F-1

SURVEY OF EMPLOYERS/SUPERVISORS OF PLACED GRADUATES OF LOIC

October 1983

Number of employers/supervisors interviewed		14	100%
Were they (LOIC graduates) adequately prepared for their jobs at your firm?	YES	11	79%
	NO	2	14%
	OTHER	1	7%
How do you rate their general attitudes at work?	ABOVE AVERAGE	7	50%
	AVERAGE	6	43%
	BELOW AVERAGE	1	7%
How do you rate their practical knowledge?	ABOVE AVERAGE	5	36%
	AVERAGE	8	57%
	BELOW AVERAGE	1	7%
How do you rate their practical skills?	ABOVE AVERAGE	4	29%
	AVERAGE	9	64%
	BELOW AVERAGE	1	7%
How do you compare them with entry-level workers that were not obtained through LOIC?	BETTER	7	50%
	SAME	4	29%
	INFERIOR	2	14%
	OTHER	1	7%
If additional positions are available, would you seek to employ LOIC graduates?	YES	13	93%
	NO	0	0%
	OTHER	1	7%

The interviewed employers/supervisors had experience with LOIC graduates and their work from a minimum of five (5) months to a maximum of three (3) years. All of them reported that LOIC graduates began working at their firms as entry level workers. They had supervised a total of forty-seven (47) graduates.

Employers/supervisors ratings of LOIC graduates were high, considering that most of these graduates were unskilled and unemployed prior to their coming to LOIC for training. In addition, most of them did not meet the minimum requirements for admission to other vocational technical training institutions. A rating of "average" in the following areas would, therefore, reflect the strength of the training provided by LOIC:

- Regarding work attitudes, 50% of the interviewed employers/supervisors rated LOIC graduates above the average for entry-level workers, 43% rated them average -- for a total 93% adjudged average or better. Seven percent (7%) of the employers/supervisors rated LOIC graduates below average in attitude toward work.
- Concerning technical knowledge, 36% of the employers/supervisors rated LOIC graduates above average, 57% rated them average -- a similar average - above average rating. Seven percent (7%) considered them below average in technical knowledge.
- With respect to practical skills, 29% of the employers/supervisors rated LOIC graduates above average, 64% average and 7% below average.

- Overall, 50% of the employers/supervisors reported LOIC graduates to be better than other entry-level workers, 29% considered them the same, and 14% rated them inferior. Seven percent (7%) could not pass a general judgement.

Eleven (11) of the fourteen (14) employers/supervisors who were interviewed said that LOIC graduates were adequately prepared for their entry-level jobs. Two (2) indicated that the graduates were not specialized enough in their skills. One (1) did not respond to the question on the preparedness of the graduates.

The employers/supervisors were asked whether or not they would seek to employ LOIC graduates if additional position slots were available at their firms or in their areas of supervision. Thirteen (13) out of the fourteen (14) were positive that they would. Some of the reasons which they provided were as follows:

- "It is better to use individuals who have had previous technical training. They learn faster and are easier to work with."
- "I would appreciate additional graduates (from LOIC) to help relieve the few instructors of the heavy load." (the respondent was an administrator at a local institution).
- "Though their training was limited because of a lack of exposure to industrial electricity in which we are involved, the boys (LOIC graduates) are diligent and willing to work."
- "They (LOIC graduates) work very hard and show interest in every aspect of this area (a particular operation at the firm). I would like more of such trainees."
- "Mr. (x) services had to be terminated because of financial reasons.... However, if it was possible, I would rather have him here. He is very good, in general."

- "They (LOIC graduates) are hard working and committed to their duties".
- "For maximum productivity and to share their experience with co-workers".

Most of the interviewed employers/supervisors recommended that LOIC continue to emphasize the practical aspect of its training programs. The upgrading of some courses to better meet the needs of industries and businesses was also recommended. A few examples are: (a) provision of additional training in electronics in the Airconditioning and Refrigeration course, (b) greater exposure of electricity trainees to motor rewinding and control, design and application of circuitry, and industrial electricity in general, and (c) addition of tile laying and basic masonry training to the plumbing course.

2. Survey of Employed Graduates

Members of the Evaluation Committee interviewed twenty-two (22) randomly selected graduates of LOIC who had been placed in jobs in or around Monrovia. Logistical and time constraints limited the survey to the Monrovia area. The interviewed graduates were working at nine (9) different firms which included both public entities and private businesses.

Due to the emphasis of this evaluation on program performance in FY 83, two-thirds of the sample or fifteen (15) interviewees were graduates who had been placed in jobs in FY 83. These fifteen (15) represented 20% of the graduates placed in jobs during the year. Only seven (7) interviewees

or one-third of the sample were graduates placed in jobs in the earlier years. The inclusion of a larger number of these graduates in the survey sample was also not possible, due to the limited time available for the survey.

By design, only those graduates who had been in their jobs three months or longer prior to the survey were selected for interview. The distribution of the interviewed graduates according to employment duration at the firms where they were visited was as follows:

<u>Length of Employment</u> (up to October 33)	<u>Number of Interviewed Graduates</u>
3 - 5 months	7
6 - 9 months	5
10 - 12 months	3
13 - 19 months	4
20 - 26 months	2
27 months or more	1
Total	<u>22</u>

Eight (8) of the interviewed graduates still maintained their on-the-job training (OJT) status although the normal three-month OJT period required by IOIC had ended. The change from OJT to permanent employment status, after the first few months of work, seemed to depend much more on the financial positions of the employers than IOIC policy or the qualifications of the graduates. According to project management and some of the interviewed graduates, to retain the OJT status would benefit the firms because the wages of OJT trainees were relatively

EXHIBIT F-2

SURVEY OF PLACED GRADUATES OF LOIC, OCTOBER 1983

Number of placed graduates interviewed		22	100%
<u>Employment status:</u>			
Regular		14	64%
OJT*, 3 months or less		0	0%
OJT , more than 3 months		8	36%
Full-time		19	86%
Part-time		3	14%
Is this your first job since graduation from LOIC?	YES NO	20 2	91% 9%
Were you placed in your current job by LOIC?	YES NO/SELF-PLACED OTHER	16 2 4	73% 9% 18%
Did LOIC provide you with enough training for your current job?	YES NO	20 2	91% 9%
Were you employed before you went to LOIC?	EMPLOYED UNEMPLOYED	7 15	32% 68%
Did you have any trade/vocational skills before you went to LOIC?	YES NO	3 19	14% 86%
Do you want another job?	YES NO OTHER	10 5 7	46% 23% 31%
In your view, the training at LOIC is.....	TOO LONG TOO SHORT JUST RIGHT	0 6 16	0% 27% 73%

* OJT: on-the-job training

lower than those of the regular workers. In addition, some of the employers equated on-the-job trainees to apprentices and would keep them in that status for a period of one year or longer.

In the sense that none of the interviewed graduates seemed to face lay-off in the immediate future, they can all be considered "permanent" workers. Absolute permanency in employment did not exist, however, for most of the building trades graduates who worked in construction projects. Considering the economic problems of Liberia, it was difficult to predict the future availability and duration of construction related jobs.

Nineteen (19) of the twenty-two (22) interviewed graduates were in full-time employment. Their monthly earnings ranged from \$125 to \$250. One-third of them had received a raise in their salaries. The responses obtained in this survey were inadequate for a detailed description of the pattern of earnings.

Twenty (20) of the twenty-two (22) interviewees or 91% of the total were in their first jobs since they left LOIC. The sample survey reflected, therefore, a relatively high job retention rate, considering the local economic conditions. It was also noted that sixteen (16) of the interviewed graduates or 73% of the total were placed in jobs by LOIC. The exceptions included four (4) graduates enlisted in the Liberian Armed Forces and two (2) self-placed graduates.

The graduates were positive regarding their training experience at LOIC and the benefits which they obtained from the project. The job duties of the interviewed graduates were related to the training which they received at LOIC, except the case wherein the work assumed by a graduate did not relate significantly to his training background. Twenty (20) of the twenty-two (22) interviewed graduates said that LOIC provided them with adequate training for their current jobs. Prior to their training at LOIC, only seven (7) had jobs and three (3) had some sort of vocational technical skills.

Responding to the question if they wanted another job, ten (10) of the interviewees or 46% of the total said yes. Most of them wanted higher pay, greater job security and opportunities for career advancement. Only five (5) or 23% preferred to remain in their current jobs. Their rationale included job satisfaction, opportunities to upgrade their skills and good relationships with the employers. Three (3) did not respond to the above question and the four (4) interviewees who were members of the Liberian Armed Forces found the question not applicable to them. It was noted that LOIC graduates who served in the Liberian Armed Forces were mostly assigned to the engineering corps and assumed duties related to their vocational technical background.

According to sixteen (16) or 73% of the interviewed graduates, the training duration at LOIC was 'just right'. Six (6) said that it was 'too short'.

Fifteen (15) of the surveyed graduates or 68% of the total still continued their on-the-job training (OJT) or had acquired regular employment status at the very firms where they were interviewed. Four (4) had completed OJT at firms other than those which employed them at the time of this survey. Three (3) had been in the Liberian Armed Forces prior to their training at LOIC, and had returned to the Armed Forces without, it seemed, going through an OJT program.

Sixteen (16) of the surveyed graduates or 73% of the total said that they had been visited by LOIC job developers. Eleven (11) of these sixteen (16) were last visited by the job developers some time during the three-month period prior to this survey. Four (4) had never been visited by the job developers; three (3) of these four (4) were members of the Liberian Armed Forces. There were no corresponding answers in two (2) of the questionnaires.

In general, the results of both this survey and the survey of employers/supervisors demonstrated the capability of LOIC to effectively train the unskilled, unemployed,

little educated school-leavers and dropouts through practical, non-formal instruction in needed entry-level vocational technical skills. The surveys also reflected the acceptance of LOIC by both the public and private sectors as a dependable skills training institution, and the belief of the employed graduates that LOIC had provided them the benefits they expected.

3. Survey of Non-Placed Graduates

Non-placed graduates were trainees who had completed vocational technical training at Klay but have not been placed in jobs. A total of fourteen (14) non-placed graduates were randomly selected for interview. They were among the graduates who came to the LOIC office in Monrovia to check with the job developers unit regarding job placement.

Twelve (12) of the interviewees completed their vocational technical training at Klay in FY 83; two (2) completed in FY 82; none had on-the-job training (OJT) experience. Due to the precarious condition of the Liberian economy, opportunities were scarce for job seekers as well as trainees in need of on-the-job training positions.

All fourteen (14) interviewees attributed their non-placed/unemployment status to the conditions of the local economy.

Eleven (11) or 79% cited the lack of tools as an additional contributing factor. Seven (7) or 50% complained about the apparent lack of interest on the part of job developers in helping the graduates. Some of the specific information provided by the interviewees corroborated the evaluators' earlier findings with respect to the lack of organization and inadequate managerial supervision and control of the job development unit.

All of the interviewed non-placed graduates continued their individual efforts to look for jobs. Seven (7) or 50% reported occasional employment on a contractual basis, earning between \$5.00 and \$10.00 per job order, although in most instances they were paid from \$10.00 to \$20.00. With only one exception, these contractual works required technical skills and were related to the graduates' training background. Only two (2) or 14% reported to have had vocational technical jobs prior to enrollment for training at LOIC.

In spite of their difficult situation, all fourteen (14) interviewees appeared confident in their ability and rated the training which they received at LOIC as 'Good'. Eight (8) or 57% said that the training duration at LOIC was 'just right'; six (6) or 43% thought that it was

'too short'.

All fourteen (14) interviewees wished that LOIC would conduct refresher courses. Eight (8) or 57% suggested that advanced training be offered. However, none attributed their non-placed/unemployment status to training deficiency. Some of the interviewees voluntarily said that their skills compared favorably with those of their friends who were trained elsewhere and for a longer training period.

The survey of non-placed graduates reflected, in the main, the great challenge which confronted the LOIC program and the graduates with respect to employment opportunities/job placement. The survey results seemed to have underscored the fact that the shortcomings in job placement did not, in any way, imply a deficiency in the training program of LOIC. The interviewees, in fact, converged in the observation that LOIC provided them with the training which they had expected. Job placement performance, however, can and should be improved. As stated earlier in this report, the evaluation committee noted the need to (a) thoroughly review LOIC's job development strategy, and (b) upgrade the operations of the job development unit, by way of better planning and closer managerial guidance and control.

G. Board of Directors and Industrial Advisory Council

1. Board of Directors

The Board of Directors consisted of a broad spectrum of Liberians representing both public and private sectors. The academic backgrounds and professional experience of the Board members appeared adequate to ensure proper policy-making, which was a primary function of the Board. It was noted that ten (10) of the total of fifteen (15) Board members were active on an on-going basis. The most outstanding traits of the Board included:

- a. A solid understanding of and support for the OIC philosophy and methodology; and
- b. A commitment to ensuring the achievement of the objectives of LOIC.

The performance of the Board has been one of significant effectiveness in ensuring the continuation of GOL support, and initiating an intensive fund-raising campaign which was directed mainly to external donor sources. The details with respect to GOL input and the Board's fund-raising initiatives will be discussed later in section H (Assessment of Program and Financial Viability).

Members of the Board provided voluntary/free services to the project with only one exception. Mr. Richmond Draper,

a Board member, was appointed official fund-raiser of LOIC and was to be remunerated on a commission basis. Although Mr. Draper retained his Board membership, the evaluation committee was assured by project management that there would not be any conflict of interests. The evaluation committee did not observe any evidence pointing to the contrary. Mr. Draper, it should be noted, appeared qualified for and very committed to his fund-raising responsibility.

The Board was abreast with program operations through regular contact with the administrative staff and the Technical Cooperation Team. However, it was noted that few Board members visited the vocational technical training component at Klay.

In line with the objective of upgrading the Board of Directors during the extension phase, two workshops were organized for the Board in FY 83. The first workshop was conducted in February 1983 by training consultants from the Philadelphia - based Opportunities Academy of Management Training. In September 1983, the Technical Cooperation Team assumed responsibility for the second workshop. Also, two Board members attended the Participant Training Program organized by OICI in the U.S. in June 1983. Since project inception, a total of eight (8) Board members

had taken part in OICI's Participant Training Programs in the U.S.

Considering the challenging socio-economic and political conditions of Liberia, the Board of Directors of LOIC has demonstrated a commendable level of stability and viability. In the main, the Board has provided LOIC with a leadership distinguished by dedication, proper insights and a strong commitment to project objectives.

It was noted, however, that the Board's performance can still be improved by way of additional technical assistance in strategic planning, program evaluation and mobilization of community support. In addition, the funding proposals which had been developed by the Board reflected some areas of possible improvement in order to strengthen the effectiveness of future proposals.

2. Industrial Advisory Council

Efforts by project management to reorganize and reactivate the Industrial Advisory Council (IAC) were short-lived. While project management attributed this shortcoming to the difficulties met in identifying and especially in retaining the interest and commitment of IAC members, the evaluation committee was of the opinion that project management did not have sufficient time to concentrate on the development of a viable IAC. In addition, although

project management believed that the annual open-house of LOIC was an effective occasion for developing linkages with local businesses and industries, it was noted that the annual open-house could not help achieve that objective on an on-going basis. Evidently, any attempt to once more reactivate the IAC will have to await the completion of program relocation to the new facility.

H. Assessment of Program and Financial Viability

1. Program Aspect

Observable evidence indicates clearly that the LOIC has developed a capacity to effectively train unemployed/underemployed youth in productive vocational skills, and that this effort is closely related to Liberia's need for a trained, competent work force. An observation of the consulting firms Barnett & Engel and Druben & Ricci in assessing the impact of LOIC in 1982 still applied to the project at the time of this evaluation:

"The OIC's roots have been put down deep and wide in Liberia. Although private sector employment opportunities are presently sparse, employers and supervisors express overwhelming approval of the attitudinal and skills qualities of LOIC trainees, and their readiness to hire more when positions are available. The trainees endorse the training they have received and express ambition to learn more and earn more".*

* Barnett & Engel and Druben & Ricci, Assessment of Institutional Capability of OIC International, Inc., September 30, 1982, page A-15.

Notwithstanding the program areas which were identified in this report for possible improvement, LOIC has achieved significant managerial and operational capabilities. However, a complete withdrawal of technical assistance by September 1984 might not be advisable, considering (a) the delayed relocation to the permanent facility, (b) the need to ensure an effective transitional period, following the relocation, which will include some organizational restructuring and further streamlining of operations, and (c) the additional time necessary to upgrade and institutionalize a viable Student Services Unit. Also, the recent diversification of funding sources -- to obtain additional funds and/or engage in new program areas -- implied additional demands on LOIC as regards program and financial responsibilities. It was, therefore, recommended that consideration be given to extending OICI's technical assistance to LOIC, possibly well into FY 85.

2. Financial Aspect

a. Revenues and Expenditures in FY 83

Total project expenditures in FY 83 amounted to approximately \$332,935 as shown in Exhibit H-1. This is a comprehensive estimate covering all expenditures some of which were not reflected in

LOIC PROJECT

Estimated Project Expenditures*
October 1, 1982 - September 30, 1983
(in U. S. Dollars)

<u>Items</u>	<u>Amount</u>	<u>Percentage Distribution</u>
1. Local Program Expenditures (Excluding expenditures for Item #2 to 4 below)	\$ 435,919	52.3%
2. Food for Trainees at Klay Campus	40,000	4.8%
3. Stipends for Trainees	10,000	1.2%
4. Utilities, Klay Campus	35,000	4.2%
5. Participant Training Expenses	14,949	1.8%
6. OICI Technical Assistance and Support Services (field & headquarters)	<u>297,067</u>	<u>35.7%</u>
	<u>\$ 832,935</u>	<u>100.0%</u>

Sources:

- Item #1 See Exhibits H-2 and H-4.
- Items #2-3 Figures were provided by Project Management.
- Item #4: This was a rough estimate at the time this report was finalized.
- Items #5-6: OICI, Combined Statement of Support Revenues and Expenditures, AFR Liberia Project, September 30, 1983. See year-to-date figures.

*Only Expenditure Items 1, 5 and 6 were reflected in the books of record of OICI and LOIC. The GOL maintained the records of the other types of expenditures (food, stipends, utilities at Klay).

the books of record of LOIC and/or OICI. Included in the latter case were expenditures made by the Ministry of Youth and Sports on food, stipends and utilities for boarding trainees at Klay campus.

Exhibit H-1 indicated that it cost roughly \$520,919 (Items 1-4) to operate LOIC in FY 83, and \$312,016 (Items 5-6) to provide LOIC with the technical assistance and support services of OICI including participants training in the U.S. for selected Board and staff members. Put differently, 63% of the total expenditures was for local program operations and 37% for OICI's technical assistance and support services including participants training.

In terms of planned versus actual expenditures, Exhibit H-2 reflected some underspending in the areas of personnel (7%), consultants (89%) and other direct costs (13%). Overspending was noted in travel and transportation (6%) and community and equipment (30%). Unplanned expenditures totaling \$4,195 were incurred in installation and infrastructure. But overall, LOIC remained well within its budget (as shown in the same Exhibit).

LIBERIA OIC
 PLANNED VS ACTUAL EXPENDITURES
 October 1, 1982 - September 30, 1983
 (Local Program; in U.S. Dollars)

	<u>Planned/Budget *</u>	<u>Actual **</u>	<u>Variance</u>
Personnel	\$ 274,448	\$ 256,292.02	\$ 18,155.98
Consultants	4,000	455.81	3,544.19
Travel and Transportation	27,897	29,707.45	-1,810.45
Other Direct Costs	72,473	63,271.44	9,201.56
Commodity and Equipment	63,000	81,996.82	-18,996.82
Installation/Infrastructure	--	4,195.24	-4,195.24
Total	<u>\$ 441,818</u>	<u>\$ 435,918.78</u>	<u>\$ 5,899.22</u>

Sources:

* Exhibit H-3

** Exhibit H-4

Revenues totaling \$429,055 were received by LOIC in FY83.* Of this total, \$186,015 or 43% was USAID grant funds, and \$243,040 or 57% represented mainly GOL input. Actual total revenues fell short of the expected level by \$12,724 or 3%, due to a 6% gap between planned and actual receipts of USAID funds. The shortfall did not appear to have affected program operations because USAID funds were provided on cost reimbursement basis, and following the 45-55 percent cost sharing formula in effect in FY83, between OICI/USAID (45%) and GOL (55%). Also, not all reimbursements for program expenditures in FY83 could be made and reflected in LOIC books of record on or before September 30, 1983, due to the time lag between the submission of monthly financial reports and the receipt of reimbursements. Nevertheless, Exhibit H-4 showed that 45% of the expenditures in FY83 had been charged to USAID Grant Fund, and 55% to the local program fund, which generally consisted of GOL input. The 45-55 percent cost sharing formula, therefore, had been implemented with the exception of expenditures on food, stipends and utilities at Klay which were paid directly by the GOL and not reported in the books of record of LOIC and OICI. If these expenditures

*See Exhibit H-3 for a presentation of planned budget, actual amount received, and sources of revenues.

LIBERIA OIC
LOCAL PROGRAM BUDGET
October 1, 1982 - September 30, 1983
(In U.S. Dollars)

	<u>USAID Grant Fund*</u>	<u>Local/Non-USAID Fund**</u>	<u>Total</u>	<u>Percentage Distribution</u>
Personnel	\$ 123,502	\$ 150,946	\$ 274,448	62.1%
Consultants	1,800	2,200	4,000	0.9%
Travel and Transportation	12,553	15,344	27,897	6.3%
Other Direct Costs	32,613	39,860	72,473	16.4%
Commodities and Equipment	<u>28,350</u>	<u>34,650</u>	<u>63,000</u>	<u>14.3%</u>
Total	<u>\$ 198,818</u>	<u>\$ 243,000</u>	<u>\$ 441,818</u>	<u>100.0%</u>
Actual Amount Received	\$ 186,015	\$ 243,040	\$429,055	

Sources:

- *LOIC, Request for Reimbursement, MIS Form 61-C, Grant Fund, Month Ended September 30, 1983. See Current Fiscal Year Budget.
- **LOIC, Request for Reimbursement, MIS Form 61-C, Local Fund, Month Ended September 30, 1983. See Current Fiscal Year Budget.

LIBERIA OIC
LOCAL PROGRAM EXPENDITURES
October 1, 1982 - September 30, 1983
(In U.S. Dollars)

	Amount Charged to USAID Grant Fund*	Amount Charged to Local/Non-USAID Fund**	Total	Percentage Distribution
Personnel	\$ 111,647.11	\$ 140,427.92	\$ 256,292.02	58.8%
Consultants	29	165.22	455.81	0.1%
Travel and Transportation		17,853.91	29,707.45	6.8%
Other Direct Costs	27,245.32	36,026.12	63,271.44	14.5%
Commodities and Equipment	37,833.07	44,163.75	81,996.82	18.8%
Installation/Infrastructure	4,195.24	--	4,195.24	1.0%
Total	<u><u>\$ 197,281.86</u></u>	<u><u>\$ 238,636.92</u></u>	<u><u>\$ 435,918.78</u></u>	<u><u>100.0%</u></u>

Sources:

*OICI, Combined Statement of Support Revenues and Expenditures, AFR Liberia Project, September 30, 1983 (Schedule 8)
**LOIC, Request for Reimbursement, MIS Form 61-C, Local Fund, Month Ended September 30, 1983.

(food, stipends, utilities at Klay) were included, the actual cost sharing ratio would change to 38-62 percent, with GOL absorbing the greater part of the total cost.

With respect to the construction of the new facility, the cumulative paid expenditures as of September 30, 1983 amounted to \$102,660, leaving a balance of \$552,840 from the USAID-obligated construction budget of \$655,500*.

It was expected that approximately half of the construction budget would have been expended by the end of October 1983.

b. Cost per Trainee

Exhibit H-1 provided the following data on the operating expenditures of LOIC in FY 83:

Local program expenditures	\$ 435,919
Food for Trainees	40,000
Stipends	10,000
Utilities, Klay Campus	35,000
	<hr/>
	\$ 520,919

On the basis of the above total expenditures of \$520,919,

*USAID fund obligations relating to the new facility included \$655,500 for building construction and \$139,892 for the purchase of additional training equipment.

and considering that 127 trainees* completed vocational technical training in FY 83, the cost per trainee was estimated to be roughly \$4,102. This estimate is on the high side because the costs of commodities and equipment had been fully applied to the period under consideration (i.e. Allowance was not made for applying part of the costs to future years).

The above cost per trainee (\$4,102) almost doubled that which was projected by OICI in 1977* (\$2,265 and \$2,072 for auto mechanics and building trades trainees, respectively). However, OICI's program plan and projected budget in 1977 appeared to have grossly underestimated both the difficulties and the costs involved in (a) upgrading the Klay facility, (b) supporting a boarding program, and (c) simultaneously operating one project component at Klay and another in Monrovia. Furthermore, OICI's budgetary projections in 1977 allowed for an annual inflation rate of only 5% in most of the budgetary line items. Actual annual inflation rate in Liberia, according to GOL estimates, averaged 10% annually from 1978 to 1982, the last year for which related data were

* Per MIS records, 153 trainees completed vocational technical training in FY 83; but 26 of the completers were in the short-term training program in copy machine maintenance and were not included in the calculation of cost per trainee.

* See Addendum to Project Proposal, Response to Technical Questions, OICI, April 1977.

available. Expressed in terms of the value of today's U.S. Dollar, and adjusted on the basis of an annual inflation rate of 8%, the 1977 estimate of cost per trainee would presently be equivalent to \$3,594 and \$3,288 for auto mechanics and building trades trainees, respectively. In this respect, the actual cost per trainee in FY 83 would exceed the 1977 projections by roughly 14% at the minimum (4,102 vs \$3,594), and 25% at the maximum (\$4,102 vs \$3,288).

Two expenditure items in Exhibit H-1 were excluded from the above estimation of cost per trainee. They were (a) Participant Training and (b) OICI Technical Assistance and Support Services. The costs of these activities related more to the training of trainers than the training of trainees. OICI refers to them as costs of institutionalization and transfer of technology, both of which are to be considered long-term investments. The direct and primary beneficiaries of OICI's participant training programs, technical assistance and support services are the members of the local OIC Board of Directors and local staff. The primary task of OICI is to assist in the establishment and institutionalization of the training program, not to operate the program on a day-to-day basis. However, in the sense that participant training, technical

assistance and related support services of OICI indirectly contribute to the effectiveness of LOIC's training activities, it is conceivable that part of the expenditures concerned -- let's say 10% of the total in FY 83 -- be included in the computation of cost per trainee. In this case, the approximate cost per trainee would increase to \$4,348 from \$4,102, or by 6%.

c. Resource Mobilization

The GOL fulfilled its commitment to contribute \$243,000 to LOIC in FY83. This amount equaled 55% of the actual local program expenditures during the same fiscal year, excluding expenditures on food, stipends and utilities for boarders at Klay Campus.* The planned 45 - 55 percent cost sharing ratio between USAID (45%) and local sources (55%), therefore, was achieved. Although the Board of Directors was expected to absorb about \$21,800, or 5% of the local operating costs, and the GOL 50%, the actual contribution of the Board amounted to only \$40. Since actual expenditures were slightly less than the planned level (by 1.3%), GOL input was adequate to satisfy the

* The GOL absorbed these latter costs by directly paying food vendors and utility companies, and disbursing stipends to trainees as mentioned earlier in this report. These costs were not reported in the books of record of LOIC and OICI.

aforementioned cost sharing ratio.

While the Board was unable to raise funds from local sources during FY83, it succeeded in garnering substantial funding support from external donors. These supports, however, were intended for new program initiatives rather than the current project. In August 1983, a grant agreement was signed between the LOIC Board of Directors and the Interchurch Coordinating Committee of Holland for \$610,000. This grant is for the establishment of an LOIC Agricultural Training Center at Foya in Lofa County. It also provides for operating costs during the first three years of the new center.

The Board has submitted a request to the Interchurch Coordinating Committee of Holland for funding support for the establishment of a Production Service Unit in Monrovia. This project, which is scheduled to start in FY84, will require an initial investment of approximately \$300,000. It will provide opportunities for practical work to LOIC trainees, and is expected to eventually generate revenues to support itself as well as part of the operations of LOIC in Monrovia. The Interchurch Committee is considering funding support for the Production Service Unit project.

As mentioned earlier in this report (Part III, Sub-section G.1), the Board has designated one of its members, Mr. Richmond Draper, to work as LOIC's official fund raiser. At the time of this evaluation, Mr. Draper appeared very capable for his fund raising mission, and had the full support of project management. Mr. Draper assumed primary responsibility for negotiating the aforementioned \$610,000 grant with the Interchurch Coordinating Committee of Holland.

The Board realized that funding support from external donors will be LOIC's only "avenue of hope" until the local economy improves, and local business and industry can provide substantial support to the program. Thus, additional funding proposals are being developed for submission to potential donors overseas including non-governmental organizations (NGO's) and church groups. These efforts are expected to result in sufficient funding support for the LOIC Monrovia Operations after FY84.

The LOIC Board is also investigating profit-making ventures within the community. Towards this end, a business component is being established.

Project management reported that, in FY83, some special production projects were undertaken by trainees and

staff on weekends and after school hours, generating total revenue of \$23,838. Several small projects were reportedly initiated in the Klay community. However, these projects generated little or no income, although they enhanced program involvement in the community. Additional revenue of \$543 from the Gospelrama Program which was held in FY82 was received some time in FY83. Miscellaneous donations from the community totaling \$3,430 were also reported.* In general, most of the industrial and business enterprises in Liberia were operating at a loss, and were therefore unable to contribute any type of financial support to LOIC.

d. Long-Range Financial Plan

According to LOIC's long-range financial plan, GOL will continue to be the primary source of funding support, although this dependency will taper off beginning FY87. As shown in Exhibit H-5, GOL is expected to absorb 70% of the costs of LOIC's Monrovia Operations in FY85, i.e. roughly \$280,000. The cost sharing of GOL will decrease to 60%, or \$252,000, in FY86, and 50%, or \$221,000 in FY87. Assuming that GOL's financial position will improve and that it will continue to give LOIC the kind

* These revenues seem to have been retained in LOIC's private program account and appear to have not been intended for absorbing the program's recurrent operating costs.

EXHIBIT H-5

<u>LOIC LONG RANGE FUNDING PLAN</u>				
<u>MONROVIA OPERATIONS</u>	<u>FY 84</u> <u>\$460,000</u>	<u>FY 85</u> <u>\$400,000</u>	<u>FY 86</u> <u>\$420,000</u>	<u>FY 87</u> <u>\$442,000</u>
	GOL 51%	GOL 70%	GOL 60%	GOL 50%
	OICI 35%	OTHER	OTHER	OTHER
	OTHER	Grants 3%	Foya Farm 1%	Foya 5%
	Donations 4%	Donations 5%	PSU Revenue 2%	PSU Revenue 5%
	Fund Raising 10%	Fund Raising 10%	Grants 10%	Grants 10%
		NGOs 10%	Donations 4%	Donations 5%
		Business Arm 2%	Fund Raising 10%	Fund Raising 10%
			NGOs 10%	NGOs 10%
			Business Arm 3%	Business Arm 5%
II. <u>PRODUCTION SERVICE UNIT</u>	<u>\$261,000</u>	<u>\$ 51,300</u>	<u>\$ 54,000</u>	<u>\$ 58,000</u>
	NGOs (ICCO) 100%	NGOs (ICCO) 75%	PSU Revenue 100%	PSU Revenue 100%
		PSU Revenue 25%		
III. <u>FOYA BRANCH</u>	<u>\$400,000</u>	<u>\$ 85,000</u>	<u>\$ 90,000</u>	<u>\$ 95,000</u>
	NGOs (ICCO) 78%	NGOs (ICCO) 10%	NGOs (SFCA) 95%	GOL 50%
	SFCA 22%	SFCA 90%	Farm Revenue 5%	OTHER
				NGOs (SFCA) 90%
				Farm Revenue 5%
				Fund Raising 5%

LEDGER OF ABBREVIATIONS

GOL - Government of Liberia	ICCO - Interchurch Coordination Committee for Development Projects
OICI - Opportunities Industrialization Center Int'l	SFCA - Swedish Free Church Aid
NGO - Non-Governmental Organizations	PSU - Production Service Unit

of support heretofore extended to the program, it might not be inconceivable to assume that GOL will be able to fulfill its input obligations. The projected annual cash input of GOL from FY85 through FY87 was not too far off from the level of its contribution to LOIC in FY83 (\$243,000). It was noted additionally that the deletion of the boarding program at Klay would save GOL approximately \$80,000 per year, since the provision of food, stipends and utilities for trainees would no longer be needed.

But the long-range financial plan of LOIC as shown in Exhibit H-5 leaves two major areas of concern with respect to the future financial viability of the program in Monrovia. First of all, LOIC will depend on several sources of funding support to absorb from 30% of the costs of its operations in Monrovia in FY85 to 50% of these costs in FY87. LOIC's current organizational setup and available resources, both financial and manpower, do not appear adequate to ensure effective interaction with the potential sources of funds which have been identified. Secondly, the dependability of any one of these sources to provide the expected inputs still remains to be proven. The fact that GOL accounted for most, if not all, of non-USAID financial contributions to LOIC in FY83 brings into focus the questions of when and to what extent LOIC can depend on

non-USAID and non-GOL sources for the needed funds.

Albeit the program has succeeded in garnering funding support for some of its new initiatives, these supports in no way predictive of the funds available to sustain the Monrovia Operations after FY 84.

e. Conclusion on Financial Viability

LOIC will be financially viable if (a) its long-range financial plan works out, (b) the projections with respect to future financial needs are accurate, and (c) the GOL will continue the priority heretofore extended to LOIC as regards the allotment of public funds to support the program. Several concerns presently surround each of the above two assumptions. First of all, project management is yet to determine the probability of response that it can get from each of the potential funding sources. This task implies the need to develop (a) A detailed strategy for approaching the funding sources, and (b) Appropriate contingency plans. Some of the elements of LOIC's long-range plan reflect great uncertainty, although in no way is this the fault of project management. It was assumed, for example, that the Production Service Unit, the Foya Farm and the Business Arm will all be profitable ventures. These sources are expected to absorb 5% and 15% of the operating costs of LOIC Operations in Monrovia in FY 86 and FY 87, respectively. These percentages mean approxi-

mately \$21,000 in FY 86 and \$66,300 in FY 87. The sources indentified as 'Grants', 'Donations' and 'NGO's', which should absorb roughly 25% of the costs of LOIC Operations in Monrovia in FY 86 and FY 87, i.e. \$105,000 and 110,500, respectively, were still unspecified (which grants? which donations? which NGO's?) at the time of this evaluation.

Secondly, the projected annual financial needs for the period from FY 85 through FY 87 with respect to the LOIC Operations in Monrovia may have been underestimated. These projections were \$400,000, \$420,000 and \$442,000 for the three years, respectively. The local program expenditures in FY 83, excluding stipends and expenditures for food and utilities at Klay, already amounted to \$435,919. Furthermore, the projections of future financial needs allowed for an annual inflation rate of only 5%, which may be an underestimation, considering the economic realities.

Overall, the present long range financial plan of LOIC represents only the first of a series of steps which LOIC should take in ensuring its future financial viability. What remains ahead is more detailed planning, careful assessment of costs and opportunities, formulation of proper strategy and development of appropriate

contingency plans. LOIC has the capability to upgrade its current financial plan and achieve greater prospects as regards financial viability. On the plus side is LOIC's program performance and capable leadership that has attracted funding supports for new program initiatives. Additional technical assistance from OICI is also feasible, under the current Cooperative Agreement between USAID and OICI. However, the timetable for the extension phase (FY 1982-84) needs to be extended if the tasks identified above are to be completed and their objectives achieved.

But perhaps the paramount issue to LOIC viability remains the ability if not the willingness of the GOL to adequately support the program when and if external funds are no longer available. In a country with a 25% literacy rate, with only 50% of its school-aged children in formal classrooms, with textbooks for less than 5% of its students population, with science equipment and libraries in almost none of its secondary schools -- can priority be continued for a small vocational program that cost above \$2,400 per student per year? Given the current state of the Liberian economy, it is perhaps enough to say that this issue cannot be satisfactorily resolved at this time. The program should, however, be encouraged to continue,

paying careful heed to the recommendations that are listed in Part V of this report.

A current projection by OICI is that about \$300,000 of grant funds will be unspent by the end of the current funding phase -- September 30, 1984. Assuming a higher level of fund raising and GOL inputs than presently available, the unspent funds will be adequate to absorb part of the program operating costs in FY 85, and enable in-country technical assistance by OICI's TCT staff well into the same fiscal year. Put differently, a grant extension by USAID will be most beneficial to LOIC in terms of the additional time available to the project to develop a more viable financial plan and further strengthen its structure and program operations.

IV. REVIEW OF PROJECT REVENUES AND EXPENDITURES

FY 1977 - 1983

This part of the evaluation report provides (a) A capsuled analysis of project revenues and expenditures from August 1977, when USAID funds were first obligated for project implementation, through FY 83, and (b) A comparison of planned with actual expenditures during the first five years of project implementation, i.e. the period prior to the current extension phase. This part of the report, while apparently not within the scope of work of the evaluation, is intended to furnish some handy information and assessment which may be helpful to OICI, USAID and GOL authorities in their decision making in relation to the future of the LOIC project.

A. Revenues and Expenditures, FY 1977 - 1983

From August 1977 through September 1983, USAID and local sources contributed \$5,454,086 for project implementation. USAID obligated \$4,727,996 or 87% of the total funding support.* Local sources in Liberia, specifically GOL and the Board of Directors of LOIC, provided the remaining 13% or \$726,090 as shown in Exhibit IV-1. The GOL accounted for 98% of the local contributions; the Board was responsible for 2% as detailed in Exhibit IV-3.

* \$2,215,682 or 47% of the total USAID input was for FY 1983 - 84. See details in Exhibit IV-2.

EXHIBIT IV-1

LIBERIA OIC PROJECT
ESTIMATES OF COMBINED REVENUES FROM ALL SOURCES
FY 1977 - 1983

	<u>USAID</u> (Funds Obligated)	<u>LOCAL/NON-USAID</u> (GOL & Board)	<u>TOTAL</u>
FY 1977	\$ 569,302	-0-	\$ 569,302
FY 1978	461,275	-0-	461,275
FY 1979	685,743	44,175	729,918
FY 1980	620,000	89,914	709,914
FY 1981	175,994	170,000	345,994
FY 1982	2,215,682*	178,961	2,394,643
FY 1983	<u>-0-</u>	<u>243,040</u>	<u>243,040</u>
TOTAL	<u>\$ 4,727,996</u>	<u>\$ 726,090</u>	<u>\$ 5,454,086</u>
	87%	13%	100%

* \$2,215,682 is for entire period Oct.82 - Sept.84 and construction of permanent/new facility.

Sources:

- USAID Fund Obligations: Admendments #13, 21 and 32 to Grant No. AID/PHA-G-1125; and admendments #2, 4 and 6 to Grant No. AID/AFR-G-1587. See Exhibit IV-2 for details.
- Local/Non-USAID inputs: Annual Reports of LOIC, FY 1980-83; For previous years, information was from Joint Evaluation Reports by OICI - USAID - GOL, 1979 and 1980. See Exhibit IV-3 for details.

LIBERIA OIC PROJECT
 USAID FUNDING SUPPORT
 FY 1977-1983

EXHIBIT IV-2

<u>GRANT NO.</u>	<u>DATE</u>	<u>PERIOD COVERED</u>	<u>FUND OBLIGATIONS RECEIVED</u>
<u>AID/PHA-G-1125</u>			
Admendment #13	Aug. 24, 1977	*	\$ 569,302
Admendment #21	*	*	461,275
Admendment #32	Aug. 31, 1979	*	44,240
		Sub-total	\$ 1,074,817
 <u>AID/AFR-G-1587</u>			
	Aug. 31, 1979	Oct. 1, 1979-Sept. 30, 1980	\$ 641,503
Admendment #2	Sept. 30, 1980	Oct. 1, 1980-Sept. 30, 1981	620,000
Admendment #4	July 27, 1981	*	175,994
Admendment #6	Sept. 28, 1982	Oct. 1, 1982-Sept. 30, 1984	2,215,682
		Sub-total	\$ 3,653,179
		Grand Total	\$ 4,727,996

* To be verified

Source: OICI Central Office, Department of Finance/Administration.

LIBERIA OIC PROJECT
ESTIMATES OF REVENUES FROM NON-USAID SOURCES (GOL/BOARD)
FY 1977-83

<u>FISCAL YEAR</u>	<u>GOL</u>	<u>BOARD</u>	<u>TOTAL</u>
FY 1977	-0-	-0-	-0-
FY 1978	-0-	-0-	-0-
FY 1979	44,175	-0-	44,175
FY 1980	87,000	2,914	89,914
FY 1981	170,000	-0-	170,000
FY 1982	168,750	10,211	178,961
FY 1983	243,000	40	243,040
Total	\$ 712,925	\$ 13,165	\$ 726,090
	98%	2%	100%

Sources:

LOIC, Annual Reports, FY 1980-83. GOL input figure for FY 1979 was from the Joint Evaluation Report of OICI, USAID and GOL, December 1980. There was no local cash contribution during the first project year (FY 1978). Note also that the project was funded August 1977, hence there could not be any local cash input in FY 77. Also, TCT personnel did not arrive in the country until November 1977.

The aforementioned local input did not include contributions in terms of food, stipends and utilities at Klay paid for by the Ministry of Youth and Sports. These contributions amounted to roughly \$392,513 during the period under review, as estimated in Exhibit IV-4. Funding approval in the amount of \$610,000 by the Interchurch Committee of Holland in August 1983 was also excluded from the discussion of revenues. The \$610,000 grant was for the establishment of the LOIC Agricultural Training Center in Lofa county. While significant in magnitude, it was not included in the analysis because the present financial review is restricted to the USAID-funded operations.

The estimated overall expenditures from project inception through FY 83 amounted to \$4,229,854 as shown in Exhibit IV-5. USAID grants absorbed 83% of the expenditures, GOL and the Board provided for the remaining 17%. The overall expenditures figure would increase to \$4,622,367 if the costs of food, stipends and utilities at Klay which were paid for by the Ministry of Youth and Sports were included in the estimates. In addition, total funds disbursed in the amount of \$102,660 in partial payment for the construction of the new facility as of September 30, 1983, were also not included in the overall expenditures figure stated above.

LIBERIA OIC PROJECT

ESTIMATES OF GOL EXPENDITURES ON FOOD,
STIPENDS AND UTILITIES FOR BOARDING
TRAINEES AT KLAY, 1977-1983

<u>YEAR</u>	<u>STIPEND</u>	<u>FOOD</u>	<u>UTILITIES</u>	<u>TOTAL</u>
	(1)	(2)	(3)	(4)
1977	-0-	-0-	-0-	-0-
1978	\$ 10,000	-0-	-0-	\$ 10,000
1979	10,000	\$ 23,583	\$ 22,964	56,547
1980	10,000	45,601	25,515	81,116
1981	10,000	40,000	28,350	78,350
1982	10,000	40,000	31,500	81,500
1983	10,000	40,000	35,000	85,000
Total	\$ 60,000	\$189,184	\$143,329	\$392,513
	15%	48%	37%	100%

Source: LOIC Project Management, except for expenditures relating to utilities. Expenditures of the latter category were roughly estimated during the finalization of this report and might be on the high side.

LIBERIA OIC PROJECT
ESTIMATED OVERALL EXPENDITURES
FY 1977 - 1983

<u>Fiscal Year</u>	<u>Expenditures charged to USAID grant</u>	<u>Expenditures charged to non- USAID fund</u>	<u>Total</u>
FY 1977	\$ 1,419**	- 0 -	\$ 1,419
78	516,504**	- 0 -	516,504
79	836,119**	44,000	880,119
80	743,351	89,000	832,351
81	594,000	170,000	764,000
82	327,999	178,000	505,999
83	490,825	238,637	729,462
Total	<u><u>\$3,510,217</u></u>	<u><u>\$719,637</u></u>	<u><u>\$4,229,854</u></u> *

SOURCES:

- Expenditures charged to USAID grant fund: Exhibit IV-6
- Expenditures charged to non-USAID fund (GOL/Board):
These were estimated as almost equal (99%-100%) to revenues garnered from non-USAID sources, which seemed to have been the case. Base for the estimates was Exhibit IV-3. However, the figure for FY 83 was taken from MIS report form 61-C of LOIC, Sept. 30, 1983.

* If expenditures relating to food, stipends and utilities at Klay paid for by the Ministry of Youth and Sports were included, this total would increase to \$4,622,367. Payments made by the Ministry of Youth and Sports for food, stipends and utilities were estimated in Exhibit IV-4 (\$392,513).

** Estimates of support office/overhead cost allocation totaling \$270,809 were included in the figures of expenditures charged to USAID grant fund for FY 1977 - 79. These estimates were provided to achieve a realistic calculation of the costs involved in implementing the LOIC project. However, they do not have a bookkeeping value. Support Office/overhead cost allocation during the period FY 1977 - 79 did not constitute part of the LOIC project budget. Please see Exhibit IV-6 for details.

LIBERIA OIC PROJECT
ACTUAL EXPENSES CHARGED TO USAID GRANT FUND
FY 1977 - 1983

<u>Fiscal Year</u>	<u>Program Expenses</u>	<u>Support Office Allocation</u>	<u>Total</u>
FY 1977	\$ 1,135	\$ 284*	\$ 1,419
FY 1978	413,203	103,301 *	516,504
FY 1979	668,895	167,224 *	836,119
FY 1980	593,414	149,937	743,351
FY 1981	444,101	149,899	594,000
FY 1982	238,547	89,452	327,999
FY 1983	360,178	130,647	490,825
	<hr/>	<hr/>	<hr/>
Total	\$ 2,719,473	\$ 790,744	\$ 3,510,217
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

*'Support Office Allocation' figures for FY 1977-79 are estimates based on an overhead cost rate of 25%. Funds for Support Office (OICI Central) during the period FY 1977-79 were from separate Amendments to Grant AID/PHA-G-1125 and did not constitute part of the LOIC project budget. The related estimates above are for discussion purposes and do not have bookkeeping value.

Sources: Annual Audit Reports, FY 1977-82, by Touche Ross & Co. The figures for FY83 were taken from OICI's Combined Statement of Support Revenues and Expenditures, Sept. 30, 1983. The audited figures for FY83 were not yet available during the finalization of this report.

B. Planned vs Actual Expenditures, FY 1978 - 1982

This section compares planned with actual expenditures during the first five years of LOIC, i.e. the period covered by the original proposal which was submitted to USAID for funding consideration in 1977. To enable this comparison, support office/overhead cost allocation which was fully reported in Section A above* is to be excluded from the analysis in this section. The original 1977 budget proposal simply did not provide for support office/overhead cost, which was then absorbed by separate amendments to grant AID/PHA-G-1125. It is sufficient to note that support office/overhead cost during the FY 1978 - 82 period amounted to roughly \$660,097, of which \$389,288 was the total amount actually reflected in OICI's books of record for the period FY 1980 - 82, and \$270,809 was the total estimate for the earlier years.**

Using the March 1977 budget as a base, it was estimated that actual expenditures during the period FY 1978 - 82 exceeded the planned level by an overall 0.6% with annual overspending/underspending fluctuating between -27% (underspent) and +22% (overspent) as shown in Exhibit IV-7. The actual overall expenditure level was \$2,840,295 versus the planned level \$2,824,537. In the expenses relating to food, stipends and

* See Exhibit IV-6

** Ibid.

utilities at Klay which were paid for by the Ministry of Youth and Sports were included, the actual overall expenditure level would increase to \$3,232,808 or by \$392,513. The latter amount represents an excess of 14% over the level of expenditures planned for the five-year period.

Finally, if the comparison of planned with actual expenditures is restricted to expenses scheduled to be absorbed by USAID grant funds, an excess of \$111,671 or 5% over the planned level would be noted as shown in Exhibit IV-9.

LIBERIA OIC PROJECT
 PLANNED VS ACTUAL EXPENDITURES
 FY 1978 - FY 1982

EXHIBIT IV-7

(All expenditures regardless of sources of funds)

	YR I FY 78	YR II FY 79	YR III FY 80	YR IV FY 81	YR V FY 82	TOTAL 5 YEARS
Planned	\$569,302	\$583,659	\$580,679	\$583,375	\$507,522	\$2,824,537
Actual*	<u>414,138</u>	<u>712,895</u>	<u>692,414</u>	<u>614,101</u>	<u>416,547</u>	<u>2,840,295</u>
Variance	-154,964	+129,236	+101,735	+ 30,726	- 90,975	+ 15,758
	-27%	+22%	+18%	+5%	-18%	+0.6%

SOURCES:

- Planned Expenditures: Addendum to the LOIC Manpower Training Program Proposal, Budget Summary, March 10, 1977.
- Actual Expenditures: Exhibit IV-8

* Expenditures relating to food, stipends and utilities at Klay totaling about \$307,513 during the five-year period were excluded. While representing part of GOL input and actual project costs, these expenses were paid for by the Ministry of Youth and Sports. Their exclusion was necessary to make the above comparison possible.

LIBERIA OIC PROJECT
ESTIMATED ACTUAL EXPENDITURES
FY 1978 - FY 1982

EXHIBIT IV-8

	YR I FY 78	YR II FY 79	YR III FY 80	YR IV FY 81	YR V FY 82	TOTAL 5 YEARS
Expenditures charged to USAID grant fund	\$414,338*	\$668,895	\$593,414	\$444,101	\$238,547	\$2,359,295
Expenditures charged to non-USAID funds, (SOL/Board)	-0-	44,000	89,000	179,000	178,000	481,000
TOTAL	<u><u>\$414,338</u></u>	<u><u>\$712,895</u></u>	<u><u>\$682,414</u></u>	<u><u>\$614,101</u></u>	<u><u>\$416,547</u></u>	<u><u>\$2,840,295</u></u>

Sources:

- Expenditures charged to USAID grant fund: Exhibit IV-6, excluding support office/overhead cost allocation. This exclusion was necessary to make the comparison possible. Support office/overhead cost allocation was not part of the original budget proposal when AID funding support for the LOIC project was approved in 1977.
- Expenditures charged to non-USAID grant funds: These were estimated as almost equal (99%-100%) to revenues generated from non-USAID sources, which seemed to have been the case. Base for the estimates was Exhibit IV-3.

* Figure \$414,338 included \$1,138 which was expended in August-September, 1977, the first two months after AID funds were first allocated to the project.

LIBERIA OIC PROJECT
 PLANNED VS ACTUAL EXPENDITURES
 FY 1978 - FY 1982

EXHIBIT IV-9

(Expenditures absorbed by USAID grant funds)

	YR I FY 78	YR II FY 79	YR III FY 80	YR IV FY 81	YR V FY 82	TOTAL 5 YEARS
Planned	\$569,302	\$552,958	\$490,925	\$399,087	\$235,352	\$2,247,624
Actual	<u>414,338*</u>	<u>668,895</u>	<u>593,414</u>	<u>444,101</u>	<u>238,547</u>	<u>2,359,295</u>
Variance	-154,964 -27%	+115,937 +21%	+102,489 +21%	+ 45,014 +11%	+ 3,195 +1.4%	+ 111,671 +5%

SOURCES :

-Planned Expenditures : Addendum to the LOIC Manpower Training Program Proposal, Budget Summary, March 10, 1977.

-Actual Expenditures : Exhibit IV-6

Figure \$414,338 included \$1,195 which was expended in August-September, 1977, the first two months after AID funds were obligated. Note also that support office/overhead cost allocation was not reflected in the above estimates since it was not part of the budget when the original project proposal was approved. This exclusion was necessary to make the above comparison possible.

V. REVIEW OF TRAINING OUTPUT, FY 1978 - 83

As in the case of the preceding Part IV (Review of Project Revenues and Expenditures, FY 1977 - 83), this part of the report is also intended to provide some handy information and assessment which may be helpful to OICI, USAID and GOL in their decision making in relation to the future of the LOIC project. Towards this end, the following presentation and analysis will be on the magnitude of major program outputs--particularly with respect to training--since project inception.

Although USAID first obligated funds for project implementation in August 1977, enrollment for training did not begin until mid-1978. The time lapse was necessary to complete personnel recruitment and finalize the training logistics.

Exhibit V-I provides the statistical information on planned versus actual applications, enrollments, vocational training completions and job placements from FY 78 through FY 83. As shown in the same exhibit, actual vocational training completions fell short of plan by an overall 12% for the entire period under review. Actual job placements were below goal by 20% for the same period.

It was noted that the first job placements were achieved during FY 80 (Year III) instead of FY 79 (Year II) as projected in the original project proposal. This delay resulted mainly from the extensive upgrading work at the Klay facility before training could fully start. Thus project management revised the annual

LOIC TRAINING STATISTICS

FY 1978-1983

	APPLICATIONS		ENROLLMENTS		VOC. COMPLETIONS		PLACEMENTS	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
FY 1978	00	74	00	62	00	00	00	00
FY 1979	00	569	00	140	40	00	00	00
FY 1980	225	238	215	136	125	128	115	88
FY 1981	220	313	133	127	125	115	120	68
FY 1982	215	182	150	159	140	103	105	137
FY 1983	175	201	170	177	134	153	115	72
TOTALS	835	1,577	668	801	564	499	455	365

NOTE: Projected figures for applications and enrollments were not maintained during the first two years of the project.

placement goals for FY 80 (Year III) and FY 81 (Year IV) to make up for the shortcoming. The changes in plan and the actual number of graduates placed in jobs during the first five years of the project were as follows:

	<u>YR I</u> <u>FY 78</u>	<u>YR II</u> <u>FY 79</u>	<u>YR III</u> <u>FY 80</u>	<u>YR IV</u> <u>FY 81</u>	<u>YR V</u> <u>FY 82</u>	<u>TOTAL</u> <u>(5 Years)</u>
Planned Placements						
Original	0	40	90	105	105	340
Revised	0	0	115	120	105	340
Actual Placements	0	0	88	68	137	145

Actual job placements during the first five years of the project (i.e. period preceding the current extension phase) fell short of goal by an overall 57%. Project Management attributed this shortfall primarily to the deteriorating economy of Liberia, although it was noted also that LOIC did not seem to have succeeded, since project inception, in developing an effective and stable job development unit.

It was reported that, during the FY 1978-83 period, eight (8) board members and six (6) staff members had attended the annual short-term Participant Training Programs conducted by OICI in the United States. Most board and staff members were also participants of the few training workshops conducted in Liberia by OICI staff and consultants. In addition, the administrative and institutional staff (about 60% of the entire LOIC staff)

were provided on-going in-service/on-the-job training by way of 252 man-months of on-site long-term technical assistance during the period under review. This was achieved by a resident Technical Cooperation Team (TCT) assigned to LOIC by OICI. The number of TCT staff members decreased from five (5) in 1978 to two (2) in 1983. The actual number of TCT man-months during the period FY 1978-83 was below plan by about 13% as shown in Exhibit V-2. The reduction of TCT support was due mainly to budgetary constraints.

APPROXIMATE
TCT MAN MONTHS

	<u>PROJECTED</u>	<u>ACTUAL</u>
FY 78	57	57
FY 79	72	72
FY 80	64	54
FY 81	48	36
FY 82	24	12
FY 83	<u>24</u>	<u>21</u>
	<u>289</u>	<u>252</u>

- NOTES: 1. Figures are approximate and do not include time in the U.S. when TCT were undergoing orientation.
2. TCT staff had to be cut back after the initial two years of the project due to budgetary constraints.

VI. RECOMMENDATIONS

- A. Planning for the Relocation to the Permanent Facility
1. Considering that the relocation of the vocational training component from Klay to Monrovia will take place barely six (6) months from now, project management should begin to develop and finalize a comprehensive and detailed relocation plan. This plan should deal at least with the following elements:
 - a. Transfer of LOIC personnel and moving of equipment and commodities from Klay to Monrovia.
 - b. Transfer of the LOIC-Klay Center back to the Ministry of Youth and Sports.
 - c. Formal understanding/agreement between LOIC and the Government of Liberia on the details and timing of planned GOL inputs -- fencing, service road and parking lot, etc. as has been suggested by LOIC project management. The absence of some of these inputs will reduce the effectiveness of the new facility.
 - d. Formal understanding/agreement with the Ministry of Youth and Sports on the type(s) of assistance to trainees which might be called for. Issues

such as the provision of food and transportation facilities with or without charge should be thoroughly assessed.

2. Considering that several staff members will be affected by the relocation in one way or another, we recommend that staff members be informed as soon as possible of the relocation strategy as it affects them. In this way they will be able to prepare for and/or adjust to the new situation without incurring undue hardship to themselves or causing disruption to program activities. The transition period resulting from the relocation should be kept at a minimum.

3. Considering that staff members will be among the primary beneficiaries of the new facility, particularly the vocational training staff, they should be informed of the detailed plans for the use of classrooms and workshops, so that they can effectively prepare for and assist project management in the relocation.

B. Project Staff

1. Considering that staff upgrading is a major element in the FY83-84 funding extension period, a comprehensive and accelerated staff development program should be developed and contain at least the following elements:
 - a. Objectives for each training phase, seminar or workshop.
 - b. Identification of trainer(s).
 - c. Specification of staff members to be trained/upgraded.
 - d. Proposed methodology with respect to training, evaluation and follow-up.
 - e. Proposed training date and duration.

The staff development program for FY 84 should definitely be more extensive than that of FY 83 and should call for greater support from OICI.

2. Project management should focus attention most particularly on the upgrading of the Student Services Staff. The specific areas which call for improvement include Counseling, Job Development, Management

Information System, and the coordination of all staff activities in these areas. Further upgrading of the Counseling Staff is needed both at Klay and Monrovia. It appeared to the evaluation committee that better planning, coordination and managerial guidance will substantially increase the productivity of the Student Services Staff. The effectiveness of this component is crucial to the success of the LOIC program as a whole.

3. Project management should review the personnel situation long before the relocation of all components to the new site. A need for staff reorganization is self-evident. It is further recommended that project management keep the size of the administrative and support staff down to a minimum level, so that resources can be expended primarily in training activities.
4. The Technical Cooperation Staff (TCT) should develop a detailed counterpart training plan for the remainder of their assignment in Liberia. This plan should specify:

- a. Overall counterpart training objectives
 - b. Objectives of each training phase
 - c. Methodology
 - d. Indicators to verify progress and means of verification
 - e. Counterpart training schedule
5. The TCT should inform and discuss with OICI Central Office the nature and extent of technical support required for staff development needs of LOIC.
 6. Project management should immediately begin efforts to mobilize resource materials for the library of LOIC at the new facility. Procuring and soliciting resource materials is a time consuming process and cannot be postponed until the actual relocation to the new site. In addition, the need for additional resource materials is both current and urgent.

C. Student Services

1. Considering the need to upgrade counseling services, project management should review the scope of work and techniques of the counselors with the objective

of instituting the necessary measures for improvement. Project management should require from the counselors:

- a. Detailed work plans.
- b. Statements of counseling objectives.
- c. Written counseling procedures which can be monitored and verified.
- d. Documentation of individual and group counseling.
(This documentation should be included in the trainee's folder.)
- e. Counseling schedules which enable the interview of each trainee at least once a month.

2. Project management should closely monitor the organization, operations and accomplishments of the Job Development unit due to the critical role of this unit in determining the success of LOIC.

3. Project management should also ensure the development of:

- a. A comprehensive job development and follow-up strategy.
- b. Standard Operating Procedures to provide project

management with information on the performance of placed graduates, the requirements of employers and any changes in labor market needs.

c. Standard Operation Procedures to ensure that placement services and information relating to the job market will be properly provided by the job developers to job-ready trainees.

4. Arrangements should be made for the job developers to visit the vocational training classes at least once a month to observe trainees, become familiar with the curriculum and share up-to-date information on employers' requirements.
5. Transportation arrangements for the job developers need to be reassessed. Considering the availability of public transportation in and around Monrovia where most of the current job opportunities seem to exist, the limited number of LOIC program vehicles as well as their limited disposition to job developers should not be considered as a hindrance to the job development efforts.

6. Job developers should coordinate their activities and work schedules in order to provide on-going services to trainees and graduates during work hours. As much as possible, both job developers should not be out of the office at the same time -- as happened during this evaluation. All job developers should have a valid driver's license.

7. On-the-Job Training (OJT) placement should be clearly distinguished from permanent job placement. In the case of OJT placement, the status of OJT can be changed to permanent employment after the first six (6) months in compliance with Liberian labor laws. However, the trainee is considered as permanently placed only from the date of this change in status and not before. *

8. MIS procedures should be studied and strictly adhered to, particularly with respect to the documentation of training completions and the establishment of MIS files. Particular attention needs to be given to the methods of establishing Enrollment files, Training Completion files, Job-Ready and Job-Orders files, and

* Unless the OJT status is changed earlier to permanent employment by the employee.

Job Development Follow-Up files, a part of which is for OJT documentation. The Monthly Documentation File should also be set up in accordance with the procedures indicated in the MIS User's Guide.

D. Feeder Program

1. Considering that individualized instruction is an important element of the OIC training methodology, project management should investigate the possibility and means of reinstating the individualized approach in the Feeder program.
2. Feeder instructors should be encouraged to use audio-visual equipment in classroom presentations.
3. Programmed learning packages for the training of trainees should be developed or procured in order to enhance the effectiveness of pre-vocational training. The FY 83 Annual Report of LOIC mentioned the procurement of programmed training packages for training instructors, counselors and job developers but not for trainees.

4. Project management should consider the procurement of additional textbooks and resource materials in order to strengthen the Feeder training program. Effective control procedures should be developed and instituted to ensure the proper maintenance and prevent the loss of textbooks and resource materials.

E. Vocational Training Program

1. Project management should develop a strategy which will enable adequate managerial supervision of both the on-going construction work in Monrovia and the vocational training program at Klay. In spite of the pending relocation of all training components to one site, the quality of vocational training as well as that of trainees' life at Klay should not be allowed to deteriorate.
2. Project management should immediately attend to the issues of grounds maintenance, cleanliness of trainees' quarters and other deficiencies relating to the physical facilities at Klay as was mentioned earlier in this report.

3. Project management should consider strengthening the vocational training program at Klay by procuring additional textbooks and resource materials to benefit both instructors and trainees. An effective control system should also be developed to prevent the possible loss of textbooks and resource materials.
4. Project management should consider a request for additional Peace Corps volunteers to serve in the vocational training program. Additional instructors will mean a lower trainee per instructor ratio and better adoption of the individualized method of training.
5. The vocational instructors should be encouraged to make greater use of audio-visual equipment with the objective of increasing the effectiveness of instruction.
6. Project management, USAID and the Ministry of Youth and Sports should jointly develop measures to prevent future variance between food received by LOIC and food paid for by the GOL. In addition, the

same parties should also discuss the prevention of future delays in the disbursement of stipends to trainees.

7. A system of in-house program evaluation should be jointly developed by the administrative and instructional staffs. The evaluation system thus developed should allow for the comparison of planned with actual program accomplishments, and the development of appropriate measures to increase program efficiency and effectiveness. Developing LOIC's in-house evaluation capability should be an objective of OICI's technical assistance package to LOIC during the remainder of the grant period.

8. In the long run, consideration should be given to the organization of refresher courses and/or advance training courses in response to the needs of LOIC graduates with respect to perfecting their skills beyond the entry-level. The addition of refresher and/or advance training, if properly planned and implemented, will avail the staff and facility of LOIC to a larger number of beneficiaries, thereby increasing cost-effectiveness and contributing to the reduction of cost per trainee.

9. Project management should once more look into and intensify its efforts in assisting LOIC graduates to resolve the problem of not having tools. This assistance should be provided not only to graduates for whom job prospects exist, but also to those who demonstrate the potential for productive self-employment.

F. Board of Director and Industrial Advisory Council

1. With a view to further ensure the viability of LOIC, particularly the present USAID-funded operations, OICI should increase and accelerate its technical assistance to strengthen the Board's capability in fund-raising and meeting its fiscal responsibilities.
2. Considering the importance of the Industrial Advisory Council (IAC) as the primary link between LOIC and the business community, project management should initiate a proposeful plan to reactivate/reorganize the IAC. The annual open-house of LOIC cannot and should not replace the functions/roles of the IAC. It should be noted also that the IAC can assist, among other tasks, in minimizing the case of employers exploiting the low-wage OJT trainees, either by indefinitely extending the OJT period or by recruiting new OJT trainees to replace the old ones. This seems

to have been the case affecting some of the trainees.

G. Ensuring Financial Viability

1. Considering that the funding support by USAID is scheduled to end in September, 1984, sustaining the LOIC operations in Monrovia after that date should be a priority on the agenda of the Board during FY '84. Put differently, the Board's fund raising efforts should be geared first and foremost to mobilizing adequate financial support for the LOIC Center in Monrovia.
2. The present long range financial plan of LOIC should be upgraded by way of more detailed planning, careful assessment of costs and opportunities, formulation of a specific strategy and development of viable contingency plans. Inasmuch as fund raising activities require investments in terms of time, efforts and financial resources, the Board should appraise these needs and include them in the overall strategy consideration.
3. In a purposeful way, OICI should actively engage in joint planning with the LOIC Board to refine the long-range financial plan of LOIC and ensure its success.

4. Further expansion efforts, either to open new programs or to enlarge the scope of current activities, should be initiated only after a careful assessment of (a) the capability of the present Board and staff to fulfill their current program commitments, and (b) their ability to assist in the development of new ones. But during the next two or three years, program priority should be in the strengthening of the on-going operations and the mobilization of adequate resources to ensure effective program continuation.

5. The evaluation committee recommended that USAID consider extending grant AID/AFR-G-1587 by about a year, considering some delays in the implementation of the current extension program, and the need to further strengthen LOIC with respect to both its organizational and financial capabilities. Probably the most important objective of the grant extension is to enable LOIC and OICI to jointly upgrade LOIC's long range financial plan, including the development of contingency plans, so as to further ensure LOIC's viability.

6. It was also recommended that consideration be given by project management to supplement USAID funds by a high level of fund raising and GOL input, so that

technical assistance support could be retained well into FY '85. It was assumed, at the current rate of expenditure, that there will be grant funds unspent perhaps close to \$300,000 by September 30, 1984.

VII. APPENDICES

- A. Original evaluation scope of work
- B. List of persons consulted/interviewed
- C. List of current trainees interviewed
- D. List of employers/supervisors interviewed
- E. List of interviewed LOIC graduates (employed graduates)
- F. List of interviewed LOIC graduates (non-placed/
unemployed graduates)
- G. Projected Cost of Relocation, Klay to Monrovia
- H. Document confirming GOL input in FY 83
- I. Questionnaire for the interview of placed graduates
- J. Questionnaire for the interview of employers/
supervisors.
- K. Questionnaire for the interview of non-placed/
unemployed graduates.
- L. Guidelines for the interview of trainees and staff
- M. Work schedule of the evaluation committee and
some of the modifications.

SCOPE OF WORK

Joint Evaluation of Liberia OIC October 3 - 15, 1983
(by OIC International, USAID and Government of Liberia)

- I. Objective - To critically assess and determine:
 - A. The progress of project implementation.
 - B. The prospects of achieving project objectives.
 - C. The strategy needed to ensure long-term project viability after the current period of funding by USAID.

- II. Rational - As the implementing agency of the LOIC project, OIC International has planned to conduct a joint program evaluation in cooperation with the Host Government and USAID. The intent of the evaluation is not only to assess the progress of the project implementation but also to report findings and recommendations to USAID, the Government of Liberia and the LOIC Board of Directors.

- III. Methodology
 - A. OICI is requesting USAID and the Government of Liberia to participate in this evaluation as the two (2) principal partners of OICI in the implementation of the LOIC project. USAID is the primary source of funding support while the Government of Liberia contributed most of the local input. The Government of Liberia has also been represented in LOIC's Board of Directors; it has been consulted on and kept abreast with key program and financial issues by both LOIC and OICI on an on going basis.
 - B. The evaluation will focus on two (2) major program considerations: (a) Institutionalization and (b) Training. In each of these areas, the evaluation will concentrate on determining the type and level of output and input, and the process and extent to which the expected output/input has or has not been achieved.
 - C. The major elements to be assessed in determining the level of institutionalization include:
 - (1) Board of Directors and Industrial Advisory Council and/or Technical Advisory Council of LOIC,
 - (2) Staff Development,
 - (3) Management control system,
 - (4) Resource mobilization strategy and results,
 - (5) Level of Local Government support .

- D. The major elements to be assessed in evaluating the training performance of LOIC include:
- (1) Training Curriculum,
 - (2) Physical Facilities,
 - (3) Training equipment and commodities,
 - (4) Instructors,
 - (5) Administration/Organization
 - (6) Training output
 - (7) Job Placement and Job Retention
- E. The evaluation of LOIC's training performance will also encompass critical assessment of the adequacy and appropriateness of student services (recruitment, orientation, counseling, job placement & follow-up).
- F. The evaluation team will conduct a survey of placed graduates and their employers to verify the impact of LOIC's training program. In addition, interviews with Board Members, Industrial Advisory Council and/or Technical Advisory Council members and appropriate Government authorities will be undertaken to determine the relevance of LOIC's program contents.
- G. A thorough review of LOIC's key program documents and records both at the headquarters of OICI in Philadelphia and at the LOIC training centers in Monrovia and Klay will be conducted to ensure adequate coverage and proper assessment of program development.
- H. An important part of the scope of work will be a thorough review and assessment of project expenditures in order to determine the approximate costs of:
- a) Project institutionalization (program start-up and organization, Board Development and Staff Development),
 - b) Training and placing trainees in jobs.
- I. Coordination of Evaluation Activities

The Evaluation Officer of OICI, Mr. Quy D. Nguyen, will coordinate the evaluation activities and will assume responsibility for synthesizing the evaluators' inputs (in terms of findings and recommendations) in the final reports.

IV. Consultant

Dr. Edward Davis, Jr. who is a training specialist at the Opportunities Academy for Management Training (OAMT) in

Philadelphia, will be contracted by OICI to assist in the Evaluation effort. Dr. Davis is an educator with an extensive background in vocational training. He has had experience with OIC training programs in the U.S. and Africa, through providing services in both areas of program administration and training.

V. Evaluation Timetable

The in-country evaluation activities will begin on Monday, October 3, 1983 and end on Saturday, October 15, 1983. While the major evaluation findings and recommendations will be reached in the field, finalization of the evaluation report will take place in the U.S. due to time constraints in Liberia.

APPENDIX B

LIST OF PERSONS CONSULTED/INTERVIEWED

(excluding trainees, graduates and their employers/supervisors*)

A. LOIC Board Members

1. Walter D. Richards, Board Chairperson
2. C. Leona Chesson, Vice Chairperson
3. E. Richmond Draper, Fund Raiser/Board Member
4. Jacob Dogbeh, Board Member
5. Laura Fernandez, Board Member
6. Massaquoi Foday J., Board Member
7. Helen Tucker, Board Member

B. LOIC Staff Members

1. Jonathan L. Harmon, Executive Director
2. D. Yarngo Gibson, Finance Manager
3. Sekou Seesee, Counselor
4. Ernest Toto, Counselor
5. W. Bai Blake, Dean/Counselor
6. Grace L. Crayton, Feeder/Student Services Manager
7. Boakai Roberts, Job Developer
8. Donald Williams, Job Developer
9. G. Victor Browne, Training Manager
10. Paul Korkoyan, Instructor/Feeder
11. Jeremiah Kugmeh, Instructor/Feeder
12. Samuel Swill, Instructor/Feeder
13. Aaron Harris, Instructor/Refrigeration/Aircond.
14. Sebastian Giba, Instructor/Carpentry
15. Chilli Sio, Instructor/Plumbing
16. Davis Dahn, Instructor/Masonry
17. McGeorge Toweh, Instructor/Automechanics
18. Andrew Tubman, Instructor/Automechanics
19. Richard Quarshie, Instructor/Electricity
20. Clarence Blapoch, MIS Clerk

Pls. see following page for cont.

APPENDIX B

LIST OF PERSONS CONSULTED/INTERVIEWED

(Continued)

C. USAID/Officials

1. Lois Richard, Mission Director
2. John D. Pielemeier, Deputy Director
3. Henry W. Reynolds, Human Resource Development Officer

D. GOL Officials

1. Honorable Stephen J. Crayton *
Deputy Minister of Youth and Sports

2. Robert Neal *
Director of Social Planning
Ministry of Planning & Economic Affairs

3. E. Gilate Twe
Director of Monrovia Vocational Training Center
& National Apprenticeship Program

E. OICI Technical Cooperation Team (TCT)

1. Reginald Hodges, Program Advisor
2. Henry L. Barrett, Finance/Administration Specialist

* The Honorable Stephen Crayton and Mr. Robert Neal are also members of the LOIC Board of Directors.

APPENDIX C

LIST OF CURRENT TRAINEES INTERVIEWED

A. Feeder Trainees (Monrovia)

1. Eric Mc Gill
2. Brahma Kamara
3. John Korlubah
4. James Toe
5. George Tar
6. Thomas Tozay

B. Vocational Technical Trainees (Klay)

1. Francis David, Airconditioning/Refrigeration
2. Rab Kanneh, Airconditioning/Refrigeration
3. J. G. Pippins, Airconditioning/Refrigeration
4. Maurice Matalay, Automechanics
5. A. Sirleaf, Automechanics
6. W. Zaambo, Automechanics
7. Dominic Dunn, Plumbing
8. Harry Rennie, Plumbing
9. John Varsie, Plumbing
10. Robert Lambert, Masonry
11. Jefferson Moore, Masonry
12. Victor Neal, Masonry
13. Nathaniel Nyema, Electricity
14. James Moore, Electricity
15. Samuel Weah, Electricity

APPENDIX D

LIST OF EMPLOYERS/SUPERVISORS INTERVIEWED

<u>NAME</u>	<u>TITLE</u>	<u>FIRM</u>
1. Samuel Narh	Production Supervisor	Advanced Furniture Wkshp.
2. Sylvester Wisseh	Vice Principal	Boy's Town Institute
3. Juan Perry	Section Head	ELWA/National Stadium
4. D. Johnson Walo	Section Head	ELWA/National Stadium
5. Capt. James Jallah	Commander for Trans.	Liberian Armed Forces
6. David Boto	Workshop Manager	Liberian Elect. Corp.
7. James Y. Sackie	Supervisor	Liberian Elect. Corp.
8. Henry Garghe	Supervisor	Liberian Petrol. Ref. Co.
9. Lloyd Richards	Supervisor	Liberian Petrol. Ref. Co.
10. Daniel Henry	Supervisor	Liberian Petrol. Ref. Co.
11. Dave Johnson	Superintendent	Liberian Petrol. Ref. Co.
12. Emmett Taylor	Foreman	Liberian Telecom, Paynes.
13. Robert Berkley	Proprietor	R. V. Resource
14. Robert W. Nelson	Captain/Supervisor	Ministry of Defense

APPENDIX E

LIST OF INTERVIEWED LOIC GRADUATES

(EMPLOYED GRADUATES)

<u>NAME</u>	<u>SKILL AREA</u>	<u>PLACE OF EMPLOYMENT</u>
1. Jackson Bindah	Carpentry	Advanced Furniture Workshop
2. Moses Cammeul	Carpentry	Advanced Furniture Workshop
3. George Cole	Carpentry	Advanced Furniture Workshop
4. David Butler	Auto Mechanics	Agro Machines/Free Zone Auth.
5. Benjamin Zuo	Auto Mechanics	Agro Machines/Free Zone Auth.
6. Jonathan Lloyd	Refrig./Aircond.	Liberian Armed Forces
7. Joseph M. Solo	Auto Mechanics	Liberian Armed Forces
8. Jackson Davids	Plumbing	Boys Town Institute
9. Richard Boison	Carpentry	ELWA/National Stadium
10. James David	Carpentry	ELWA/National Stadium
11. J. Garmon Johnson	Carpentry	ELWA/National Stadium
12. James Weedor	Plumbing	ELWA/National Stadium
13. Joshua DuSumo Kollie	Electricity	Ministry of Defense
14. Tetune Scott	Masonry	Ministry of Defense
15. Ibrahim Daber	Auto Mechanics	Liberia Electricity Corp.
16. Joshua David	Electricity	Liberia Electricity Corp.
17. Massa Galay	Carpentry	Liberia Electricity Corp.
18. Jeremiah D. Payar	Electricity	Liberia Electricity Corp.
19. Francis McKeever	Electricity	Liberia Petroleum Refin. Co.
20. Julius Tarr	Electricity	Liberia Petroleum Refin. Co.
21. Joseph Hinneh	Auto Mechanics	Liberia Telecom, Paynesville
22. Sahr Kamora	Refrig./Aircond.	R. V. Resources

APPENDIX F

LIST OF INTERVIEWED GRADUATES

(NON-PLACED GRADUATES**)

<u>NAME</u>	<u>SKILL AREA</u>	<u>DATE OF TRAINING COMPLETION**</u>
1. E. Manawie Geezy .	Refrig./Aircond.	March 1982
2. Aloysious Lamin	Masonry	March 1982
3. Joseph B. Davis	Carpentry	October 1982
4. G. Rufus Gunnuel	Plumbing	March 1983
5. Lawrence J. Sehweh	Plumbing	March 1983
6. Dixon Geno	Auto mechanics	April 1983
7. Peter Meatay	Masonry	June 1983
8. R. Tennes Meingie	Carpentry	June 1983
9. George Bankah	Plumbing	July 1983
10. Henri B. Macargo	Auto mechanics	July 1983
11. Tarty Nimely	Plumbing	August 1983
12. Morris Allien	Masonry	September 1983
13. Granville Kpai=Kpai	Masonry	September 1983
14. J. Upennie D. Thomas	Refrig./Aircond.	September 1983

* These were LOIC trainees who had completed the vocational technical training program at Klay and were awaiting job opportunities.

** The dates were verbally reported by the interviewees.

APPENDIX G

LOIC PROJECT EXTENSION
 OCT. 1, 1982- SEPT. 30, 1984
KLAY TO MONROVIA RELOCATION COST

<u>LINE ITEM</u>	<u>TOTAL COST</u>	<u>USAID</u>	<u>%</u>	<u>GOL</u>	<u>%</u>
LAND	IN -KIND	- 0 -	- 0 -	- 0 -	100%
LAND SURVEYS	2,500	- 0 -	- 0 -	2,500	100%
SOIL INVESTIGATION	8,000	- 0 -	- 0 -	8,000	100%
LAND FILL/SITE PREPARATION	35,000	- 0 -	- 0 -	35,000	100%
BUILDING CONSTRUCTION	655,000	655,000	100%	- 0 -	- 0 -
FENCING	50,000	- 0 -	- 0 -	50,000	100%
TRAINING EQUIPMENT	139,000	139,000	100%	- 0 -	- 0 -
SERVICE ROAD/PARK LOT	38,000	- 0 -	- 0 -	38,000	100%
LAND SCAPING	12,000	- 0 -	- 0 -	12,000	100%
FURNISHINGS	53,000	- 0 -	- 0 -	53,000	100%
TOTAL	\$992,500	\$794,000	80%	\$198,500	20%

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Liberia Opportunities Industrialization Centers Inc.

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Monrovia, Liberia

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APPENDIX H

OUR REF.NO.: 149/Adm-LOIC/'83

October 7, 1983

Mr. Robert Neal
Director of Social Planning
Ministry of Planning & Economic Affairs
MONrovia, Liberia

Dear Mr. Neal:

In connection with the Annual Audit Examination of the Financial Records of the Liberia Opportunities Industrialization Center, our Auditors, Lucas, Tucker & Co., Certified Public Accountants, request confirmation, in writing, of the amount of funds received from the Government of Liberia for the fiscal period October 1, 1982 to September 30, 1983.

Our records indicate that \$243,000.00 was received from the Government of Liberia during the period under review. Kindly confirm the accuracy of this amount, with a listing of the individual dates and amounts sent.

Very truly yours,

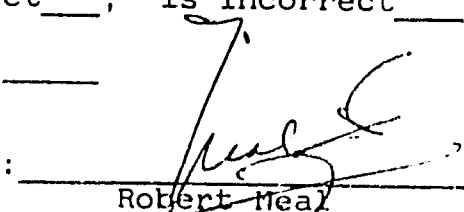

Jonathan E. Harmon
EXECUTIVE DIRECTOR

Please fill in the below form and return copy promptly.

The Amount of \$ 243,000. — is Correct , is Incorrect

The Correct Amount is \$ _____

Date: 10/10/83

Signed: 
Robert Neal

Director for Social Planning
Ministry of Planning & Economic Affairs

July - Sept 30, 1982	\$ 60,750.-
Oct - Dec 31 1982	\$ 60,750 -
Jan - March 31, 1983	\$ 60,750 -
April - June 30, 1983	\$ 60,750 -
<u>total</u>	<u>\$ 243,000</u>



APPENDIX ISURVEY OF GRADUATES PLACED IN JOBS BY OIC _____

Date _____ Interviewer _____

Name of Randomly Selected OIC Graduate _____

1. Graduate's Name _____
2. Name of Employer/Firm _____
3. Employer's Address _____ City _____
4. Training received at OIC (name of course) _____
5. Dates of: Training Completion _____
6. On-the-Job Training from _____ to _____
7. Is your job permanent? ___ or temporary? ___
8. Is your job full-time? ___ or part-time? ___
9. When did you begin working at this firm/office? _____
10. Have you received any promotions? No ___ Yes ___
11. If yes, When were you promoted? _____
12. From what position to what position? _____

13. Have you received any increases in salary? No ___ Yes ___
14. If yes, When was your salary raised? _____
15. From what salary to what salary? _____
16. Is this your first job since graduation from OIC? Yes ___ No ___
17. If no, What job(s) did you have before this? _____

18. From when to when, and where? _____

19. Why did you leave your first job(s)? _____

APPENDIX I

20. Were you placed in your present job by OIC? Yes ___ No ___
21. Do you now want another job? Yes ___ No ___
22. Why? _____
23. When were you last visited by an OIC representative to discuss your work performance and/or working conditions?

24. Did OIC provide you with enough training for your present job?
Yes ___ No ___
25. If NO -- What was missed in the training you received? _____

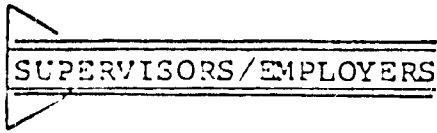
26. Were you employed before you went to OIC? Yes ___ No ___
27. If YES: What job and title did you have then? _____

28. What was your salary at that job? _____
29. Did you have trade/vocational skills before you trained at OIC?
Yes ___ No ___
30. If YES: What was (were) your skill(s)? _____

31. Do you think the training time at OIC is:
Too long? ___ Too short? ___ Just right? ___
32. Is this firm/office the same place where you completed OJT?
Yes ___ No ___
33. If NO: Where did you complete on-the-job-training? _____

34. How long was your OJT? _____

Side 1


 SURVEY OF SUPERVISORS/EMPLOYERS OF GRADUATES OF OIC _____

Date _____ Interviewer _____

Name of Randomly Selected OIC Graduate _____

Name of Employing Firm/Ministry _____

Address of Firm/Ministry _____ City _____

Name of Supervisor/Foreman/Employer _____

Position of Person Interviewed _____

1. How many OIC graduates work under your supervision? _____

2. How long have you supervised/employed OIC graduates? _____

3. During that time, how many OIC graduates have worked for you? _____

4. Were he/she/they entry-level workers? Yes _____ No _____

5. Are they presently still entry-level workers? Yes _____ No _____

6. If no, what proportion/number have risen to higher levels? _____

7. To what present positions and rank? _____

8. Were they adequately prepared for their job at your firm?

Yes _____ No _____

9. If no, what were/are their areas of deficiencies? _____

Please answer the following questions by selecting one and only one of the following three choices

10. How do you rate their general attitudes at work?

Above average _____ Average _____ Below average _____

11. How do you rate their technical knowledge (theory)?
Above average ___ Average ___ Below average ___
12. How do you rate their practical skills (practice)?
Above average ___ Average ___ Below average ___
13. How do you compare them with entry-level workers that were not obtained through OIC?
Better ___ Same ___ Inferior ___
14. If additional positions are available in your area of supervision, would you seek to employ OIC graduates?
Yes ___ No ___. Please explain why, briefly: _____

15. Have you been visited by OIC representatives to discuss the performance of OIC graduates who work or have worked for you?
Yes ___ No ___
16. If Yes: How many times have you been visited in the last year? ___
17. If Yes: When were you last visited by an OIC representative?

18. How can OIC improve the skills of its trainees? _____

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SURVEY OF NON-PLACED/UNEMPLOYED GRADUATES OF LOIC

Side 1

1. Name of the Graduate _____
2. Training Completion Date _____ Voc. Skill Area _____
3. Date of OJT Completion (if applicable) _____
Please check ___ if the graduate did not undergo OJT.
4. Were you given a certificate of training by LOIC? YES ___ NO ___
5. How often did you go back to LOIC to check with the job developers?
_____ What were the results? _____
6. Are you also looking for a job on your own? YES ___ NO ___
Please comment on your job search experience _____

7. Do you engage in self-employment while waiting for a job
opportunity? _____
Pls. describe your self-employment effort and experience _____

8. Give two or three reasons to explain your not being employed/
placed in job _____

9. Were you employed before you went to LOIC? YES ___ NO ___
If yes, please indicate the type of job _____
10. Did you have any type of trade/vocational skills before you went
to LOIC? YES ___ NO ___ If yes, please specify the skills _____

11. Do you think the training time at LOIC is too short? _____ or _____
too long? _____ or just right? _____

SURVEY OF NON-PLACED/UNEMPLOYED GRADUATES OF LOIC

12. Overall, how do you rate LOIC training?

Good _____ Fair _____ Poor _____

Any comment(s)? _____

13. What else can or should LOIC do for you?

Name of Interviewer _____

Date of interview _____

Guiding topics for the interview of instructors, October 7, 1983

1. Specific skill(s) to be developed in the vocational area assumed by the interviewed instructor.
2. Comments on training duration and recommendations.
3. Relationship between project management/administration and the instructional/training staff.
4. Means and methods for (a) Self-improvement in specific trade areas, and (b) Being up-to-date with respect to the actual needs of local business, industry and the community.
5. Frequency and results of staff development activities (Who conducted them? How often? What was learned? Any recommendations?)
6. Any suggestions/recommendations with respect to the program to be started in Monrovia?
7. Any expectations relating to the relocation to Monrovia (Program expectations? Personal expectations?)
8. Comments on phasing-out of OICI and USAID support in accordance with the current plan (knowing that the LOIC Board of Directors and GOL are also aware and are preparing for the phase-out)

The above topics for interview were proposed, discussed and accepted by the Joint Evaluation Team on Wednesday, October 5, 1983

Please note also that most instructors were interviewed briefly last Oct. 5th, hence some of the topics which were discussed are not reflected in the list above.

JOINT EVALUATION OF LOIC

OICI - USAID - GOL
OCTOBER 3,-14,1983

MONDAY OCT. 3, 1983

2:00 P.M. at USAID Orientation Meeting of Joint Evaluation Team

TUESDAY OCT. 4, 1983

At the LOIC Board Room (Monrovia)

10:00 A.M.-12:00 Noon Presentation on LOIC by LOIC Management Staff

2:00 P.M. - 4:00 P.M. Review by Joint Evaluation Team.

- a. Documents on Program accomplishment, FY - 1978 -82
- b. Documents on planned Program activities, FY -1983 - 1984
- c. Documents on actual program activities and results, FY -1983 - 1984
- d. Manuals/handbooks on program operation (Job Description Manual included)

4: 00 P.M. - 5:00 P.M. Consultation Meeting, Joint Evaluation Team & Executive Director of LOIC & Program Advisor.

WEDNESDAY, OCTOBER 5, 1983 At the Klay -LOIC Campus

- a. Preliminary visit/review of Vocational Training Component:

Physical facilities, organization of staff, scheduling of training activities, availability and set-up of training equipment & commodities.

- b. Finalization of details for the evaluation of the vocational Training Component (and additional units) to Klay, interview of staff and trainees, review of curriculum, completion of check list for evaluation of training etc.

THURSDAY, OCT. 6, 1983

At LOIC (MONROVIA)

8:00 A.M. - 9:30 A.M. Assessment of Student Services, Part I

- a. Recruitment
- b. Intake
- c. Orientation
- d. Counseling

10:00 A.M. - 10:30 A.M. Courtesy call on Minister of Youth & Sports

2:00 P.M. - 4:00 P.M. Assessment of Student Services, Part II

a. Job Development

b. Placement

3. Follow-up

4:00 P.M. - 5:00 P.M. Meeting of Joint Evaluation Team

FRIDAY, OCT. 7, 1983

At the Klay -LOIC Campus

Detail assessment of the Vocational Training component, work on check list for vocational staff and review documents for additional information.

MONDAY, OCT. 10, 1983

At LOIC (MONROVIA)

9:00 A.M.-12:00 Noon Individual work

2:00 P.M.-4:00 P.M. Mid-evaluation, review and discussion

4:15 P.M.-5:00 P.M. Consultation meeting with LOIC Executive Director and/or Program Advisor

TUESDAY, OCT. 11, 1983

Field work/Survey Day I

WEDNESDAY, OCT. 12, 1983

Field work/Survey Day II (if necessary or probably, ½ day) This plan is subject to change, depending on the progress of the evaluation

THURSDAY, OCT. 13, 1983

9:00 A.M.-12:00 Noon Individual work

2:00 P.M.-5:00 P.M. Joint working session

FRIDAY, OCT. 14, 1983

Debriefing/Exit Interview Day
Details to be finalized

Note:

Flexibility on the part of the evaluators is needed to permit consultation meetings with the LOIC Board of Directors, USAID & GOL Officials. The Management and TCT are arranging for these meetings.



Liberia Opportunities Industrialization Centers Inc.

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APPENDIX M p.3

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Evaluation Team Schedule For Monday, Oct. 10, 1983

8:15 am - 8:45 am	Meeting with the Deputy Minister of Youth & Sports, Mr. Stephen Crayton
9:00 am - 10:00 am	(a) Meeting with the Training Manager of LOIC, Mr. Victor Browne. Participating team members: Dr. Tolle, Dr. Davis, Ms. McBorough, Mr. Karngar) (b) Meeting with Job Developers in relation to arrangement for the surveys of placed and non-placed graduates and employers (Assigned team member: Quy Nguyen)
10:05 am - 11:00 am	Team members will work individually to finalize their inputs with respect to the evaluation of the vocational training component
11:05 am - 12:00 noon	Team members will meet for discussion and comparing notes on the vocational training Component, and to hand in their inputs (Dr. Davis will assume responsibility for synthesizing these inputs)
1:30 pm - 2:00 pm	Visit and observe Feeder Classrooms
2:05 pm - 2:30 pm	Interview Feeder Students
2:35 pm - 3:35 pm	Interview Feeder Instructors, Counselors, Job Developers
3:45 pm - 4:30	meet with Student Services Manager

- Notes:
1. Documents to be reviewed by the evaluators should be requested and made available on Tuesday, October 11, 1983.
 2. The Team will meet at an appropriate time to discuss and compare notes on the evaluation of the Student Services Component.



Liberia Opportunities Industrialization Centers Inc.

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APPENDIX M p.4

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EVALUATION TEAM SCHEDULE FOR TUESDAY, OCTOBER 11, 1983

8:00 a.m. - 12:00 noon	Third visit to LOIC-Klay Center, Dr. Tolle & Dr. Davis
8:00 a.m. - 9:45 a.m.	Individual work on evaluation findings and recommendations, Ms. McBorrough, A. Karngar Thomas and Quy Nguyen
10:00 a.m. - 12:30 p.m.	Surveys of placed Graduates and Supervisors
2:00 p.m. - 3:30 p.m.	Joint working session, all team members, at Dr. Tolle's Office
4:00 p.m. - 5:00 p.m.	Meetings with Executive Committee of the LOIC Board of Directors, at LOIC Board room

EVALUATION TEAM SCHEDULE FOR WEDNESDAY, OCTOBER 12, 1983

8:00 a.m. - 9:45 a.m.	Individual work on findings and recommendations
10:00 a.m. - 12:00 noon	Surveys of placed Graduates and Supervisors
1:00 p.m. - 3:00 p.m.	Continuation of surveys
4:00 p.m. - 5:00 p.m.	Joint working session of Evaluation Team (The Program Advisor and Executive Director will attend part of this working session)

TEAM MEMBERS: Please make recommendations with respect to our schedule for Thursday, October 13th and Friday, October 14th. Many thanks. Note however, that we have been scheduled for a debriefing/exit interview session at USAID at 9:00 a.m., Friday, October 14th.