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PROJECT APPRAISAL

PROJECT NO. 620-11-610-802

PERIOD: April 30, 1972 - April/1975

COUNTRY: NIGERIA

DATE: 1975-3-14

Opportunities Industrialization Center

A. PROJECT DURATION: Began FY 71, Ends FY 75, DATE LATEST PROG Nov. 21, 1972, DATE LATEST PRIOR --, DATE PRIOR PAF April, 1972

16. U.S. FUNDING:
 a. Cumulative Obligation Through FY: 1,503,000
 b. Current FY Estimated Budget: 385,000
 c. Estimated Budget to completion After Current FY: 200,000

11. KEY ACTION AGENTS (Contractors, Consultants, Agencies or Voluntary Agency)

a. NAME: OIC/International, OIC/Lagos

b. CONTRACT, PASA OR VOL. AG. NO.: Contract, Host Institution

1. KEY ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)		B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
X	X	1. The OIC/I Program Advisor and the OIC/L Program Director should immediately undertake to review the existing records and reporting system and procedures for processing trainees to determine if the deficiencies noted in Section III B.4. of this report can be corrected by reorganizing the program's operational and administrative structure and utilizing existing program resources. If it is determined that this approach is not feasible, necessary steps should be taken by OIC/I (and USAID if required) to arrange for the services of an OIC/I consultant fully conversant with the OIC system of records keeping and reporting and trainee processing used in the U.S. to set up an appropriate system for the Lagos program.	Immediately
X	X	2. USAID/Nigeria and AID/Washington should do everything possible to expedite obligation of the additional funds required to meet the recent salary increases of the OIC/L staff which were in compliance with a Federal Military Government decree.	Immediately
X	X	3. OIC/L should fill the vacant counselor position by the end of FY 75 and begin recruitment efforts for an additional job developer and counselor to meet the increasing demands on these positions as soon as finances are available to do so.	ASAP
X	X	The OIC/I Program Advisor should submit to the USAID Project Manager a report describing the scope, content and output targets of entrepreneurship program as soon as possible	ASAP

D. REPLYING REQUIRED: REVIDED OR NEW: PROP PIP PRO AG PIC/T PIC/C PIC/P

E. DATE OF PROGRESS REVIEW: May 22, 1975

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE: Sydney C. Anderson (Signature) 5/11/75

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE: William R. Ford (Signature) 5-10-75

ADM/CO: MJR

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. PERFORMANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUTSTANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1. OIC/I			X									
2.												
3.												

Comment on key factors determining rating:
 The OIC/I performance in managing this project has been mixed. Quality of inputs provided, i.e., personnel, equipment and backstop support has ranged from poor to excellent. For example, some of the advisors provided have performed highly satisfactorily displaying a dedication and competence well above average while others have been less than satisfactory. This would seem to indicate that the contractor's recruiting and orientation system might be improved. The American Technical Assistance Corporation (ATAC) evaluation report suggests that though the set of equipment provided was well planned, the budgetary allocation for this item should have been greater to fully meet the requirements of the program. OIC/I had difficulty in the (see contn)

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
				X								

Comment on key factors determining rating:
 Participant training has been carried out satisfactorily and has adequately met the needs of the project.

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
				X								

Comment on key factors determining rating:
 There was some delay in the arrival of commodities. With experience, it appears that additional equipment should have been budgeted to fully meet project requirements. The quality and quantity of commodities generally was adequate.

C. COOPERATING COUNTRY	D. PERSONNEL											
	1	2	3	4	5	6	7	1	2	3	4	5
a. OTHER				X								
b. OTHER				X								

Comment on key factors determining rating:
 Though OIC/L's initial performance in the provision of personnel was mixed -- i.e., characterized by high turnover and positions unfilled for long periods on the one hand but high quality of key individuals employed on the other -- performance in this regard has greatly improved over the last two years. Moreover, the initial difficulty in recruiting and retaining staff can be attributed primarily to the delay in arrival of key OIC/I personnel and the generally slow start of the program. All local positions are appropriately staffed with the exception of one counselor position. This position is expected to be filled within the next few months. Five of the seven vocational instructors have been with the program for more than two years. The three feeder instructors were replaced in August/September of 1974 with three more highly qualified individuals in a move to upgrade the quality of feeder (see contn)

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5

Continuation Sheet for Page 2 PAR

A.3. Input or Action Agent - Comment:

beginning in adhering to some AID regulations and procedures. Though performance improved with respect to specific items, e.g. reporting on commodity procurement and contract expenditures, performance with regard to other AID regulations and procedures e.g. those pertaining to travel, disbursement of funds and obtaining USAID approval in advance of certain actions has been less than satisfactory until recently.

Also, required reports have not always been submitted in a timely manner. However, the sterling performance of certain key field personnel which has been largely responsible for the program's keeping afloat despite the serious problems and set backs it has encountered; the earnest efforts made by the contractor to improve performance where deficiencies have been identified; and the special difficulties inherent in implementing an experimental program such as OIC have been weighted heavily in assessing overall contractor performance to date.

A.6. Cooperating Country - Comment:

instruction to meet changes in local requirements for skilled personnel. A combination of judicious selection of counterparts and extra efforts on the part of the entire OIC/I staff appears to have overcome the previously noted problem of insufficient overlap between OIC/I advisors and their counterparts resulting from the initial delayed arrival of OIC/I advisors and high turnover of local professional staff. The most serious personnel related problem the program has at this point is finding additional funds to pay salary increases negotiated with staff at the direction of the Federal Military Government (FMG) following a decree raising the salaries of all public service employees. AID/W has been requested to provide the additional funds required to meet the salary increases on an urgent basis to avoid the very real possibility of the OIC/Lagos losing key personnel to other employers who have already complied with the FMG directive.

2. Visa delays are a plague for virtually any program in Nigeria requiring expatriate staff and the OIC program has proved no exception. Several OIC/I advisors have been delayed in arriving at post because of visa delays -- in the case of one OIC/I professional a total of 13 man months were lost.

3. OIC/L's performance in provision of qualified candidates for training has consistently been excellent. The number of qualified candidates provided has greatly exceed number required.

4. Provision of a suitable permanent site has proved more difficult than originally anticipated. See III.B.2. for full explanation,

H. J. Continued: Comment on key factors determining rating of Other Donors

II. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMULATIVE PRIORITY	CURRENT FY 75		FY 76	FY --	
			TO DATE	TO END			
Nigerian Administrative Staff	PLANNED	4	4	4	4		4
	ACTUAL PERFORMANCE	44	4				
	REPLANNED				5		5
Nigerian Instructors	PLANNED	10	10	10			
	ACTUAL PERFORMANCE	10	10				
	REPLANNED			---	---	---	---
Annual Trainees Enrolled	PLANNED	1150	250	300	300		
	ACTUAL PERFORMANCE	401	156*				
	REPLANNED			220	220		220
Average enrollment/annual successful completers of feeder program. (Successful job entrants and/or vocational training entrants)	PLANNED	1150/ 1085	250/ 240	300/ 285	300/ 285		300/ 285
	ACTUAL PERFORMANCE	*	*				
	REPLANNED			*See qualitative indicators No. 4			
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT: An appropriately staffed fully constituted Board of Directors (BOD) has existed from the inception of the project and has generally functioned well and in the best interest of the program. There have been exceptions to this rule, however. The strained relationship which (see cont)					
1. Establish Board of Directors. Appropriately staffed by 1971.							
2. Site and Physical Plants capable of handling 300 trainees per year by 1973.		COMMENT: The program is still housed in temporary quarters having failed to secure a permanent site as anticipated. The failure to secure a suitable facility for the program has been a major factor in its inability to produce more trained persons to date. Though the original target for the program (see cont.)					
3. Development of Entrepreneurship management program. Appropriate program within scope of present project.		COMMENT: The entrepreneurship/management specialist resigned after only nine months at post with little evidence of tangible progress toward the development of this component of the program. Consequently, USAID/Nigeria decided to reassess the desirability of refilling this position in light of past experience and the (see cont.)					

II. 7. Continued: Comment on key factors determining timing of OICs/Deacts

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS

		TARGETS (Percentage/Items/Amount)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY 75		FY 76	FY _____	
			TO DATE	TO END			
Average entrants/completers of vocational training	PLANNED	990/	260/	260/	260/		260/
	ACTUAL PERFORMANCE	*	*				
	REPLANNED					*See Qualitative Indicators No. 4	
Average completers of total program (including those who go straight to employment from feeder training).	PLANNED	1085	255	285	285		285
	ACTUAL PERFORMANCE	*	*				
	REPLANNED						
Vocational courses developed and offered	PLANNED	7	7	7	7		
	ACTUAL PERFORMANCE	7	7				
	REPLANNED			--	--	--	--
Study program content prepared	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS

4. System for job market analysis and for self-evaluation of OIC/L programs. Applied and capable (see cont)	COMMENT: At the time the PAR evaluating the projects performance over the period 7/70-4/72 was prepared, it was recognized that the projects ability to document its achievements and evaluate its performance on an ongoing systematic basis was crucial to its successful (see Cont)
5. Criteria and system for selection of trainees. Appropriate and applied to target population.	COMMENT: The criteria described in the previous PAR covering the period 7/70 to 4/72 were considered appropriate and were effectively applied to the target population until 4/3/72 when a new set of criteria and selection procedures were introduced by the local (See Cont.)
6. Qualitative measure of trainee success. Appropriateness: consider job level, retention, Labor Trade Test performance.	COMMENT: Follow-up system operating efficiently and effectively. It satisfactorily measures appropriateness of job level, retention, advancement and LTF performance where necessary for all OIC completers.

7. Continued: Comment on key factors dominating rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

I. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS	TARGETS (Percentage/Rate/Amount)					END OF PROJECT
	CUMULATIVE PERIOD FY	CURRENT FY <u>75</u>		FY <u>76</u>	FY _____	
		TO DATE	TO END			
PLANNED						
ACTUAL PERFORMANCE						
REPLANNED						
PLANNED						
ACTUAL PERFORMANCE						
REPLANNED						
PLANNED						
ACTUAL PERFORMANCE						
REPLANNED						
PLANNED						
ACTUAL PERFORMANCE						
REPLANNED						
QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS	<p>COMMENT: System composed of Industrial Advisory Committee (IAC) responsible for financial pledges and Job Development Office responsible for job pledges. The system has functioned satisfactorily though financial pledges have not been as forthcoming as (See Cont.)</p>					
System for acquiring job and financial pledges/commitments. In operation and effective by end of 1972						
Vocational course completers	<p>COMMENT: OIC completers of vocational courses for the areas of automotive mechanics, air conditioning/refrigeration and electronics began taking the LTT in October 1973. To date 124 trainees have completed the auto mechanics (See Cont.)</p>					
Secure jobs at equivalent starting salaries.						
System for fostering public relations.	<p>COMMENT: The OIC BOD has established a public relations committee which actively works to keep the image and achievements of the program before the public. Through the efforts of this committee the program has received considerable publicity (see Cont.)</p>					

B. 7. Continued: Comment on key factors determining rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS	TARGETS (Percentage/Ratio/Amount)					
	CUMU- LATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	END OF PROJECT
		TO DATE	TO END			
PLANNED						
ACTUAL PERFORM- ANCE						
REPLANNED						
PLANNED						
ACTUAL PERFORM- ANCE						
REPLANNED						
PLANNED						
ACTUAL PERFORM- ANCE						
REPLANNED						
PLANNED						
ACTUAL PERFORM- ANCE						
REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT: Appropriate syllabi for all courses were developed in a timely manner. All were reviewed in February of 1974 and revised to reflect changes that have occurred in the local demand for skills since they were originally developed.					
10. Study program content prepared.	COMMENT:					
	COMMENT:					

III.B.1. Contd.

developed between the former OIC/I Program Advisor and the former Chairman of the BOD absorbed time and effort that could have been better spent in addressing the serious problems which have plagued the program. Under the strong influence of the former chairman, the Board suspended selection of counterparts for more than a year and a half and voted to change the criteria and method for selecting trainees which in the estimation of the OIC/I field staff as well as most of the local professional staff replaced an efficient, effective, selection system which provided for staff input with a less efficient and effective system which excluded staff input and was more costly to operate. The resignation of the former chairman and the arrival of the new Program Advisor have apparently had a salutary affect on the Board's performance, and it now appears to be functioning effectively in the interest of the program. The five year terms of the current members expire this year and consideration is being given to expanding the Board's membership beyond its current 12 member level. It will be composed of prominent private citizens -- doctors, lawyers, university professors -- as in the past and will be chaired by the editor of Nigeria's largest newspaper and one of its most respected and influential citizens. Government representation is expected to be greater on the new Board than on the current one which has two Federal Military Government (FMG) representatives. The Board is expected to continue to participate actively in the program by interviewing prospective staff members, making curriculum suggestions, etc.

III.B.2. Contd.

of 300 trainees per year has been recognized as being unrealistically high and scaled down to 200-220 per year, the present facility is inadequate to comfortably and efficiently accommodate this number. The present facility is composed of a fairly large two-story house, a smaller building, and a prefabricated building which houses most of the vocational training classes.

The difficulty in securing a suitable facility for the program has been due largely to the extreme shortage of accommodations of all kinds in the Lagos area as a result of the huge increase in population following the ending of the Civil War in 1970 and the increased economic activity as a result of the oil boom. The OIC/L BOD has received a favorable response from the Lagos State Government to its request for the provision of land on which to construct a facility but no site has as yet been identified. The program has also been promised six acres of land by a prominent family in the Lagos area. The six acres is part of 100 acres that is currently being surveyed by a land development consultant. Following his recommendations on development of the entire plot, six acres will be identified for donation to the OIC program.

III.B.3. Contd

time remaining to the replacement technician. With passage of time and no nomination of a replacement, USAID/Nigeria's feeling that the position should not be refilled became conviction. However, since the local E&M specialist was already on board and in an attempt to realize some return on resources and time already invested in development of the entrepreneurship program, USAID/Nigeria decided to support the efforts of the OIC/I Program Advisor to pursue development of an entrepreneurship/management capability with the local E&M specialist utilizing the services of a U.S. short-term consultant as needed. The Program Advisor has been asked to submit to USAID/Nigeria a report describing the program's scope, content and output targets. These will be described and evaluated in the next PAR.

III.B.4 - Qualitative Indicators

of documenting projects achievement of targets.

III.B.4. - Comment

institutionalization in Nigeria. It was found at the time that though extensive records files on trainees and relevant job market conditions were kept including such data on trainees as numbers entering and completing the program, and its major components (feeder and vocational) and job performance, retention rate and advancement, and a statistical compilation was prepared every two months and fuller report prepared twice annually, there was no central coordination and organization of the information such that it would be useful in documenting project achievements and in evaluating the program on a systematic basis. To correct this situation, the PAR recommended that OIC/I include in the new staffing pattern then to be developed a position for an additional OIC/I staff member responsible for an improved records and reporting system.

The primary and specific concern prompting the recommendation was that the program have a built-in capability to accurately measure and document the intake of trainees and their progression systematically. That the OIC open ended system whereby trainees move through the program at their own pace and not according to a fixed schedule suggested special problems not only with regard to measurement and reporting of trainee progress but effective management as well did not go unrecognized. However, it was felt that these problems would be resolved by the new OIC/I staff member responsible for records keeping and reporting and the Program Advisor in the process of setting up the improved records and reporting system. The fact that OIC programs in the U.S. are operated on the same open-ended basis as the OIC/Lagos program and yet apparently have mastered the special problems of management, and measurement and reporting of trainee progress this policy poses encouraged this view.

For reasons which are not readily available at this point, the OIC/I staff member responsible for setting up the improved records and reporting system was never brought on board.

III.B.4. - Comment - Cont'd

As a result records keeping and reporting has continued to be largely uncoordinated with no specific individual or administrative position responsible for day to day management of this very crucial function. Information on total enrollment and completions for the major components (feeder and vocational) by fiscal or calendar year or other time frame so that performance in one time period can readily be compared to that of previous or succeeding time periods is not currently being kept. Although extensive and apparently accurate records (including dates of entry and completion of feeder and vocational areas) are kept by the individual feeder and vocational instructors and these results compiled and reported to the BOD approximately yearly, the data is neither kept nor reported in a form that allows comparison of total performance of the program from one standardized time period to another.

This situation has been discussed with the current Program Advisor who has agreed to review the existing records and reporting system and procedure for processing trainees to determine if the deficiencies cited can be corrected by reorganizing the program's operational and administrative structure and utilizing existing program resources. If it is determined that this approach is not feasible, necessary steps will be taken to arrange for the services of an OIC/I consultant fully conversant with the OIC system of records keeping and reporting and trainee processing used in the U.S. to set up an appropriate system for the Lagos program.

Information on total enrollment and completions is not available by fiscal or calendar year at this point and is not complete for the period prior to March 1, 1972. The following is the breakdown for total enrollment/completions for the major program components from March 1, 1972 to March 31, 1975:

Total Enrollment	494
Total Discontinuances	123
Total Enrollment in Feeder Component	224
Total Completion of Feeder Component	224
Total Enrollment in Vocational Course Component	224
Total Completion of Vocational Course Component	224
Total Placements	202
Total Awaiting Placement	22
Total Currently Enrolled in Program (Feeder & Voc.)	147
Total Average Placement per year	67-1/3
Total Enrolled in Special Feeder Program*	65
Total Completed Special Feeder Program*	65

*Two-week attitudinal/public relations training of permanent staff of requesting local firms.

III.B.5. - Comment (Cont'd)

Board chairman over the objections of both the OIC/I and local staff members. Following his resignation as chairman, the original criteria and selective procedure were reintroduced informally on a gradual basis and are being effectively applied at present. However, it is felt that they should be reviewed for the purpose of insuring that the best possible criteria and selection procedures are being applied given the rapidity of change in the socio-economic conditions in the Lagos area. Such a review is already underway and is expected to produce recommendations for revision which will be submitted to the BOD for formal adoption before the end of the current fiscal year.

III.B.7. - Comment (Cont'd)

had been hoped until recently. This is due primarily to the statutory requirement that private firms contribute to a central manpower training fund, the Industrial Training Fund (ITF). The IAC has recently reported commitments received from one group of companies for regular donations totalling N25,000 per year (approx. \$38,000) beginning with FY 75. IAC has recently received donations of N11,180 (approx. \$17,000) and N5,600 (approx. \$8,000) from two other sources and is confident that number and size of pledges will increase in coming years with Nigeria's growing prosperity and as more completers of the program are turned out. Job pledges have also taken a recent upward turn. Prospective employers in two cases have even approached OIC unsolicited to ask that completers be sent to them for employment. Although such indications (along with a placement rate so far of over 90% including those in process of placement and those who become self employed) offer considerable encouragement, the real test of the placement capability will come with the sharp increase of vocational course completers which will occur over the next couple of years. As the ATAC's evaluation completed in September of 1974, pointed out staffing of the Job Development component will have to be beefed up if it is to continue to meet the needs of the program. The OIC/I program advisor and local director of the program are aware of this need and have given top priority to meeting it.

III.B.8. - Comment (Cont'd)

and air conditioning/refrigeration courses. Of these 97 took the LIT and 75 passed at Grade III level while 30 of these also passed at the Grade II level. The 59 who either did not take the LIT or failed were placed in jobs at salary levels equal to those recommended for Grade III level LIT certificate holders. Additionally, of 14 OIC trainees who took the LIT in December of 1974 in the field of electronics, 100% were successful. One of three vocational instructors on the OIC staff who are also LIT examiners has stated that it is his impression that OIC completers pass the LIT at a higher rate than trainees from other manpower training programs in the area, e.g. Yaba Trade Center.

IV. PROJECT PURPOSE

1. Statement of purpose as currently envisaged.

2. Same as in PROPOS

 Yes No

Establish that the OIC method, compared to existing educational training programs, can effectively and efficiently mobilize community resources:

- (a) to develop the job potential of needful persons
- (b) to reduce the shortage of intermediate level skilled manpower
- (c) to create new job opportunities

3. Conditions which will exist when above purpose is achieved.

4. Brief statement of project start-up conditions.

General:

Many problems have bedeviled the OIC/Lagos program from inception. Delays in arrival of equipment; delay in securing a suitable permanent site; OIC/I and local staff shortages and morale problems caused by several factors not the least of which was the uncertainty generated by the delay in getting the program operational; skyrocketing local costs as a result of the oil fueled economic boom in Nigeria and fund raising difficulties peculiar to the Nigerian situation have all contributed to the less than satisfactory performance of the OIC project so far. Most of these difficulties can be attributed to the experimental nature of the OIC project and the inherent difficulty involved in the transplantation of concepts and structures to a different and unfamiliar environment. Others could have been avoided through better management of the program at all levels of responsibility. Despite the problems, however, and in large measure because of the extra effort, time and (see Contn)

V. PROGRAMMING GOAL

5. Statement of Programming Goal

6. How achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national situation? Cite evidence.

4. i. Statement of progress or status of program.

2. Date of Report

YES NO

1. 75% trainees find suitable employment within 90 days of completion and 75% remained for year.

dedication devoted to the institutionalization of the OIC concept in Nigeria by some key OIC/L and OIC/I personnel the program has begun to show very definite indications of finding its legs and ultimately becoming an important factor in the development of Nigeria's manpower resources. Specifically:

1. Out of a total of 224 vocational course completers as of end March 1975, 202 or approximately 90% had been placed in employment. This figure actually understates the case, however, since the remaining 22 persons include those in process of placement as well as persons for whom suitable jobs were identified who were unable to accept because of transportation problems, unwillingness to accept shift-work, and other personal reasons. Number of trainees employed for full year has only recently become sufficient to begin completion of percentage retained in employment for one year. Preliminary indications are that the percentage is at least 75%.

V. PROGRAMMING GOALS

A. Statement of Programming Goals

1. Will the achievement of the program purposes make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as 1. PROP? YES NO

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

2. 100% entrepreneurship program completers establish own businesses and 75% survive two years.

2. This component will be evaluated in the next PAR when new program content, scope and output targets have been established. See III.B.3 for full explanation.

3. ___% management course completers placed in trainee or other managerial positions and ___% successful after one year (define criteria when new advisor arrives).

3. See IV.B.2 above.

4. OIC technique under consideration by education/training authorities for wider application.

4. The OIC technique is not now officially under consideration for national application. However, there is considerable evidence that the program's approach and technique have been viewed with more than passing interest by Nigerian officials. For example, the Nigerian Army Resettlement program which is federally financed and operated to rehabilitate and train approximately 2,000 disabled veterans a year had adopted the OIC system virtually intact. (see contn.)

V. PROGRAMMING GOAL

A. Statement of Programming Goal

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

III.B.9. - Comment (Cont'd)

and exposure in the local media including the press, TV and radio. This trend is expected to accelerate under the direction of the new chairman of the BOB who is editor of Nigeria's and Sub-Sahara Africa's most widely distributed daily newspaper.

IV.B.4. - Evidence (Cont'd)

Moreover, one state in Nigeria has approved the allocation of approximately \$800,000 for the development of an expanded version of the OIC/Lagos program. At least three other states have approached OIC/Lagos for assistance in establishing OIC programs. OIC officials have also held discussions with several officials regarding a role for OIC in the National Youth Training Program to be launched within the next few years.

IV.B.5. - Conditions

5. OIC/L has capacity to continue full volume operation and adapt to changing needs without further international assistance by June 30, 1975:
- (a) Adequate numbers and quality of Nigerian staff.
 - (b) Annual budget of \$90,000 by 1975; financial support from private groups and government equal budgetary requirements.
 - (c) 30% of financial support comes from private sources and pledges of financial support and job placement 75% honored.
 - (d) Program direction and content progressively modified to meet changing job market and application trainee needs.

IV.B.5. - Evidence

This capacity is expected to exist by June 30, 1976 rather than June 30, 1975 because of delays and other problems discussed elsewhere in this report. Indications of progress thus far are as follows:

- (a) All professional staff positions (16) with one exception are filled; the vacant counselor position is expected to be filled within the next few months. In addition total professional positions are expected to be increased by June 30, 1976 to include an additional job developer and counselor.
- (b) The OIC program is virtually certain of receiving support from the Industrial Training Fund of Nigeria sufficient to cover the full costs of operating the program before USAID support terminates. The magnitude of ITF support is now expected to be substantially in excess of current operational costs to provide for expansion of the program. Current operational costs for the program exclusive of OIC/I advisor costs is approximately \$150,000 yearly.

IV.B.5. - Evidence (Cont'd)

- (c) The target of 50% of financial support from private sources has been revised to reflect the realities of the Nigerian situation.

The revision was necessary because financial support from private sources did not materialize as expected. This was true for two reasons: (1) the program was new and untested so that potential donors were inclined to "wait and see" before making substantial commitments, (2) the private business community was already required by law to support manpower training through mandatory contributions to a national manpower training fund, the ITF. The program, therefore, sought funding support from the ITF and will be almost 100% government supported for at least the first few years following termination of USAID support. Current plans are for the program to ultimately receive 25% of its financial support from private sources.

- (d) Curriculum and syllabi were revised in February 1975 to accord with changes in skill requirements for certain job categories such as auto mechanics, electronics, accounting machines. Job development and counselor functions have been modified to reflect changes in demands being made on these functions.

Staffing for these two positions are to be increased also to meet the requirements of the rapidly changing local employment situation.

IV.B.6. - Conditions

Cost per job ready trainee consistent with chosen criterion.

IV.B.6. - Evidence

Criterion used includes cost of placement plus training per trainee. The ATAC evaluation though pointing out the "gross nature of the data" available indicates that OIC costs per trainee to date have been comparable to costs per trainee of the six training facilities in the Lagos area used for comparison though the OIC program provides attitudinal and remedial training and placement services not offered by the other programs. The OIC program now projects that a budget level of approximately \$150,000 will be required to process 220 trainees per year for a cost per trainee of approximately \$682. This projection represents a unit cost lower than that found by ATAC but is felt to be reasonable since the ATAC figure included the rather substantial start-up costs of the program.