

OPPORTUNITIES INDUSTRIALIZATION CENTER INTERNATIONAL
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QUARTERLY PROGRESS REPORT

OICI/Africa Activities

submitted to

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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OIC International has now been in operation for one full year and after a great deal of learning and growing pains, we are beginning to see some tangible results of this heretofore uncharted effort. The central office is now better organized and a little more settled. It has increased its staff and has been able to secure enough office equipment to make it functional to begin to lay the groundwork of its arduous task of internationalizing the OIC.

The central office, through the director, has continued to maintain close contact with AID Washington through frequent personal meetings as well as telephone conversations. These necessary contacts are proving valuable to OIC International's learning as it relates to international activities as well as establishing a better working relationship and understanding between OIC International and AID.

In addition to the strengthening of the central office, we have also begun to increase our field activities by bringing on additional personnel. We have conducted our third orientation program and have assigned four (4) OICI technicians to the Nigeria project and four (4) to the Ghana project. The only bottleneck we have experienced in organizing our field activities is that of getting the African participants here in America to receive their OIC training during the second and third orientation program. As was indicated right from the start, we had wanted to have our orientation programs to include OICI field personnel as well as their African counterparts, but due to the difficulties of getting the African counterparts selected, hired and processed for departure to the U.S., we were also feeling the pressures to get some tangible evidence of OIC functioning both in Nigeria and Ghana. Therefore, we brought on our American technicians, put them

through orientation and have now assigned them to Africa. I guess the other bottleneck in this whole process of getting the African participants here was the delay in receiving final and written approval for the local salaries that OIC International had requested from AID for some of the Nigeria and Ghana staff for the first year. This request has now been reviewed and approved by AID and OIC International should be receiving written and financial confirmation of this approval at this writing.

In terms of improving our field activities and making sure it is adequately staffed, OIC International has also requested two (2) additional field persons, one to be assigned to Ghana and the other to Nigeria. The positions requested are for Administrative Assistants, who will have the overall responsibility of handling all of the logistical problems that will be involved in firmly establishing the OIC programs in Nigeria and Ghana. Final approval of this request is yet to be received from AID, but after several discussions with AID Washington, AID Missions, and OIC International, we all seem to be in agreement that such a position was greatly needed if OIC is to get the program off the ground.

Through an oversight on the part of the OIC International central office, we had hired a person in the position of Receptionist/Clerk Typist which had not been authorized in Task Order No. 1, but after identifying this mistake and having discussions with AID, it was agreed that there was a legitimate need for this position. There upon OIC International submitted a request to AID to accommodate the contract approving this position. This request has been reviewed

and approved by AID Washington.

Discussions are now being held with AID Washington regarding the implementation of the independent evaluation of OIC International. Once a university or consultant firm is agreed upon, they will have the responsibility of evaluating the central office as well as OIC International field activities. In accordance with AID regulations, three (3) consultant firm organizations are being contacted and after they prepare and present evaluation proposals, OIC International and AID will make a final selection.

In October 1970, OIC International had the pleasure of receiving Mr. E. O. Martins, Federal Ministry of Economic Development and Reconstruction, Lagos, Nigeria. During his visit, Mr. Martins had the opportunity of viewing first hand the operation of OIC and Rev. Sullivan's economic development spin-offs. Since Mr. Martins has been quite helpful and active in the developing of the OIC Nigeria program, prior to his departure we reviewed many of the Nigerian programmatic problems, requesting his advice and assistance in their resolution.

During the latter part of February, 1970, the OIC International Director plans to depart for Africa, spending a month holding discussions with the local Board of Directors, AID officials and his staff people already assigned to the African projects. He will also spend a few days in Addis Ababa holding discussions with Dr. Robert Gardiner, Executive Director of ECA.

Training

In August 1970, OIC International began phasing in its field staff personnel for assignment to Nigeria and Ghana. The first group to be phased in was:

Mr. Wilson Arthur Lewis, Program Advisor - Nigeria

Mr. Walter Clarke, Industrial Relations/Job Development
Specialist - Ghana

Mr. Sylvester Smith, Vocational Specialist - Ghana

After a six week intensive orientation and training program, these persons departed for Africa on October 17, 1970, accompanied by Mr. Anthony Wicks, OIC International Educational Specialist. These staff members are currently assisting the local groups move the development of OIC along at a more rapid pace and are also paving the way for the arrival of additional field staff persons in December, 1970.

Two of the major difficulties encountered by this first group of permanently assigned OICI field technicians is finding adequate housing and assisting the local Board of Directors finalize and process their local technicians that are to receive OIC International Philadelphia training. Finding housing and resolving where and how to obtain household furniture is proving to be the most difficult and time consuming activity of the field staff. So much so that it is increasingly interfering with getting tangible program activities underway. From this experience we have learned that it

It is necessary to have a staff member just to be responsible for handling this and other logistical problems which will prove to be a continuous and recurring factor in our program development. The other time consuming item is working with the local Boards in terms of finalizing their staff selections and getting the local participants processed through their government as well as AID.

We have been able to process and receive here in Philadelphia four of the OIC Ghana local staff members, on December 3, 1970. Even though they didn't arrive in time to participate in the third orientation program, they did arrive in time to meet their OICI American counterparts before they departed for Ghana and Nigeria on December 5. This first wave of African participants consist of:

Nathaniel A. Abbey, Training Supervisor

William D. Opare, Industrial Relations/Job
Development Specialist

James K. Gordon, Curriculum Specialist

Anato Ocansey, Counselor

We hope within the next week or two to receive the first phase of the OIC Nigeria local personnel.

The second phase-in session for field staff personnel began on October 19, 1970 and was completed on November 24, 1970. This group departed for Africa on December 5, 1970 and included the

following persons:

Ghana - Bernard Faulkner, Program Advisor

Ernest Wilson, Training Supervisor

Nigeria - Kerry Scott, Industrial Relations/Job Development Specialist

Sylvia Lewis, Feeder/Curriculum Specialist

Stacia Murphy, Counseling Specialist

David Lewis, Vocational Technicians

(Resumes for all the above field staff persons have been forwarded to AID Washington.)

The first week of the intensive orientation and training for the OICI field staff was devoted to in-house activities. They were made familiar with OIC International personnel policies and were assisted in making all the necessary preparations for travel overseas. This included getting physical examinations, immunizations, passport photos for visas, etc.

Although this group was familiar with OIC and its operations, time was spent in reviewing background information on OIC, its role, philosophy, history, organization, and goals, both on the national and international level.

One day workshops were held utilizing the experience and expertise of other OIC components in Philadelphia. The OIC National Institute gave insights on providing technical assistance, and the OIC Extension Services a workshop on program development. The OIC Philadelphia executive staff provided the group with the history, organization, and

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development of the OIC Philadelphia program, speaking not only to the positive aspects, but also to the various problem areas encountered in administering a program such as OIC.

These workshops were excellently presented by the individuals involved and well received by the OICI group.

Each field staff member spent a week on on-the-job training at several of the OIC components in Philadelphia. They had the opportunity to observe classes, talk with instructors and observe the general operations of the program. They also visited the OIC National Institute and AAE (Adult Armchair Education), talking with the various staff members.

A four day Cross-Cultural orientation was provided for the field staff and their wives. Consultants with pertinent experiences and backgrounds were brought in to talk to the group. Among these were Mr. Robert Smail, AID Washington. Other consultants were:

Dr. L. D. Reddick, former Director of OIC National Institute and currently Professor of History at Temple University; Dr. Lewis Wade Jones, Professor, Tuskegee Institute, Alabama, and Miss Charlotte Morgan, Research Associate, Phelps-Stokes Fund, New York.

One of the highlights of the Cross-Cultural sessions was the panel of Africans primarily from Nigeria and Ghana, brought in to give the field staff and their wives some general background information on Africa and what one might expect. These Africans who are residing in the Philadelphia area, were able to answer many of the questions

that were in the minds of the group about Africa.

The history and development of OIC International and the Nigeria and Ghana program proposals were reviewed. Considerable attention was directed to this area in order to give the staff members as much information and understanding as possible relating to these matters.

The Founder and Chairman of OIC, Rev. Leon H. Sullivan spent an afternoon with the group, which was quite inspiring. He talked of the OIC philosophy and stressed the fact that these must be programs of the African people, with us there to provide technical assistance by playing essentially a supportive role.

Before the training phase was over, Mr. Anthony Wicks, Educational Specialist, returned from escorting OIC International permanent field staff personnel to Nigeria and Ghana. His recent experience in Africa with the first wave of field technicians proved invaluable in terms of providing the orientation program with pertinent and relevant insights to the problems of living abroad. He stressed to the American technicians the need for really knowing as much of the African culture as possible, sharing with them the experience that the first team was encountering. He also stressed that one of the most immediate problems was securing adequate housing and that this group should be understanding that they may encounter some difficulties in this area.

Inputs from the field staff indicated that the orientation and

training was quite meaningful and provided much needed information for the work which is ahead of them. Of course, we know that the whole orientation program can and will be refined and improved.

Finance and Personnel.

The financial activities for this period include making modifications in the existing accounting system, to strengthen internal control and more accurately reflect the status of our operating budget.

During the period our accounting system was sub-divided by Task Orders in order to maintain completely separate sets of records for each of those Task Orders. Each of our three (3) Task Orders now has a separate general journal, cash receipts journal, voucher register, check register, and payroll register, in addition to a separate checking account. This sub-division will result in a speedier preparation of financial statements and other financial information as related to the specific Task Order. The adoption of the voucher system, for expenses, which was also done during the period will result in a stronger system of internal control as well as a more accurate reflection of expenditures for specific periods. During this quarter, our office processed 193 vouchers; 127 for Central, 32 for Ghana, and 34 for Nigerian operations.

One of the major tasks undertaken during the period was the development of needed procedures in memoranda form to bring consistency to our financial operations. Six individual procedures were developed and disseminated to our staff to assist them in understanding our financial operations better. In addition to the six individual

memorandums, a Guideline for Overseas Financial Transactions was developed to guide our field staff in their operational activities.

As a result of burglary, we suffered the loss of several items of equipment. This burglary occurred on or about November 7, 1970 at which time the thieves broke a window and entered our offices. We have notified both the Philadelphia Police Department and our insurance agent. The following Federal property was discovered stolen on November 7, 1970:

<u>QTY</u>	<u>ITEM</u>	<u>MODEL</u>	<u>COST</u>
1	16mm Bell & Howell Projector	1352	\$625
1	35mm Kodak - Carousel Projector	850	179
2	Sony Cassett Tape Recorders	TC110	210
	Estimated Value		\$1,014

Also lost as a result of the burglary, were personal items belonging to the staff, including: am/fm clock radio, 2 African Statues, an electric clock, transistor radio, etc.

Unfortunately, our new insurance policy for the premises we now occupy was recently applied for and we do not know how much, if any of our loss will be recoverable.

Due to the high and increasing cost of office equipment and the fact that we have experienced loss of some of the acquired equipment, as indicated above, our finance office is now in the process of preparing a request for AID approval to utilize a percentage of one of the other line items to increase equipment expenditures.

Our plans for the future in our procurement activities are at the point in the planning and negotiating stage for the most part. We have, however, arranged with an international mover for the transportation of our field staff's baggage and household goods.

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At this point, the flow of these goods to overseas operations has been conducted more smoothly than we had envisioned. The procurement of equipment for our training activities has not taken place at this time due to the phasing in of our operations. It is anticipated that in the very near future there will be a tremendous increase in this area of procurement.

During this period, we introduced our newly developed Personnel Operating Procedures and acquired several new employees on staff. The Personnel Operating Procedures which have been adopted by our organization reflect not only the standardized existing personnel practices within our area, but goes further to include a section specifically relating to overseas operations. During the period, the following personnel actions took place within our organization; we acquired 13 new employees, and there were three terminations. This brings our total staff up to 19, 10 on the Central Staff, 4 on the Ghana Task Order, and 5 on the Nigeria Task Order. We feel that the addition of these new employees should strengthen our overall operations both at home and overseas, due to the wealth of background, training and experiences which they bring to OIC International.

In attempting to accomplish some of the immediate and pressing problems of the central office operations, two (2) additional personnel have been hired on a temporary consultant basis. The main function of these two temporary personnel will be to help organize

and handle the pressing logistical problems such as finding housing for the personnel receiving orientation, and coordinate all the transportation that is involved in receiving the participants and moving them around the city and country as deemed necessary. The other function of these persons is to help speed the process of adequately furnishing the central office, such as securing equipment and organizing a resource library both for central and field staff personnel. Once the activities that they are performing have been completed, this will end their short term involvement with OIC International.

In accordance with the aims of our personnel administration, we are reviewing our employee salary and benefit program to assure that we are being competitive in our recruitment and retention of qualified employees. In addition, we have adopted the Agency for International Development Salary and Wage Schedule which we expect to serve as the base for administering our personnel budget. Accordingly, through the adoption of this schedule, we have adjusted our present staff salaries to coincide with existing grade levels for AID employees holding comparable positions.

Our plans for the future include the development and modification of improved accounting procedures, the establishment of an in-service training program for all levels of staff, and the design of a property records system for our overseas operations which will provide us with the information we need in order to account for all the equipment under our contract.

We are constantly reviewing and measuring its effectiveness based on the quality and quantity of work performed.

Future Projections and Activities As We See Them

1. To receive and prepare first phase of African participants. This will be the non technical people of the local staff.
2. To finalize the selection and hiring of the American counterparts to fill the remaining vacancies that are projected for the Nigeria and Ghana programs. This selection will be finalized so that these members of the OIC International staff can go through the training with their African counterparts.
3. By January 15, 1971, both the Feeder programs in Nigeria and Ghana should be opening their doors to admit trainees.
4. By the end of January 1971, to identify all the needs in terms of program commodities for the two projects.
5. By February 1971, to phase in at least two (2) skill areas for the Nigeria and Ghana programs.
6. By March 1971, have all the American and African counterparts trained and returned to Africa with concerted effort to implement the total OIC program as designed at this time.