OPPORTUNITIES INDUSTRIALIZATION CENTER INTERNATIONAL
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Report No. 6

QUARTERLY PROGRESS REPORT

OICI/Africa Activities

submitted to

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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3639 N. Broad Street
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There has continued to be close contact with AID Washington by the Central Office, through the Director. This has helped to maintain a good working relationship and understanding between OIC International and AID.

In its continuous efforts to further strengthen the Central Office, Mr. John Carstarphen was brought on board as Assistant Administrator. It is felt with the addition of Mr. Carstarphen, who has worked with OIC since its inception, that this will add great support to the Central Office in carrying out its functions and objectives. This consideration and decision to bring on an additional person as Assistant Administrator which is really an approved position of Administrative Assistant, was discussed sometime ago by the Director with Mr. Harold Freeman. At that time, it was pointed out it was not practical having an Administrative Assistant Secretary. Therefore, it was decided to bring on board someone with administrative, program development, and proposal writing experience. Effective, February 1971, Mr. John Carstarphen was brought on to fill that position.

In January, 1971, personnel from AID Washington visited the OIC International office here in Philadelphia. During their one day visit, they also had the opportunity to visit several of the other OIC components and economic development activities of the Sullivan Movement. These AID personnel included:

Mr. Philip Birnbaum
Deputy Assistant Administrator, Africa Bureau

Mr. Stewart Baron
Office of Director of Central West Africa Bilateral

Miss Hariadene Johnson
Desk Officer for Ghana - Office for Central & West African Affairs

Mr. Dennis Conroy
Deputy Director, East & Southern African Affairs

Mr. Fermino Spencer
Director of Central West African Regional Affairs

Mr. Richard Ware
Special Assistant in Technical Assistance Bureau

During this quarter, OIC International received four (4) proposals for the OIC International evaluation. After discussion with AID Washington, the final selection was made to have Community Sciences, Inc., do the independent evaluation of OIC International. This evaluation is to commence in April, 1971.

Also during this quarter, the Central Office has intensified its recruitment effort to fill the remaining approved field staff positions for the Nigeria and Ghana projects. We hope to bring these remaining staff persons, which is approximately six (6) on board by April, 1971.

We are also looking to receive the remaining African Participants to receive orientation and training in Philadelphia by April 15, 1971.

In accordance with our contract, Task Order No. 1, in February 1971.

a new administrative budget for Central Office was submitted to AID Washington for approval. In this new administrative budget, we have requested additional personnel in the areas of Economic Development, Training and Clerical support. With all its personnel, program and logistical variables, and the launching of economic development activities in April, we feel these additional hands are needed in our effort of internationalizing OIC.

Because of the continuous inquiries received from citizens of African countries, on Wednesday, February 10, 1971, OIC International Board Chairman, Reverend Leon H. Sullivan and Director, Valo JorDan, attended a luncheon for African Ambassadors. This luncheon, given by Ghana Ambassador, E.M. Debrah, was to introduce Reverend Sullivan and at the same time, let the official governments of Africa know what OIC is all about. This luncheon was quite meaningful, with attendance of about 26 Ambassadors or their representatives.

On February 23, 1971, the OICI Director departed on a trip to Africa. During this trip, he plans to travel to West and East African countries. There is also, the possibility of visiting one country in Central Africa, Zambia. The main purpose of this trip is to review the programs of OIC Ghana and Nigeria, and hold discussions with OICI staff as well as local Board of Directors in reference to the upcoming independent program evaluation. The trip to East Africa would be to have discussions with the AID mission in Kenya as well as hold conversations with formerly established OIC interest groups, and meet with various community groups, at the request of the

Kenyan Ambassador to the United States, His Excellency Leonard Kibinge. The visit to Addis Ababa was planned so that the Director could hold discussions with Dr. Robert Gardiner of ECA and Diallo Telli, OAU. Also during his stay in Ethiopia, he plans to have discussions with previously established OIC Steering Committees. The proposed trip to Lusaka is based on discussions and interest expressed by Mr. Fine Liboma of Zambia as well as their Ambassador to the United States, Mr. A.B. Mutemba. The report and the findings of this trip will be made in the next quarterly report.

Training

This quarter, the Training Office was involved in various activities besides the orientation and training programs. The Training Office provided several supportive roles for the Central Office as well as the overseas field staff.

The Training Office had a unique experience this time around as it is the first time to have the African Counterparts to the OIC field staff come to the United States for training. This awareness gave the staff members of this office a greater responsibility to adequately plan for the arrival of the team from Africa.

On December 3, 1970, OIC International received in Philadelphia four (4) OIC Ghana participants for orientation and training. These participants were:

Mr. Anato Ocansey - Counselor, Ghana

Mr. Nathaniel Abbey - Training Supervisor, Ghana

Mr. William Opare - Job Development Specialist, Ghana

Mr. James Gordon - Curriculum Development Specialist, Ghana

After being met at the Philadelphia International Airport by OICI representatives, Messrs. Tony Wicks and Obadiah Craig, the participants were brought to the OICI office for official welcome and introduction to the staff.

During their first full day, the participants were escorted to the Central Office and shown the way and local transportation to take during their training. At the Central Office, the participants were briefed about the training procedures, financial arrangements for their daily maintenance and other important information helpful to them. The Participants Guide was reviewed and several questions arose from the guide which were clarified for the team.

The last day of their week of arrival was devoted to the orientation of the participants to the living conditions and city of Philadelphia. Street maps, as well as brochures showing various places of interest were made up into packets and given to the participants.

Since the OICI field staff were to leave for Africa the Saturday of December 5th, it was deemed necessary to have their counterparts meet with them to exchange greetings and ideas.

The first week of their training was an admixture of orientation and training activities. Areas that were covered in orientation expanded from living conditions and customs locally to nationwide.

The training aspect of the program started off with the concept of OIC-What is it? and, covered the philosophy, the objectives and the role of OIC International and its history. There were adequate

dialogue and communication between the leaders of the seminars and the participants. With the aid of printed materials and films available, the introduction into OIC concept was easily achieved.

The second week was concentrated on OIC program development, organization and design. Each classroom discussion was correlated with the participants role and home program. This week's activities and discussions were periodically reinforced by the field trips made to the OIC Headquarters, the OIC Training branches and its components, and the Progress Plaza.

Before the Christmas holiday, further lectures, seminars and classroom discussions were conducted, dealing with different areas of OIC programs.

The second team of African Participants arrived in Philadelphia on the 29th of December, 1970, from Lagos, Nigeria. They were:

Bola Olatunji, Program Coordinator, Nigeria

Chief E.A. Ademuwagon

They were taken through the pre-orientation and phased in with the on-going schedule for the other participants. Both groups were able to exchange ideas and got to know the stages of progress in their program development. The last day of the year was quite meaningful to the participants as Reverend Sullivan addressed the session at Zion Baptist Church Annex.

The New Year ushered in a new week of activities for this office, as the two teams (Ghana and Nigeria) were provided with seminars on the Progress Movement, starting with the Economic Development Programs within the OIC, via: The 10-36 Plan, Progress Aerospace, Zion Gardens, NPAED (National Progress Association for Economic Development), and how these programs were developed. Discussions were concentrated around the relationship of OIC to the Economic Programs.

A sister program within OIC, the Adult Armchair Education, was also presented in a seminar with personnel from AAE office as group discussion leaders.

The week was wrapped up in a Cross-Culture atmosphere, with Dr. L.D. Reddick of Temple University and the OIC International Director. The purpose of this kind of program was brought in the presentations, that is, to give a historical background and development of Africa - Afro-American relationships to exchange culture similarities which might be of help to OIC programs abroad.

The week of January 11th was spent on-the-job training in Washinton D.C., visiting the OIC center in Washington and also having meetings with the AID personnel at the USAID office in Washington. The group also had an opportunity to gain some OJT experience by visiting the New York OIC Program. Mr. Tony Wicks accompanied the participants on both of those trips.

Several workshops were conducted the following week. Through the OIC National Institute, the services of Mr. Elton Jolly and his staff was provided for the workshop on Program Development, while personnel from Management Dynamics conducted workshops on Student-People Motivations.

Apart from the field trips that took all the participants to various OIC components and other vocational training programs offered either by the city, state and federal governments, the participants were able to return to some of these scenes to further acquaint themselves in their particular field of operation.

Culminating the activities of the participants was the Graduation Ceremony and the awarding of certificates of training course completion on January 29, 1971. Witnessed by people from other walks of life, the graduation ceremony was unique as the first with OIC International and the realization of Reverend Sullivan's dream. As the main speaker of this exercise, Reverend Sullivan congratulated the participants for courage and zeal they have in joining hands to fulfill his dream.

Finance/Personnel

This report covers the Finance and Personnel Offices activities for the three-month period from December 1, 1970 thru February 28, 1971. This report will view these activities in terms of significant developments within this office relative to the accounting, procure-

ment, and personnel functions.

The overall functions and objectives of the Finance Office were set forth to provide staff with working understanding relative to on-going operations and responsibilities.

The general accounting activities during this period revolved around three primary areas of operations, while we experienced a far greater volume of activities than in preceding periods. The three areas of greatest concern were the flow of overseas financial transactions, in-service training of transferred staff, and the adoption of a new payroll system.

Our overseas financial transactions entailed actually implementing previously developed procedures to assure that transportation, housing, and operational needs were met and paid for in an orderly manner. During that period, we transported six employees to Africa; two to Ghana and four to Nigeria. Because of advanced planning, housing was immediately available to them upon arrival in their assigned post. In addition, we began to implement the transferring of monies to OICI Field Staff of payment of expenses incurred locally for program operations. We are still in the process of trying to work out a more efficient and speedy way of transferring monies from the Central Office to our field operations. Since there is a problem of mail and communications between the United States and Africa, we are constantly reexamining a method and approach to utilize.

We have adopted a Shaw-Walker One-Write Payroll System in order to expedite the preparation of our bi-monthly payroll. We obtained with this system a modification which will allow us to reflect both "post allowances" and "overseas differential" on our register as well as the check stub. It is felt that this system will provide increased speed and accuracy in this very important phase of accounting.

As we intensify our efforts to meet and perhaps surpass our contractual committment, we have had a proportionate rise in the volume of financial transactions. For example, during this report period we processed the following numbers of payment vouchers:

Task Order	No.
TO #1 Central	187
TO #2 Ghana	115
TO #3 Nigeria	78
Total Vouchers Processed	380

We are continuing to pay all invoices in a timely manner and thus, our credit relationship with vendors is excellent.

We have not been as fortunate with our vendors relative to delivery dates and the availability of items for use overseas. For example, in ordering vehicles for shipment to Ghana and Nigeria from the Afro-American Purchasing Co., only to be advised a month after issuing the purchase orders that delivery would be delayed due to a strike at the manufacturer's plant. However, we were successful in locating another vendor who was able to make delivery and we have now shipped those vehicles to Africa. Although it will be

explained in our next report and discussed by our Director with AID personnel for their consideration and approval, we have been getting feed-back from our field staff that there is a need for two vehicles in order to accomplish their job. Therefore, in the near future, we will be requesting approval to purchase an additional vehicle for Nigeria and Ghana. This request will be included in our second year supplement proposal to TO#2 and TO#3.

Because of the differences in electrical systems and measurements used in Africa, we have had to contact vendors as far away as Cleveland, Ohio, in order to satisfy the equipment needs of our personnel overseas and we are now in the process of finalizing these purchases.

There remains a need for our organization to utilize General Service Administration, or GSA, outlets. We have been advised that we must secure a GSA credit card before we can make such purchases. A letter has been forwarded to Mr. Waters of AID, requesting assistance in this matter. It is hoped that we will have this card by the time this report is read.

In our efforts to improve personnel administration, we have been concentrating in two areas. The first is in implementing our existing Personnel Operating Policies and secondly, in securing a retirement plan for our staff.

In implementing our Policies, we have sought the involvement of the entire staff to assure that we all understand and see the value of

having these guidelines. We have done this through in-service training sessions and distribution to all staff. Additional input is actively sought from our staff as to how these policies may be improved and as a result, we have effected several changes in personnel operations.

We are actively soliciting information relative to a retirement plan that will provide us with a measure of security and serve as an additional incentive to become employed with OIC International. A retirement plan would also serve as a means of income for those who leave our employment. Once a plan is decided upon, we will include the cost in our projected 1971-1972 budget request for AID's consideration and approval.

It is felt that our Finance and Personnel Operations have been equal to the problems that we have faced. Our main task now is to build on these experiences and to eagerly accept the challenges of the future.

Summary

This report has covered the activities of the Central Office. We have not separated the report on Nigeria and Ghana because much of the activities during the quarter concerning our overseas operations have been directly related to the Central Office.

In order to provide adequate support for our overseas operations

during this early stage we have recruited additional personnel, provided the necessary orientation and training and established a system of logistics that will provide supplies and equipment on a systematic basis.

We have learned some very valuable lessons, solved some key problems and made some regrettable mistakes. Fortunately, for us, because of the relationship with and assistance from USAID staff, our mistakes have not been costly and have been few in number.

We realize now that we must expand our recruiting sources in order to continue to attract the caliber of staff we need to enhance our operations. We have had to re-assess some of our timetables in light of the realities of a tremendous undertaking such as ours. The hard work and dedication of our staff will have to be regulated in such a way so that efficiency will be maintained without sacrificing morale and skill.

Immediate attention will be given to improving our field reporting system. We will concentrate on our phasing in the additional participant positions as the program operations and regular classes progress. This is important to maintain the momentum of the program so that when a pre-vocational class is completed, there will be skill training courses established and prepared to begin instruction immediately. The vertical concept of the OIC Program also provides for jobs to be developed for the trainees upon completion of the

skill training. Our reporting system must provide us with information on a regular basis. This information will serve as one of our evaluation devices so that we can continue to provide the type of support to the local programs that will assure their continued success.