

4980503  
L.S.D.  
Reference Center  
Room 2550  
PD-AAB-21-A13

OPPORTUNITIES INDUSTRIALIZATION CENTER INTERNATIONAL  
Contract No. AID/afr-653  
Report No. 9

AFR  
331.86  
062  
no. 9, Jan. 1972

404  
6980153  
5306  
6200102- (12)

QUARTERLY PROGRESS REPORT  
OICI/Africa Activities  
submitted to  
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

Valfoulaye Diallo, Director  
OICI/Africa  
3639 North Broad Street  
Philadelphia, Pa. 19140  
January 1972

**TABLE OF CONTENTS**

	<b><u>Page</u></b>
<b>I. DIRECTOR'S OFFICE ACTIVITIES .....</b>	<b>1</b>
<b>II. ADMINISTRATIVE SERVICES ACTIVITIES .....</b>	<b>7</b>
<b>III. TRAINING ACTIVITIES .....</b>	<b>12</b>
<b>IV. ECONOMIC DEVELOPMENT ACTIVITIES .....</b>	<b>25</b>
<b>V. SUMMARY .....</b>	<b>30</b>
<b>VI. APPENDIX</b>	

**DIRECTOR'S OFFICE ACTIVITIES**

## DIRECTOR'S OFFICE ACTIVITIES

Contact by OICI with its funding agency, AID, has continued to be maintained through its Director, Valfoulave Diallo.

During this quarter, the activities of OIC International increased with the phasing-in of planning activities in Ethiopia and Kenya.

In Kenya, the OIC planning activities have moved along steadily and smoothly. The final OIC Kenya proposal was submitted to AID for approval, with copies being sent to AID Washington as well as the AID Mission in Kenya. Also, a second Planning Officer was assigned to Kenya - Mr. Douglas McQuillan, to assist in planning developments there.

However, because of the difficulties encountered in the Ethiopia project, and the separation of the Planning Team, Mr. McQuillan is now being re-assigned to the Ethiopia Project. A second Planning Officer, Mr. Morris Tipton, will be joining Mr. Walter Clarke in Kenya sometime in February 1972.

Though problems were encountered in the Ethiopian Project, which led to the separation of the two OICI Planning Officers assigned there, plans are being made to go ahead with the OIC activities in Ethiopia. A new Planning Team is being assigned

to Ethiopia in January/February 1972. The Planning Team will consist of:

- Mr. Douglas McQuillan - transferred from Kenya Program
- Mr. Samuel Thomson

A significant event during this quarter was the resolution of the visa situation in Nigeria. Two year resident visas were granted for OICI personnel to be assigned to the OIC Nigeria project.

Mr. Wesley Kirk, the newly assigned Program Advisor arrived in Nigeria on December 30, 1971. Presently in orientation in Philadelphia for assignment to the OIC Nigeria project are: Mrs. Gloria Ogunsola, Secretarial Science Specialist; Mr. George Bessex, Electronics Specialist and Mr. Glenn Montgomery, Auto Mechanics Specialist. These persons will be departing for their assignments in Nigeria on January 31, 1972.

We would also like to note that there are two more positions to be filled in Nigeria in rounding out the OICI field staff. These are the positions of Industrial Relations/Job Development Specialist and Feeder Training Specialist. We hope to fill these positions during February or early March of 1972.

There is also a vacancy in the Ghana program due to the request of our Program Advisor there to replace our Training Supervisor, Mr. Ernest Wilson. We have terminated this person and are now seeking someone to fill this position.

After experiencing some difficulties in relationships between OICI and AID both in the Central Office as well as out in the field, it was agreed by both parties that it would be to our benefit to establish Guidelines spelling out general relationships between our two agencies. Hence, after several discussions between the two parties, OICI and AID, we are in the final stage of moving towards a final version of OICI/AID Guidelines, which after completion, would be shared both here in the States as well as out in the field. We feel the idea of establishing Guidelines would go a long way in improving communications between the two parties involved in internationalizing the OIC Programs.

After several meetings, Guidelines for OICI/AID relationships were received, reviewed and agreed upon by both parties. The final version of these Guidelines were received by OICI during the month of January 1972. Since this time, they have been shared with the Central Office Managers as well as sent to our Program Advisors in the field. As indicated before, we feel that these Guidelines will prove mutually beneficial to OICI and AID.

On October 8, 1971- the OIC International Board of Directors held its quarterly meeting in the OIC International Central Office in Philadelphia, with the Founder and Chairman, Reverend Leon H. Sullivan presiding. These Board meetings have been

scheduled on a regular basis, occurring quarterly and of course, special meetings will be called when felt necessary. During these meetings, the Director and/or his staff report to the Board its activities and problems, resulting in discussion and resolution.

From October 11 to November 22, 1971, the International Director went on a six week trip to Africa, visiting Ethiopia, Kenya, Zambia, Nigeria and Ghana. The trip to East Africa (Ethiopia and Kenya) was for the purpose of establishing the groundwork for our people there in implementing the program, meeting with the local Board of Directors, and working out a closer and workable relationship between OICI and AID persons.

From the Director's trip to East Africa, he feels that the Kenya project is developing in such a manner that it would be ready for implementation by February/March 1972. We hope that after proper assessment on the part of OICI and AID, there will be agreement for funding of the Kenya project so that we will not lose our momentum there.

As per stated in the OICI/AID Basic Agreement, an exploration trip was made to Zambia by the Director to meet with the local people who expressed an interest in developing the OIC Program. It should be noted that this trip, however, was paid for personally by the International Director due to the fact that a previous trip to this country raised some difficulties on

the part of AID. While in Zambia, the Director not only had the opportunity to meet with local citizens who were interested in the OIC Program, but he also had the opportunity to meet the President of the Country, Kenneth Kaunda, on two occasions. From these two trips, we feel that there is a definite and growing interest in the development of OIC in this part of Central Africa.

While in West Africa, Nigeria and Ghana, the International Director met with the OICI staff, AID personnel, and while in Nigeria, met with government officials for some resolution of the visa problem encountered there.

One of the things concerning OIC International is reaching some resolution for the second year funding for the Nigerian program. We have received our second year contract for the Ghana project but the Nigerian program funding for 1972-73 fiscal year is still unapproved.

Though some problems exist, the International Director found that OIC developments in Africa continue to progress. What he felt was needed was more patience and understanding on the part of all people involved in this historic experiment, realizing the difficulties of developing OICs which is even more trying in the area that is new. We feel that greater understanding, better communications and stronger support to this effort would lead towards a success that all parties would be proud of in the near future.

Through the Center for International Visitors, OICI has continued to receive visitors from all over the world who are interested in seeing the OIC Program. Visitors were received from: Zambia, Lesotho, Sierra Leone, Tanzania, Sweden, New Zealand and the Phillipines.

ADMINISTRATIVE SERVICES ACTIVITIES

ADMINISTRATIVE SERVICES DIVISION

The fiscal quarter of 1979 has involved significant developments with those within the Administrative Services Office. These developments took place in the areas of accounting, procurement, personnel and administrative services our organization. Of the more outstanding developments were an audit by the IRRS Auditor General's staff, a changing statute and a period of intensive in-service training relative to implementing previously developed accounting procedures. It was again a period that provided additional information to our organization and experience that will go a long way toward strengthening the structure of our organization.

Accounting

The more important developments that took place in the accounting area during the period were, the audit by IRRS Auditor General's staff and our continued efforts to secure survey forms and plans to further refine the accounting system which plans for consolidation of our cash accounts.

The audit by IRRS's staff on October 11, 1979, did provide us with the answers to any questions that we have been attempting to resolve during the past year. It is indeed unfortunate that we did not have the benefit of this audit in previous years as requested.



... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..

... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..

... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..  
... ..

... ..  
... ..  
... ..  
... ..  
... ..



and supplies into our overseas programs. We had previously thought this waiver procedure would not be a necessary requirement for OICI.

Summary

The Administrative Services Office is approaching the New Year with a positive attitude and know that the lesson we have learned in 1971 will be of tremendous value in carrying out our plans for meeting our objectives in 1972. We eagerly await AID approving and forwarding to our Central Office, the Nigeria 1972-1973 Task Order. We have received the new Task Orders for Central, Ghana, and East Africa.

## **TRAINING ACTIVITIES**

## TRAINING ACTIVITIES

The Training Office continued it's active participation in providing overall logistical and planning support to the developing international OIC Programs, during the last quarter of 1971, Most of this support manifested thru our:

1. Continued assistance in the development and monitoring of the program phase-in plan.
2. Assistance in the activities related to review, revising and development of the Kenya proposal.
3. Work on information gathered in Ethiopia relative to development activities in progress in Addis Ababa.
4. Completing revision of the American Field Staff Manual.
5. Planning and conducting orientation exercises for three American Field Staff persons and several international visitors.
6. Location and selection of various equipment and supply items for the developing programs.
7. Participating in the decision making process relative to program development, implementation, and staffing for OIC International.

Our primary area of concentration was in Program Planning; however, we researched and endeavored to develop a realistic phase-in schedule for courses being initiated in West Africa. We finalized the first two years of a projected six year program

development activity phase in schedule and in the preparing of a detailed document related to the role of the Program Advisor, Training Supervisor, and Local Program Director. This latter document to be officially released during the first quarter of 1972, details the duties, responsibility and authority of these positions. Provides specific guidelines and directives relative to the performance of these duties and responsibilities, and establishes measurable performance objectives, and standards for those occupying these positions. This basic document is designed to serve as a catalyst for the delegation of responsibility and authority to members of the field staff. We feel that this kind of direction will strengthen our overall management procedures and enable us to develop an effective system of management by objective.

#### OIC Lagos Nigeria

As of December 15, 1971, the Lagos OIC Program has served 117 persons. Of this number, sixty had completed Feeder and had been transferred to the vocational area. There was fifty-one trainees on roll in Feeder and forty-five were on roll in the vocational area. Four persons had been placed in employment and fifteen had discontinued training. (See attached statistics). The average combined attendance was 78 trainees or 81% of those enrolled.

#### Feeder

Though understaffed for sometime during th s period, the Feeder

Program continued the rate of progress initiated last March when the program first opened. Additional texts and other supplies ordered during the quarter arrived and were immediately put to use in the program. The Feeder staff with the aid and assistance of the vocational staff continued the research and development of training and related materials. An extensive orientation package was developed and has drawn a very positive response from the trainees. Lesson plans have been developed and are in use in most of the Feeder areas.

#### Vocational Training

Four vocational areas are in full operation and the remaining two are operational. The four operating areas are: Auto Mechanics, Air Conditioning and Refrigeration, Electronics, and Secretarial Science. The operational areas are: Commercial Baking and Service Industries. The difference between an operating and an operational area as indicated herein, is the degree of equipment available, on site and operating. During this period the American Field Staff was conducting the Air Conditioning/Refrigeration and Electronics classes without benefit of local staff assistance. The Auto Mechanics class was being conducted by local staff without the benefit of an American Field Staff counterpart. A counselor whose experience and education qualified her for the task, was conducting the Secretarial Science class. The problems which necessitated these adjustments have been resolved. We antici-

pate that a full local staff as well as a full American Field Staff will be on the site during the early part of 1972.

The Commercial Baking and the Service Industries areas are being conducted locally with donated equipment. Seven trainees are on roll, We expect to have these areas fully operating by the end of the first quarter of 1972.

### Counseling

This area has finalized procedures for intake, participated in the development of the orientation package, and is actively involved in providing guidance services to the program.

### Problem Areas

The program's greatest problems during this quarter were the continuation of those outstanding in previous reports. Specifically, personnel. As the quarter ended the visa situation, that has prevented the dispatch of the remaining American Field Staff, appeared to have been resolved, and the local program board had made definite progress with respect to employing local staff.

### Other Activities

The most significant development was a series of meetings which took place between members of the OIC Nigeria local and field staff, and Mr. A. I. Freeman of the Standard Bank of Nigeria. Mr. Freeman indicated a definite need for persons with OIC Feeder training who can be trained as Bank Proofing Machine

Operators, Secretaries, Clerks, and Management Trainees. He anticipates that his bank will need 200 Bank Proof Machine Operators alone plus several clerical and management trainees types. The local OIC has been advised to work with Mr. Freeman with a view toward development and implementation of a cooperative venture that can be of mutual benefit to OIC and the bank.

#### OIC Accra Ghana

As of December 15, 1971, the Accra OIC Program had served 115 persons and had ninety-one on roll. Seventy-three persons had finished Feeder and had been transferred to the vocational areas and a new cycle of eighteen had begun Feeder. The average attendance was 74 persons or 81% of those enrolled. (See attached statistics.)

#### Feeder

After a slight delay, the Feeder Program began to rebuild its enrollment. The procedure developed was a monthly intake system of from ten to twenty persons on an on-going basis. Equipment and supplies being low, lent themselves to this phase-in rate. Other supplies and visual aid equipment held up by the dock strike are enroute and should arrive in mid January 1972. At which time, regular Feeder enrollment procedures can be resumed.

#### Vocational

The Vocational Specialists continued to work with the Feeder

Teachers and Counseling Staff in the development of curricula. Particular emphasis was placed upon the orienting of Feeder course outlines to the needs of the vocational areas being phased-in, especially the Building Trades and Secretarial Science skill areas. The local staff has been very instrumental in this development.

At the end of this quarter five vocational areas were in operation. A sixth area was beginning and will be phased-in during the early half of 1972. The operating courses are: Secretarial Science, Plumbing, Masonry, Electricity, and Carpentry. Some problems relating to the location of an adequate permanent facility for the Auto Mechanics Course are expected to be resolved in time to phase-in this course in the first quarter of 1972.

#### Problem Areas

1. We are concerned with the degree and extent of local participation in the program and with evidence of inter-personal communication breakdown within the field staff team. The removal of the Training Supervisor during this quarter and the assignment of additional field staff, does not appear to have completely eliminated some of these problems.
2. The dock strike delayed shipment of certain essential equipment for some months. This created a problem in terms of coordination of Feeder and Vocational phase-in. The settlement of the strike solved this problem.

### Industrial Relations/Job Development

After some delay, the activity in the area of Industrial Relations is beginning to progress. The vocational staff is meeting with various industrialists from the viewpoint of making them aware of the OIC Program design and direction. Meetings were held with various organizations, one of which was with Dr. Amin, of International Labor Organization of Ghana, to ascertain the kinds of training needed to meet the needs of local industries, especially in Auto Mechanics. Further, studies will have to be completed before a final decision relative to the course content of the area is required.

Several women's interest groups have been invited to attend orientation sessions designed for them at the OIC Program. The objective is to solicit their involvement in the upcoming mass community fund appeal. In addition and in this same end, the program has developed several proposals for specific local companies in asking their support in the fund drive. The local program hopes to raise \$40,000 thru these means.

### OIC Kenya

The Kenya project is progressing rapidly. Most initial objectives have been met. The program is fully organized, incorporated, and has generated exceptional community involvement and enthusiasm for a program in this stage of development. All feasibility studies relating to the needs of the Nairobi area have been completed. A proposal for an OIC Kenya Program was

received at the Central Office in December 1971.

Some resistance relating to duty free entry of goods for the training programs and tax free exemptions from local tax for American Field Staff has been encountered. These concerns should be resolved in the immediate future and a favorable decision is expected at any time.

#### OIC Ethionia

The Ethionia project ran into difficulty immediately after the arrival of the OICI Planning Officers. While a great deal of data is available, the specific problems underlying these difficulties remain to be fully identified, but seem to center around personnel difficulties. Nevertheless, the mission of the Planning Officers sent was thwarted to the extent that they were recalled for the good of the program. Our activity in Ethionia will be resumed with the dispatch of a new Planning Officer team in late January or early February of 1972.

#### Orientation

During the quarter, the Training Office engaged in the following orientation activities:

1. American Field Staff:

Messrs. Wesley Kirk, the Program Advisor for Nigeria; Gerald Goode, the Job Development and Industrial Relations Specialist assigned to Ghana; and Douglas McQuillan, the Planning Officer for Kenya, were given complete orientation. In an

attempt to make the sessions more meaningful, special OJT and participation in other programs was scheduled with excellent results.

Mr. Gerald Goode attended the Philadelphia Management Training School class that met for a week in October. In addition, he worked with the Economic Development Manager for two weeks on assignments that aligned him in OJT sessions with the Progress Movement.

Mr. Douglas McOuillan spent much of his time with the managers of OICI. He was also given an extensive orientation in the activities related to OIC operational procedures, program development and review of problems and concerns of the Central Office as they relate to overseas programs.

A Cross-Cultural Program was conducted for the field staff members and their family. The results of similar programs have proved a great blessing to the cultural adjustment of the OICI family abroad. Hence, new approach to program presentation and more information material are being made available at this session.

## 2. Orientation For Visitors To OICI

A short orientation of one to two days was also conducted for international visitors from various agencies visiting with OICI. In some cases the approach has been to extend tour privilege to the visitors to see the training programs

at the Philadelphia OIC branches, while at other times activities were confined to the Central Office.

?  
1  
The following personalities were accorded the privilege of this orientation:

Mrs. Shirley Forde from New Zealand

Mr. & Mrs. Jose Arcelleana from the Phillipines

Mr. Fuday Danguna of Sierra Leone

Mr. Mengistu Kibret from Ethiopia

Mr. J. S. Ocran from Ghana

3. De-briefing

The training office scheduled and participated in the de-briefing sessions for the returning OICI staff from the field: Ethiopia and Ghana.

4. Other Related Activities

This office continued to provide supportive roles for the field staff as well as the Central Office. Training equipment was located and orders were initiated for purchase and shipment to overseas programs.

Plans were made and completed for the next cycle of orientation for the field staff and the local OIC participants that is scheduled to commence early in January.

Development of research materials, training equipment list and course outlines were a continued process this quarter.

Even though the overall responsibilities of this office increased during this period, the determination of the staff and the greater awareness of the tasks ahead provided courage and zeal to achieve some of the goals of this office.

PROGRAM OPERATIONS STATISTICAL SUMMARY

	Feeder	Voca- tional	Total
Nigeria			
On Roll	49	47	96
Average Attendance	34	34	68
Job Placed		4	4
Discontinued		15	15
Average Attendance Percentage	69%	72%	70%
Ghana			
On Roll	18	73	91
Average Attendance	16	58	74
Job Placed	0	0	0
Discontinued		3	3
Average Attendance Percentage	89%	79%	81%

**VOCATIONAL AREA  
STATISTICAL SUMMARY**

---

**Nigeria**

---

<u>Course</u>	<u>On Roll</u>	<u>Attendance</u>
Auto Mechanics	13	9
Air Conditioning	4	2
Radio TV	13	12
Secretarial Science	10	9
Baking	5	1
Hotel Catering (Service Industries)	2	1

---

**Ghana**

---

<u>Course</u>	<u>On Roll</u>	<u>Attendance</u>
Secretarial Science	21	20
Plumbing	13	7
Masonry	13	11
Electricity	18	15
Carpentry	8	7
Auto Mechanics	0	0

**ECONOMIC DEVELOPMENT ACTIVITIES**

## ECONOMIC DEVELOPMENT ACTIVITIES

Even though there is little overt demonstration of the contributions of the Economic Development unit to our operations at this time, we are still very much excited about the potentials and possibilities in this area. We are very happy about the important basic steps that have been taken in regards to laying the groundwork for many of the things that will be taking place in the future.

We are not so naive as to discount the difficulties involved in such a grand undertaking that we have set as our goals. As a matter of fact, some of our early experiences were of such a nature as to have been a major setback for an organization with less commitment and determination than OICI. On the contrary, these sobering experiences have served as a springboard for us toward other things. This has been true because some of the steps we have taken have evoked very positive and encouraging responses sometimes from unexpected sources.

Basically, there are two major sources of encouragement for our optimistic outlook in regards to the Economic Development program. First, we are convinced that there are realistic economic opportunities that are available with growth potential for small scale businesses in the international communities, especially the LDCs. This goes far beyond the casual and surface knowledge that dictates potential whenever there are

abundant natural resources, relatively large population, some technology, etc. But our planning is based on some relatively precise feasibility studies. We hasten to add that we fully recognize the need for continued research and documentation. However, we are already excited about some of our early findings.

The second source of encouragement for us is the serious interest that has been manifested by potential investors and sources of capital. This potential is represented by local interests and foreign concerns, and contacts have been with private sources as well as governmental sources. We are also looking to AID for support and encouragement in this area per our basic agreement/design.

Therefore, this office has continued its research efforts in the areas of developing modest enterprises and providing management training for selected African communities. Some highlights follow:

#### General

Numerous in-city trips to the Federal Reserve Bank's library, Department of Commerce Field Office and the Commonwealth of Pennsylvania County Agent's office. Contacts outside the city includes the International Department of a leading New York City Bank, Consul offices of OICI-related African countries (Ghana and Kenya).

These visits have resulted in the accumulation of a wealth of

relevant printed matter and the promise of continued cooperation. The most significant contact made during the period was with the International Bank for Reconstruction and Development and its several "family" organizations. The diversity of this organization's involvement suggests a most fertile source for OICI.

#### Management Training

Continued efforts in gathering Management Course materials is expected to culminate in a preliminary outline for this principal component by mid January 1972. To date, emphasis has been placed on inputs from our own "Progress Movement" Family units, e.g., Management Training School and the Entrepreneurial Development Training Center. Early in January of the new year, trips will be made to Lincoln University, United Nations and four Embassies - Ethiopia, Ghana, Kenya, and Nigeria to gather additional inputs in this area. It must be noted at this point that despite all the information accumulated and anticipated, it is critical that first-hand African inputs be available. This can best be accomplished by the assignment of an Entrepreneurial/Management Specialist to the selected countries. In the meantime, we are attempting to secure this information by extending the responsibilities of our IR/JD Specialist. However, we still feel that each one of our projects should have a full time specialist assigned to this area.

### Business Development

As mentioned in the previous quarterly report, the OICI Board of Directors has endorsed the Beef Cattle Ranch Project. In this regard, we have intensified the gathering of data to support this project. Discussions to date suggests the formation of an International Investment Corporation to serve as an "umbrella" for investing in subsidiary corporations formed in each of the selected African Countries. Another of our own "Progress Movement" Family members, Progress Venture Capital Corporation, has shared valuable data with us. Furthermore, a rough budget has been developed and prospective sources of capital identified - both here in the states and in Africa. Once again, this office must express it's concern over the lack of concurrent first-hand inputs, on a continuing basis, from the countries where we expect to initiate these programs. This again points out the need for an E/M Specialist.

### Field Staff Development

In anticipating the approval of Entrepreneurial/Management Specialists for the local programs, this office has developed the following documents:

1. Statement of Purpose/Method of Operation
2. Operational Guidelines for Entrepreneurial/Management Specialists.

The first is designed to "set the stage" for the broad scope of this office and it's related field staff; the second with

flexibility in mind to allow maximum dialogue and adjustment between our E/M Specialists and sources developed in the local communities.

Both papers are intended to encourage initiative and growth in our E/M Specialists and local participants. Presently under review, with the other Central Office Managers, these documents should provide the foundation for continued growth and achievement of this office's responsibilities.

Despite the numerous contacts made and the wealth of data gathered, to be meaningful it must be combined with first-hand inputs from African sources to ensure adoption of "acceptable" programs.

## **SUMMARY**

## SUMMARY

It is with pleasure we report that the final calendar quarter of 1971 was one of great significance. We feel that our growth as an organization has reached a new level of maturity that will mark a turning point for future development. There are several highlights in this report that will pinpoint this observation.

The first highlight that we wish to refer to is that of the audit that was conducted by USAID Auditor General's staff. As indicated in this report, we feel that audit proved to be very helpful to us. We are still waiting to receive the final report.

The next matter related to this observation is the very significant beginning that was made toward clarifying our relationship with USAID centered around mutual contract obligations and responsibilities. During this quarter, we held discussions on the OICI/USAID Guidelines which originated in the TAC Office of AID. The final form has not been developed yet, but we are optimistic that the guidelines will go a long way towards improving the on-going relationship between OICI and USAID.

Another matter that represents a highlight for us during the quarter was the successful resolution of the visa situation with Nigeria. We maintained all along that since our

cause was just and our motives were pure, it would be just a matter of time before we would be able to clear up the situation. Our patience has been rewarded and our case for working with private, dedicated citizens in overseas communities has been vindicated in this instance.

*they've  
got to  
be  
handling*

The growth and maturation of OICI as an organization is also shown in the fact that our operating programs have reached a level wherein they are beginning to generate some meaningful statistics.

Our future reports will provide an analysis of training data supported by adequate statistics. The operating programs at this time are in Nigeria and Ghana. As other programs become operational, the same type of reporting information will be available.

In our last report, we indicated that the International Director and at least two other senior members of our Central Office staff had planned to visit our programs in Africa. Circumstances were such that only the Director was able to visit. His visit coincided with a very difficult situation involving our Planning Team in Ethiopia. The dispatch with which we were able to act under near-crisis circumstances, is a credit to us as an organization. When regular corrective measures were unsuccessful in alleviating a serious staffing problem, we recalled our Planning Team in order to take the necessary

steps to accomplish our goals.

The successful implementation of planning activities in East Africa is a very significant highlight in this quarter. One of the major aspects of a viable organization is its ability to show steady and sustained growth. We feel that the highly successful on-going developments in Kenya and the beginning in Ethiopia is a manifestation of OYCI's pronensity for growth. *amen!*

Finally, the continued encouragement that we are getting concerning our planning around Economic Development is a source of real pleasure. We are still convinced that the projects that are to evolve out of this area will be exciting as well as giving some long lasting benefits to the economy of the countries involved.

APPENDIX

DATE

TIME

BY

REMARKS