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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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OICI/Africa  
240 West Tulpehocken Street  
Philadelphia, Pennsylvania 19144  
October 1972

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**DIRECTOR'S OFFICE ACTIVITIES**

## DIRECTOR'S OFFICE ACTIVITIES

### General

We have tried to provide a report for this quarter that will give some continuity to the outstanding matters that have been included in prior reports. At the same time, we will spotlight those items that tend to make this report distinctive in its own rights.

Much effort during this quarter centered around attempting to get full year funding for the OIC African programs.

In the West African programs (Ghana and Nigeria) the delay seems to be AID Washington not having received the PROPS, which are necessary for getting full year funding.

The East African projects (Ethiopia and Kenya) are still operating under the planning grant. In Kenya, the major problem is gaining approval from the Kenya government to operate as a technical assistance program, which is necessary to gain tax exempt privileges. In Ethiopia, we are waiting finalization of the PROP and submittal to AID Washington and hopefully an early approval from USAID for full program implementation.

International visitors received during this quarter by OICI for orientation and tour of OIC operations included Mr. John Moses, Chairman, OIC Ghana; Mr. William Magongo, Swaziland; and Mr. Ken Amoah, Ghana.

## Nigeria

The OIC Nigeria program continues to progress in a positive, firm and constructive manner.

Though an amendment was received for Task Order No. 3 extending funding until December 31, 1972, it is hoped that the PROP will be submitted to AID Washington and full year funding for 1972-73 be approved in the very near future.

With assistance from USAID, the construction of pre-fab classroom units for the OIC Nigeria project is near completion. Dedication of the new training site is expected to take place during the first OIC International African Conference in October 1972.

## Ghana

The OIC Ghana program is now moving in a firm and positive direction. An Industrial Advisory Council, under the leadership of Mr. H. J. Maltus, Standard Bank of Ghana, is now in its formation stages.

The OIC Ghana Board Chairman, Mr. John Moses visited the OICI office in Philadelphia in July 1972. This visit, though short, proved to be quite informative. The OICI staff was able to learn something of the OIC Ghana program from its Chairman.

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OICI will receive full year funding for 1972-73 before the end of November, 1972.

### Kenya

The major bottleneck at this point in the OIC Kenya development is receiving approval from the Government of Kenya to operate as a technical assistance program. The local OIC Kenya Board of Directors and the OICI Planning Team, along with assistance from USAID Mission, continue to address themselves to this critical problem.

Though the planning grant for the OIC Kenya project has been extended to December 31, 1972, OICI is looking for resolution to the government problem, and approval for full program implementation before that time.

### Ethiopia

Funding for the implementation of a full OIC Ethiopia program is now being awaited by OIC International.

The planning grant for the Ethiopia project has been extended to March 1973, but hopefully the program can be implemented before that time.

A second OICI Planning Officer has been identified for the OIC Ethiopia project. Mr. Henry Alonzo Jennings is scheduled to join the Ethiopia program in Addis Ababa in October 1972.

### OIC International Board

The September 1972 meeting of the OIC International Board of Directors was cancelled, but the Board will hold its third quarterly meeting in Lagos, Nigeria during the OICI African Conference.

The OICI Board of Directors continues to be kept informed of OICI activities through OICI quarterly reports, special reports, board meetings, and whenever possible, through on-site visits of the OIC African programs.

### OIC International/AID Relationship

Through the international director and members of the OICI management staff, close contact continues between OICI and its funding agency, USAID.

In September, 1972, AID personnel visited the OIC Philadelphia operations, including the Ghana Mission Director, Mr. W. Haven-North.

A meeting with Dr. Samuel Adams, Jr., Assistant Administrator, African Bureau and other AID personnel, and the OICI director was held for the purpose of discussing the East African projects. Out of this meeting came the extension of Task Order No. 4.

### Staff Development

In July 1972, the management staff of OICI continued its staff development programs by bringing in consultants to conduct a Management by Objectives seminar.

In-Service Training for the entire OICI staff continues on a regular basis, not only in the central office, but in the field programs as well.

### International Travel

OIC International's second African Trip commenced on 31 July 1972 with some 48 persons from the United States representing not only OIC, but the American communities in general. The group visited the four African countries where OICs are being developed, stopping off for a short visit in Monrovia, Liberia.

The international director accompanied the group on this tour, along with a member of the OICI Board of Directors, Reverend Robert E. DuBose, Jr.

In September 1972, the OICI Administrative Services Manager, Mr. Irby Johnson, visited the four OIC African programs for the purpose of review and evaluation.

### Special Concerns

- PROP submittal and receiving full year fund for the Nigeria and Ghana projects, and resolving the problems which are delaying implementation of the Kenya and Ethiopia projects.
- Personnel continues to be a very demanding and sometimes frustrating for the organization, not only in terms of recruiting and selecting personnel, but retaining as well. This holds especially true for our Nigerian project. A great deal of time and efforts continues to be addressed to this area.

### Future Activities

OIC International looks forward to the fourth quarter of 1972 with the following activities:

- OIC International African Conference to be held in Lagos, Nigeria from 25 to 28 October 1972
- Finalization and approval of project funding.
- Continued staff development.
- Commencement of another OICI Participant Orientation and Training program in November 1972.
- Independent program evaluation by Community Sciences, Inc.
- Finalization of an independent audit of our accounts.

**ADMINISTRATIVE SERVICES ACTIVITIES**

## ADMINISTRATIVE SERVICES ACTIVITIES

This quarter saw many interesting developments occur in the areas of contract administration, accounting, procurement and personnel. The period also witnessed: frustrating attempts to gain approval for all of our AID supported operations, an on-site visitation by the Administrative Services Manager of all overseas operations, the ordinary adjustment difficulties associated with moving our central office, while routine accounting, procurement and personnel activities received needed refinements.

Although PROP and budget information were being transmitted to the Missions and the Bureau for Africa as early as March of 1972, we have only received, at this time, full year funding for only one contract, Task Order No. 1. Moreover, the renewal of the Basic Agreement with AID reflected a termination date of December 13, 1972 rather than the minimum one year that we expected with the agencies budgetary restraints, as imposed by the Congress, ~~h~~ however, when agreements are made on a piecemeal basis, they result in serious impediments to our ability to effectively plan. If some means can be found to provide at least a year's commitment for program operations, it would assist us immeasurably.

The long delayed field trip by the office's Manager, Irby Johnson, was finally made during the quarter. His overall reaction was that operations of OICs in Africa closely parallel those in the

the United States at similar states of development. This is not to suggest that he is insensitive to local circumstances, but rather to convey that many of the challenges faced in Africa also faced us in the United States. For example: the austere nature of operations, both in Africa as well as North America has tested our "dollar stretching" ability as well as our ability to choose from competing demands in deciding where to place resources.

What most impressed this manager was the need for an urban based manpower training program such as OIC, the number of trainees who are receiving services and those who would avail themselves of the OIC if the opportunity presented itself. Obviously, the success of OIC is being reflected by its present trainees and those who have been placed on jobs.

An examination of the accounting systems utilized in the field disclosed that in general, they range from adequate to excellent. In all cases, there is strict accountability for all funds and the variable was the degree of sophistication resulting in rapid retrieval and compilation of information. We feel that one of the vital areas of assistance that OICI is providing lies in the area of fiscal management. For we see an organization as an entity and the meshing of the component parts are vital determinants relative to overall efficiency. Therefore, we are attempting to demonstrate the value of accounting as a management tool, not only to determine where we have been financially,

but more importantly where we are or should be going program-  
matically. We have found that the integration of accounting  
with training operations results in sound administration.

The staff as well as guests, are favorably impressed by our  
new facilities. However, the move and the resulting settling  
in did present some temporary inconveniences. For example:  
although we informed the Post Office and correspondents of our  
plans to move, we found that much of our mail was, at first,  
misdirected. We feel that among the major factors weighed  
in deciding to move were continuous heating failures and  
inadequate security (two burglaries in two years). We have  
now completely settled into our new home and find that an  
improved working atmosphere contributes to our efficiency.

#### Accounting

This area of our operations usually experiences a heavy workload  
and this period was certainly no exception. Therefore, attention  
was primarily given to improvements within the accounting system  
and the clarification of objectives as a means of assuring that  
assignments are expeditiously dispatched.

We have taken a critical look at the length of time taken by  
our independent accountant to complete their audit. There have  
been many delays on their part in finalizing the engagement  
and we feel it necessary to make a determination as to whether  
or not to seek another firm.

We have found that quantifying objectives has been of tremendous assistance to us in measuring our progress, while a system of weekly reports from each staff member aids in evaluating our individual and collective effectiveness.

We have modified the format for the financial reports coming in from the field in order to aid us in processing this information more rapidly, we have instituted the revised system throughout the field including our planning operations. We had expected more confusion to occur in the implementation of this system in East Africa, however, we were happily disappointed. The revised system's implementation has so far been successful.

A decision has been reached to utilize one cash account for all AID funds, while continuing to maintain separate records for each Task Order. This decision was arrived at only after a long period of thoughtful consideration and discussion. The main impetus for the consolidation of cash accounts is the efficiency that we feel it will bring to our financial operations. For example: on many occasions, at present, as many as four checks are drawn to the same vendor. Under the future system, one check will be used, thereby, reducing considerably the physical activity of preparing and writing out checks. Once we implement this new system, we will be monitoring it carefully to assure that it is working effectively for us.

We feel that another significant innovation begun this quarter is the modification of our chart of accounts to include descriptions for debits, credits and normal account balances. We could have been aided substantially if AID had forwarded their chart of accounts to us as we have requested on numerous occasions. We are at a loss to understand why this request has not been granted, particularly, in view of the volume of reclassifications that were indicated in last year's AID audit.

Due to the magnitude of financial activity which this office is charged with and the ever increasing need for refinement and strengthened internal control in our accounting operations, we are reiterating our request that an additional bookkeeping position be approved under Task Order No. 1. Please see the succeeding page for the Summary of Financial Activity which bears out the need for this additional position.

SUMMARY OF FINANCIAL ACTIVITY  
FOR THE QUARTER JULY 1, 1972 TO SEPTEMBER 30, 1972

VOUCHERS PROCESSED  
QUARTER ENDED 9/30/72

	JULY	AUGUST	SEPTEMBER	TOTAL
Task Order #1	38	32	63	133
Task Order #2	18	17	8	43
Task Order #3	23	30	20	73
Task Order #4	<u>7</u>	<u>10</u>	<u>3</u>	<u>20</u>
T O T A L	86	89	94	269

FUNDS EXPENDED  
QUARTER ENDED 9/30/72

	JULY	AUGUST	SEPTEMBER	TOTAL
Task Order #1	\$ 51,964.11	\$ 88,782.02	\$ 57,801.17	\$ 198,547.30
Task Order #2	25,194.72	38,583.68	26,377.49	90,155.89
Task Order #3	57,450.89	62,759.56	51,098.13	171,308.58
Task Order #4	<u>12,483.41</u>	<u>10,501.97</u>	<u>2,237.13</u>	<u>25,222.51</u>
	\$ 147,093.13	\$ 200,627.23	\$ 137,513.92	\$ 485,234.28

### Procurement

There exist in this area little or no problems in securing goods and services needed to reach organizational objectives. Procedures being used at present provides all authorization and backup data for every transaction from official request to the issuing of a purchase order and receipt of receiving records which completes the cycle.

However, there remains the difficulties surrounding the exportation of goods to our various locations. The problem specifically is the length of time involved for the shipments to reach the local programs. This, of course, slows progress of program operations. Looking at the cities of Addis Ababa and Nairobi, where OICI is in the planning stages, for a moment one can readily see the difficulties in shipping to these land locked areas.

It is recommended that the procurement officer be allowed to visit the offices of purchasing and export within USAID to determine just what might be done in regards to procedures and methods to improve arrival time of goods shipped.

### Property

During the last period a complete physical inventory of the central office was done on equipment and valuation. The same type survey will be made at the local programs through the use of an inventory card. This card will yield such data as, equipment type, cost, condition and present value.

## Personnel

The major event in this area was the implementation of a recruitment bulletin distributed to over one hundred OICs in an effort to contact a pool that may be drawn upon as personnel are needed. Results thus far have been promising. The pool is expected to consist of 75 to 80 candidates.

The following is the Summary of Personnel Activities:

### Summary of Personnel Activities

#### Employed

##### Central

	<u>Position</u>	<u>Date</u>
Henrietta Linton	Clerk-Stenographer	7/26/72
Gloria Hawkins	Secretary II	7/31/72
Mamady Doumbouya	Temporary Bookkeeper	7/31/72
Lydia Flores	Temporary Clerk-Typist	8/21/72
Wilhelmina Thomson	Temporary Bookkeeper	9/18/72

##### Nigeria

Lorenzo Corbin	Counseling Specialist	8/14/72
John Green	Assistant Advisor for Operations	8/21/72

##### Ghana

None

#### Terminations

##### Central

Geraldine Parker	Secretary	7/21/72
Lydia Flores	Temporary Clerk-Typist	9/1/72
Mamady Doumbouya	Temporary Bookkeeper	9/8/72

Nigeria

George Peopples	Industrial Relations/Job Development Specialist	8/18/72
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Sandra Peopples	Counseling Specialist	8/18/72
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Lorenzo Corbin	Counseling Specialist	8/25/72
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Ghana

None

**TRAINING ACTIVITIES**

## TRAINING ACTIVITIES

This quarter witnessed the institutionalization of several significant aspects in the program development areas. Among those are, (1) the significant strides made by the Ghana Program toward achieving job placement goals. (2) Enhanced and intensified fund-raising activities and program expansion in Nigeria. (3) Very positive inroads made in Ethiopia. (4) A slowdown of activities in Kenya and, (5) an intensified approach to program research and documentation. The Training Office gave particular attention to the development of various documents and materials designed to enhance its efforts in terms of backstopping field operations. In this regard this office completed and distributed, (1) an OICI Management Guidelines Manual for field staff, which clarifies and defines local and field staff responsibility, authority and duties. (2) Compiled and revised a Counseling Guidelines Manual that focuses on OICI approaches and techniques in counseling. (3) Completed a Six Week Course of Study Manual for the Orientation of American Field Staff, which is more closely aligned to the needs of field staff interns and which is closely related to the particular country of assignment.

In addition, the Training Office:

1. Revised and reworked a Feeder Program Course of Study Manual for use as a guide by field staff in developing specific courses of study for Feeder that are related to the particular country of assignment.

2. Revised American Field Staff Manual for use by American interns while attending the orientation program.
3. Revised and reproduced a Vocational Course of Study for Business Machine Training and Secretarial Science for use as guides by the field staff.
4. Revised and assisted in the production of the Ethiopia proposal.
5. Produced a Planning Proposal which would allow for further OIC exploratory endeavors in four additional areas in Nigeria.
6. Participated in Black Expo of 1972.
7. Researched organization and activities of Women's Interest Groups and/or auxiliaries from the viewpoint of assisting OICI field staff in the formation of similar groups in international communities.
8. Provided In-service Training for OICI staff through lectures delivered by Mr. H. A. Jennings and films by Mr. O. Craig.
9. Attended AMA Exposition in New York for purpose of reviewing latest visual aids equipment and supplies
10. Participated in debriefings of Mr. and Mrs. George Peoples.
11. Held interviews with two wives of American field staff with view toward identifying problematic areas and/or areas that contribute to certain staff discontentment and/or disenchantment with their Nigerian assignments.

The field operation teams began its task of document production for OICI during this quarter also. This effort, resulting in an OJT Handbook and a Curriculum Guide for developing courses of study, is another first for OICI to come out of the Ghana Program. These manuals are being reviewed at present and will be distributed to the T.A.T.'s in the near future for their use.

#### ORIENTATION

Orientation and Training, this quarter was provided for Mr. John Green, Assistant Advisor of Operations and Mr. Lorenzo Corbin, Counselor, designated for OIC Lagos, Nigeria Program.

Using the revised Field Staff Training Schedule for the first time provided full participation by all the staff from each office; Director's, Administrative Services, Economic Development and Training.

The Cross-Culture activities included Mr. Green's spouse and Mr. Corbin's son. This session was given additional dimension with the fresh inputs by Dr. Carter, the Training Manager, out of his experience from his recent trip to Africa.

Actual on-the-job experience was also provided for both men as they worked and interacted with staff members at the OIC Prototype.

It is most regrettable that Mr. Lorenzo Corbin terminated his contractual obligation before the end of the orientation period.

Guests:

The Honorable William Magongo, Senator, Mbabane, Swaziland, was a guest of OICI for a day through the Center for International Visitors (CIV) in Philadelphia. In addition to the Senator, the Training Office prepared schedules and participated in the orientation of Rev. Devil LeGrande, of Haiti, and a USAID group headed by Mr. W. Haven North, Mission Director, Ghana.

In-Service Training:

The Training Office coordinated the In-Service Training Program on Management by Objectives Seminar provided for the OICI Managers by the staff of Smith, Kline and French, Co., and coordinated a series of in-service programs conducted by Mr. H. A. Jennings, Research Assistant on African American Involvement in African Development.

Mrs. Regina Scott, wife of OICI field staff in Nigeria, was helpful in briefing us on problems faced by staff wives overseas. Her contribution, which was taped, provided more understanding on the supportive role of the central staff to overseas staff.

OIC GHANA:

This program made great strides toward meeting many of its goals during this quarter. Among its achievements were the development

of manuals on OJT in Ghana, "A Curriculum Guide For Developing Courses of Study"; and, an intensified focus on job placements. This latter direction resulted in a total of 22 job placements in the Ghana program to date. Our projection for the next quarter is 75 placements.

A listing of trainees placed, and other relevant statistical data is included in this report for the analysis and/or edification of those concerned.

#### Feeder and Counseling:

These areas continue to work together in terms of meeting trainee needs. A new system of tests has been designed, the objective of which is to assist the staff in ascertaining the specific level of enrollees rather than to screen them in or out of the program. It is felt that a better testing procedure is of essence, especially those relating to the use of the English language.

Many trainees entering the Secretarial Science course are somewhat limited in this area. This fact increases course duration.

The program work hours have been extended from five to six hours per day. This change resulted in certain foreseeable inconveniences to all staff, but has encountered the kind of minimal opposition usually associated with the kind of dedicated staff OICI is

pleased to have in the majority on its Ghanaian teams, local and OICI.

In-Service Training for all staff was initiated during the last quarter and continues to progress very satisfactorily.

Vocational:

The vocational areas continue to enjoy the kind of progress and unity of purpose demonstrated all along and which is typified in the Feeder/Counseling areas. With the lone and somewhat conspicuous exception of the Secretarial Skills areas, a significant amount of job placements have been realized from all vocational courses that have been underway for a substantial period of time. The Secretarial Skills area has been devised to re-examine its focus in view of the OIC International purpose in Ghana. We anticipate that an emphasis on the training of Clerk-Typists will be explored further and that such a renewed focus will result in job placements from this area during the next quarter.

Job Development and Placement:

As previously indicated, this area is off to a running start. We feel that the change in emphasis of the IR/JD function from primarily industrial relations to a primary job development function contributed substantially to this rise, especially as this change relates to the role of the local job developer.

The following statistics provided by the Job Development Department in Ghana OIC relate to persons placed to date.

OIC Trainee Placed	Previous Employer/ Salary	Present Employer/ Salary
Daniel Lartey (P)	Unemployed	Water & Sewage Corp. ¢38.83/month
Miss F. Mensah (P)	"	"
Joseph L. Ayitey (P)	"	"
Otis E. Boateng (P)	G.N.T.C./ ¢5.20 week	"
Richard Addo (P)	Oyoko Contractors Company	"
Diago K. Abban (P)	Ataa Anan/¢30 mo.	"
Gordon Asare (P)	Goaso Primary Sch. ¢312/year	Italo-Afro Const. Co./¢37.53/mo.
Michael Q. Agordzoh (P)	Unemployed	"
Samuel Amankwah (C)	Sadelmi Connt. Co.	Bend Const. & Supplies ¢1.65/day
Esau Bantaley (M)	Unemployed	Bend Const. & Supp ¢1.50/day
Emmanuel Addo (M)	Unemployed	African Concrete Products/¢1.63/day

OIC Trainee Placed	Previous Employer/ Salary	Present Employer/ Salary
Joseph Bimpeh (M)	Ghana Textiles/ ¢33.90/month	Baah Ltd./¢1.39/day
Samuel Kye (M)	Unemployed	"
Ben Agyare (M)	State Const. Corp./ ¢22.50/month	"
M. A. Addo		"
Samuel Anum (M)	G.N.T.C. Machine Operator/¢26.50/mo.	"
Stephen White (C)	Wood Carver/self- employed	"
Alex Mantey (M)	GNTC., Tema/¢30.00/ mo.	Brun Ltd./¢1.39/day
Alex Bediako (M)	Unemployed	"
Isaac Boateng (M)	Unemployed	"
Adorful Payne (P)	Unite Build. Const. Co./¢1.00 day	Winneba - Salary undetermined at date of this report

Legend:

- (P) Plumbing
- (C) Carpentry
- (M) Masonry
- (O) Office Skills
- (MM) Motor Mechanics
- (E) Electricity

OIC NIGERIA:

Although operational problems continue to a certain extent in the Lagos operations sector, certain positive steps taken by the local board have tended to resolve many of our concerns. One of these, which includes staffing, has been addressed in a positive manner resulting in the employment of an Air Conditioning Instructor and the identification of Job Development, Feeder and Counseling persons. Though these local positions remained vacant at the end of this quarter, we look forward to their being filled during the next quarter.

OICI continues to experience certain problems in the securing of visa's for its Nigerian field staff interns. Two were approved during this quarter, these being for Messrs. Green and Corbin, the latter of whom resigned prior to assuming his post. The dispatch of Mr. Green on Saturday, October 7, 1972, brings the OICI staff back up to six and adds the administrative depth intended of the Assistant Advisor/Operations position. The T.A.T. still lacks Feeder, Counseling and Job Development Specialists and one Vocational Specialist. The Feeder and Job Development Specialist vacancies were created with the resignation of George and Sandra Peoples. Mr. Robert Mebane of Poanoke, Va. OIC, has been identified to fill the Job Development position. His employment is tentative, pending receipt of his visa by OICI. We expect receipt of it at some point during the next quarter.

Feeder and Counseling:

Though temporarily impaired by the loss of the Feeder

Specialist, who was capable of providing guidance in both areas, continues to function efficiently and effectively under the circumstances. The local Training Supervisor, along with his many varied duties, has assumed the responsibility of providing specific guidance to the local Feeder component. In the absence of any other administrative capability within the local staff and in view of questionable specific and effective administrative guidance from the TAT, one tends to marvel at the apparent adaptability of the local Training Supervisor in terms of keeping the program operations sector moving.

During the absence of adequate counseling staff, the local counselor's responsibility has been shared by one of the clerical persons on staff. This person is doing much of the intake. This allows the counselor more time for group and individual counseling and allows her time to work with the development of limited but essential referral sources for trainees. Though the capability of a clerical person in performing a function as crucial as Intake Counseling is questionable, this alternative is justifiable in gravity of the need for development of referral sources for the treating of trainee problems.

#### Vocational Training:

The addition of an Air Conditioning and Refrigeration Instructor brought the instructional component in the

vocational areas up to full capacity. All vocational course areas are fully staffed, enrolled and are progressing satisfactorily.

A number of trainees have been deemed job ready by the instructional staff. However, due to the absence of job developers in the program, few of the job ready trainees had been placed at the end of this quarter.

A particular concern which surfaced as trainees began to reach job readiness was the desire on behalf of most of the trainees to receive certificates upon completion of their courses. The particular concern is being resolved by the local program.

Construction of the long awaited, often delayed, pre-fab structure is in the final stages. It should be completed during the earlier half of the next quarter.

#### Program Operations Analysis:

The Nigeria program, like all others, has its own particular strengths and weaknesses. The strengths tend to lie in the dedication of the Board in general and the chairman in particular who is an acknowledged leader in the local community and who utilizes his influence most effectively in the areas of public relations and fund raising. The program's major weakness lies in staffing, a problem which

is shared both by OICI and the local program.

Due to the problems OICI tends to have getting visa's for its T.A.T. interns and the high T.A.T. turnover in Nigeria, OIC International has yet to demonstrate the overall OIC approach to the development and operation of an OIC manpower training program in Lagos. This particular problem has been compounded by the relative ineffectiveness of the local board in terms of identifying local program leadership and adequate staff to operate an effective program.

KENYA:

Due to unresolved problems relating to the GOK definition of Technical Assistance, the Kenya program operations are essentially the same as in the last quarter.

The team continues to research the various needs of the local Nairobi community, especially from the viewpoint of economic development and local business and institutional tie-ins to the training effort once the OIC development gets underway. Several proposals relating to these efforts have been developed and distributed to various officials in the local community. Among those is a proposal that would allow for certain OICK tie-ins with the prison systems. The idea has been utilized effectively in several of the OIC's of America and are a definite possibility in many of the lesser developed nations.

Another plan includes a tie-in with the proposed technical institutes.

It is felt that certain aspects of the OIC approach and techniques would be beneficial to these developing institutions and that the technical ability of the T.A.T. would be very desirable in planning, organizing and training as these institutions grow.

ETHIOPIA:

The operations area of OIC Ethiopia continue to be amazing in spite of the anxiety at having to delay operational startup for some months. This planning team is using this time to develop curricula and solidify certain feasibility studies in the selected vocational course areas. The team's particular focus at this time is on the development of a banking course curricula. In the interim the team has made two direct referrals of persons to employers who obtained jobs. Thus, before opening its doors, OICE has made two job placements.

A temporary training site has been given OICI by C.E.M. (Center for Entrepreneurship and Management), through a written correspondence for a definite period of time.

Mr. H. Alonzo Jennings has been selected and will be joining this team during October, 1972. His initial task will be to explore various economic needs of the community with a view toward locating certain economic spheres the OICI can assist in and to identify specific management training needs.

PROGRAM OPERATIONS STATISTICAL SUMMARY

<u>NIGERIA</u>	<u>Feeder</u>	<u>Vocational</u>	<u>Program</u>
On Roll	63	101	164
Average Monthly Attendance (Number)	59	83	142
Job-Placed (this quarter)	0	0	0
Discontinued (Cumulative total)	19	16	35
No. Trainees Served to Date	152	127	152
Cumulative Job Placement	0	5	5
 <u>GHANA</u>			
On Roll	39	90	129
Average Monthly Attendance (Number)	36	87	123
Job-Placed (this quarter)	0	14	14
Discontinued	0	0	0
No. Trainees Served to Date	175	118	175
Cumulative Job Placement	0	22	22

VOCATIONAL AREA  
STATISTICAL SUMMARY

NIGERIA

<u>Course</u>	<u>On Roll</u>	<u>Average Monthly Attendance</u>
Auto Mechanics	27	24
Air Conditioning	10	8
Electronics	27	20
Secretarial Science	15	13
Baking	9	8
Hotel Catering (Service Industries)	13	10

GHANA

<u>Course</u>	<u>On Roll</u>	<u>Average Monthly Attendance</u>
Secretarial Science	22	21
Plumbing	16	16
Masonry	8	7
Electricity	25	24
Carpentry	5	5
Auto Mechanics	14	14

**ECONOMIC DEVELOPMENT ACTIVITIES**

## ECONOMIC DEVELOPMENT ACTIVITIES

During the period covered by this report, interest in this aspect of our program operations continue to remain high from many sources. We are convinced that the high interest is significantly motivated by the conviction that effective Economic Developments can and must play an important role in the OIC efforts in the developing countries that are part of this cooperative venture in OIC International.

We mentioned in our last report that we were convinced that the next year will be a very decisive and crucial one for our agency. We also discussed the need for us to show some very productive efforts in every phase of our operations in the remaining two quarters in this calendar year. As noted elsewhere in this report, especially under the Training Activities, you will observe that OIC has, in fact, made some strides that will go a long ways toward substantially enhancing our efforts to provide assistance to the people in the host countries with whom we are working.

Some of the interest that has been shown in Economic Development Activities have been transformed into tangible action. We commented in our last report on the efforts that had been made to encourage the formation of local Investment Groups in the host countries that will be patterned after our 10-30 Plan.

The idea was to encourage the formation of Economic Development Planning Committees by the Local Boards for research, discussions and the formulation of Investment Group Guidelines. These steps were taken primarily as a temporary substitute for the on-site presence of an Entrepreneurial/Management Specialist.

The responses to our recommendations were very encouraging, especially from our Nigerian and Ghanaian operations. Consequently, our Economic Development Manager was sent to both countries during the latter part of September. He is expected to spend at least thirty (30) days in the West African Programs. The purpose of his trip at this time is to:

1. To provide assistance to the Local Boards during the early stages of the formation of the Economic Development Planning Committees.
2. To assist the Technical Assistance Team and the Local Staff in the host countries to develop Guidelines for Management and Entrepreneurial Courses.
3. To assess the feasibility of selected Economic Development Projects and make recommendations regarding possible implementation.
4. To assist the Local Groups to relate their Economic Development efforts to the overall fund-raising and program operations of the Local OIC.

S U M M A R Y

## SUMMARY

When we report the activities of the OIC International operations for this third quarter in the calendar year, we again have highlighted those meaningful accomplishments that show the progress that OICI is making. We have also continued our effort to be as candid as possible so that there will not be any misunderstandings or illusions about the circumstances under which we must work in order to bring about some of the progress as reflected in our reports.

Some special efforts have been directed toward those areas that we listed under special concerns in the last report. In the area of reviewing our Program Development, it is required of us to regularly assess and evaluate our efforts. In addition to the ongoing self-evaluations that we conduct, we feel that it is valuable for us to have another independent evaluation.

We have again noted our concerns around the very complex problem of personnel. We must solve these problems ourselves and already we have taken steps that will alleviate them.

We have also reported on the continuing efforts that we are making toward cultivating local support in the host countries. The progress that we have reported may not appear to be highly significant at this time, but we are convinced that the groundwork is being laid for future support.

Finally, we have referred to the restraints that have been imposed upon us by the delay in refunding of our contracts. Effective planning by OIC International is seriously hampered by such delays.