

OPPORTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL
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Report No. 10

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QUARTERLY PROGRESS REPORT

July, August, September 1973

OICI/Africa Activities

submitted to

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

Niall Valfoulays, Director
OIC International
240 West Tulpehocken Street
Philadelphia, Pa. 19144
October 1973

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DIRECTOR'S OFFICE ACTIVITIES

DIRECTOR'S OFFICE ACTIVITIES

General

Recently there has arisen the question that there is a need to reevaluate and restructure the quarterly reporting format. The OICI Central Office after having an opportunity to have discussion with those of AID who raised this issue, will give it immediate attention. It is hoped that the first quarterly report of 1974 will reflect those reasonable reporting inputs recommended by AID.

A major event took place within the activities of OIC International during this quarter, namely we convened a conference grouping African diplomats, national and international organization representatives as well as American businessmen. This conference centered around investment in Africa and the Caribbean turned out to be a real success, with participation of men such as Mr. John Linehan, U. S. State Department; Dr. Samuel Adams, Jr., USAID African Bureau and Mr. Sheldon Gitelman, Overseas Private Investment Corporation (OPIC). As a result of that success a follow up conference, grouping major business representatives and OICI was held in New York and another one grouping some African country representatives and OICI will be held in Washington, D.C.

During this quarter we received many dignitaries to OICI Central Office, one of whom was The Most Reverend Moses N.C.O. Scott, Bishop of Sierra Leone and Archbishop of West Africa.

During this period, the OICI Board Chairman and International Director had the opportunity to attend several functions of the Organization of African Unity including a reception given at the

United Nations in honor of the Secretary General, His Excellency Mr. Nzo Okonjo and another one on the occasion of the 10th anniversary of the Organization of African Unity given by His Excellency Ambassador M. Diarra, OAU Representative to the United Nations.

The OICI Third Orientation and Training Session for African Participants for 1973 was held during this quarter with Participants from Nigeria, Ghana and Ethiopia.

Field Project Activities

Nigeria

With Mr. Wilbur Phillips on board and Mr. James Jackson, eventual Administrative Officer for Nigeria, we will have completed the ten positions allowed for this program.

With regard to training, more progress is still to be done in order to give satisfaction. Central Office is doing everything possible to see that not only more people will be placed but that the board realize the necessity of a meaningful local support. The International Director has the intention to travel to the field himself in order to share that idea once and for all.

Ghana

Except for one resignation, Mrs. Sylvia Smith during her home leave, the staffing in Ghana remains stable and hard working.

The local board of directors assisted by the TAT are exercising continuous effort for more meaningful local support. Latest

reports indicate that organizations such as the Chamber of Commerce as well as governmental are taking an interest in OIC Ghana.

With an early expectation of Mr. Ronald Banyon in Accra, this program is going to have a new dimension, namely Economic Development as one of its wings.

Ethiopia

With the OICI TAT and local staff on board, though small, we feel that OIC Ethiopia can be demonstrative in the very near future. The local community is giving it publicity as well as support.

Kenya

Though a permanent site has not been found yet, local community has provided them with a church in order to conduct the classes when they start.

Local condition independent of OIC has prevented expected support however, we see that as temporary and minor. It is expected that OICK will soon have all its allowed local staff.

OIC International Board

The OICI Board of Directors held its quarterly meeting on Thursday, 26 July 1973. This meeting was devoted to Training activities with the Training Manager, Mr. John Carstarphon giving the report. The International Director also brought the board

numbers up to date on OICI activities. The general impressions were that success is being done but many obstacles still remain before OICI can move at full speed.

OICI/AID Relationship

OICI Central, as well as field offices, continue to maintain contact with AID/W and the Missions, primarily through the International Director and Program Advisors, with support of other management staff.

Though realizing it must adhere to its contractual obligations, OICI also hopes that AID would allow some flexibility to be granted especially as it relates to travel authorization, keeping in mind length of communication and unexpected emergencies between OICI Central Office and the field.

Future Activities

- November 1973 Orientation and Training Session for African Participants.
- Fourth quarter OICI Board of Directors meeting.
- International Director's visit to the four field operations to add further direction for accomplishing FY74 goals.
- Submittal of the fiscal year 1974 budgets for the Ethiopia and Kenya projects.
- Finalization of negotiations to engage consultant services of Touche Ross & Company to develop Management Information System for OIC International.

ADMINISTRATIVE SERVICES OFFICE ACTIVITIES

ADMINISTRATIVE SERVICES OFFICE ACTIVITIES

The fiscal activities of the fiscal year of 1972 was a continuous amount of activity. It was highly aided by the fiscal staff of the Administrative Services Manager, the initiation of a separate system devised by Rumble Ross & Co., the development of budgets for each office and the continued improvement in the system of financial control. In addition, there was the construction of the building and the expanded use of the third floor, while in the general area, there were many activities such as overhead and the efforts to finalize the pension plan.

Administrative Services Manager's Trip to Alaska

During the period, July 22 thru September 1, 1972, the Administrative Services Manager was in the field visiting operations in Juneau, Anchorage, Fairbanks and White Plains. The four major purposes of the trip were to discuss the budgets for current and future fiscal periods, to review accounting operations, to meet with the Board of Directors on fiscal matters and to check the local O&M situations.

In general, it may be said that the outlook for all four O&M programs is very positive at their various stages of development. Sound control is being exercised and operational procedures are being developed at a rapid pace. However, a common problem of space requirements continues to plague us.

The problem concerning training facilities and office space is made more complex by the problem of acquiring land in Alaska. While fund raising, in terms of cash, has moved along at a steady rate, the problems inherent in finding and acquiring suitable

The visit to the AID Mission/Ethiopia was an excellent opportunity to exchange ideas and information with gentlemen who seem clearly to understand what OICI is attempting to accomplish in Addis Ababa. This meeting included Dr. Liddel, the acting Mission Director, Ted Morse, the Project Officer and Mr. McGill, representing the Regional Auditors Division for AID in East Africa. Dr. Liddel seemed genuinely sympathetic to the question of whether activities will last over a three or four year period. As we know, there was a three year budget for East Africa forwarded to AID. It was the intent of OICI to merely illustrate three years of operations rather than to project that the life of the project would be limited to three years. Dr. Liddel seemed amenable to a project extending beyond three years. Dr. Liddel's question surrounding the Plan of Action was not answered at this meeting, but have during September 1973, been forwarded to AID Washington, as well as the AID Mission/Ethiopia.

Summary of Trip

As a result of the Administrative Services Manager's trip to Africa, he is quite convinced that OIC International is moving in a positive direction in Africa. There is, however, a need for a constant review of time tables in relationship to objectives due to the cultural differences one finds in Africa. The Administrative Services Manager was pleased with the cooperative spirit of the AID Mission personnel. They appear to be truly dedicated men who are attempting to assist contractors in technical cooperation. We look forward to continued cooperation and improved communication between our Technical Assistance Team and the AID Mission.

Field Reporting Systems Review

As a result of negotiations surrounding Task Order No. 1, for fiscal year 1974, it was agreed that there would be a review of our Management Information System. As a part of this agreement, proposals were solicited from consulting firms relative to reviewing the information needs of OIC International. It had been previously agreed to, that the emphasis would be placed on the fiscal reporting area and would touch on program statistics as the need arose. The firm of Touche Ross was finally selected, due to their familiarity with our accounting system and they agreed to undertake the following:

1. To define the requirements of a Management Information System.
2. To develop a plan of action for a Management Information System.

We were visited by Mr. McElroy, AID Assistant Controller, Mr. Berry of his staff and representatives from Touche Ross pursuant to this review. This meeting was held on September 13 and resulted in an agreement on the work to be done, and the consultants. Of course, no actual work was undertaken until verbal approval was obtained from Mr. Donald Atwell. However, at this writing we still have not obtained specific authorization from the AID Contracts Office.

The findings of this review indicates that financial records have improved tremendously within the four years of OICI's existence. However, the merging of the MIS and the program statistics must be performed if information is to have any value for management decision. Therefore, we expect one of the significant recommenda-

tions of this review to be the implementation of a comprehensive MIS. The question that we expect to be raised is the relative merits of having this implementation performed internally or externally. It would be a considerable saving of funds if it were done internally but it would take approximately a year to complete. On the other hand, external implementation would result in a shorter period of completion but would need more funds in the Task Order(s).

We are planning to hold meetings with AID personnel in the early part of October 1973 in order to receive their advice and direction on how the system should be structured.

Contracts

This section of the report will relate those activities which concern contractual matters with USAID. These matters are the follow-up to negotiations, East African developments and a brief discussion of format for future negotiations.

As a result of the negotiations surrounding Task Orders 1, 2 and 3, it was requested that explanations be provided concerning question areas of the respective proposals. These explanations, by Task Order, have been completed and will be forwarded to the Contracts Office of AID and the appropriate regions during October.

The proposed budget for Task Order No. 6 (Ethiopia) covering the period January 1, 1974 thru December 31, 1974, was completed and forwarded to AID during September 1973, while the proposed budget, for the same period, for Task Order No. 5 (Kenya) will be

forwarded in October 1973. Therefore, we are looking forward to finalizing these negotiations before the intended effective date.

It should be noted that there will be formal requests to bring the obligated funds up to the estimated budgets during the next quarter. If AID is in agreement, this will result in a constant flow of funds into the Task Orders, thereby avoiding a possible cost overrun.

There was tacit agreement with AID Contracts Office personnel to begin discussions approximately six months before the estimated completion dates for Task Orders Nos. 1, 2 and 3. Mission personnel concurred in this approach in discussing with the Administrative Services Manager during his recent field trip.

An essential element of these negotiations must be the adding of sufficient funds to bring the obligated funds up to the estimated amounts. Then, it would be necessary to decide on the amount of funding for the succeeding fiscal period and increase the amount obligated accordingly. This plan should result in an uninterrupted flow of funding and eliminate a great deal of the cash flow problems OICI has experienced in the past.

Accounting

During the course of the summer months, OIC International continued to enhance its accounting internal controls. Also, to allow for effective planning to take place, to process and to report the monthly transactions on a timely basis and to continue efforts toward completing Audit recommendations.

The internal control improvements concerned itself with establishing a more time saving and effective banking arrangement for payroll deposits, establishing a standard monthly financial activity closing schedule and establishing a once a month invoice payment cycle. To elaborate more explicitly on each factor the following is provided:

Banking arrangements for payroll deposits consisting essentially of the main depository bank account - Fidelity Bank, Philadelphia - now performing an internal wire transfer service upon verbal and written follow-up communication for each pay periods payroll deposits. Instructions are given to transfer funds to our payroll bank account - Girard Bank. The primary concern for implementing this service, which is at no cost to us, was due to the time saving and travel expense saving, as incurred from not physically traveling to the bank with deposits. The bank's wire transfer service began September 13, 1973.

Monthly financial activity closing schedule... in order to facilitate accurate and up-to-date accounting records, a monthly financial activity closing schedule was devised to accomplish such a purpose. The closing schedule consists of namely:

| <u>Financial Activity</u> | <u>Month's work day to Complete</u> |
|--|-------------------------------------|
| 1. Review and process all invoices and field's Administrative Service Reports as received for a specific month. | 3rd. |
| 2. Close books' entries, i.e. Voucher Register Combined Cash book | 4th. |
| 3. Record and post other journals, i.e. salary accrual, vacation accrual, pension/retirement accrual and combined cash journal. | 6th. |
| 4. Post all journal information to ledgers. | 6th. |
| 5. Foot and balance all ledger accounts and prepare trial balances. | 7th. |
| 6. Prepare voucher submission to AID/Wash. | 8th. |
| 7. Perform analysis of balance sheet accounts, i.e. other receivables, travel advances, inter-fund balances, vouchers payable, vacation accrual and pension/retirement accrual account balances. | 9th. |
| 8. Prepare financial statements | 11th. |

This schedule has demonstrated its effectiveness by the fact that OIC International's voucher submissions to AID Washington have been forwarded no later than the 10th work day of each month except August's report, e.g.

| <u>Month Reporting</u> | <u>Date Forwarded</u> | <u>Month's Work Day</u> |
|------------------------|-----------------------|-------------------------|
| July | August 9th | 8th |
| August | September 19th | 13th |
| September | October 12th | 10th |

Once a month, invoice payment cycle... each month's outstanding voucher payables' invoice are scheduled to be paid by the fifteenth working day of the succeeding month. This has enhanced the bookkeeper's work flow, also has reduced vendor calls.

A summary of other pertinent financial activities is provided as follows:

- a) Recontracting bonus awarded Mr. D. Sparks due to returning to Ghana for a second 24-month tour.

Amount granted - \$1,000.00

Date Paid - 8/3/73

- b) Began recording an accrual for pension/retirement plan for the period beginning July 1, 1972 to June 30, 1973 plus each succeeding month. Accrual is based on 5% of gross pay each pay period. To date, accrual amounts to:
(see schedule on following page)

| | <u>July 1, 1972 to June 30, 1973</u> | <u>July 1973</u> | <u>August 1973</u> | <u>September 1973</u> | <u>Total</u> |
|---------------|--|----------------------|------------------------|---------------------------|--------------|
| Task Order #1 | \$ 8,946 | \$ 762 | \$ 800 | \$ 873 | \$ 11,381 |
| Task Order #2 | 7,238 | 510 | 473 | 599 | 8,820 |
| Task Order #3 | 4,957 | 596 | 456 | 478 | 6,487 |
| Task Order #4 | -- | -- | -- | -- | -- |
| Task Order #5 | 1,604 | 151 | 152 | 152 | 2,059 |
| Task Order #6 | <u>1,546</u> | <u>176</u> | <u>176</u> | <u>176</u> | <u>2,074</u> |
| | \$ 24,291 | \$ 2,195 | \$ 2,057 | \$ 2,278 | \$ 30,821 |

c) Advances granted foreign operations were as follows

| <u>Task Order #</u> | <u>Amount</u> | <u>Purpose</u> |
|---------------------|-----------------|--|
| #2 - Ghana | \$ 14,292.57 | Housing - 5 lease re- newals |
| #3 - Nigeria | <u>8,400.90</u> | Local salaries - period August-October 1973 |
| | \$ 22,696.37 | |

d) Vouchers processed and funds expended are provided below
and on the succeeding page.

OPPORTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL
SUMMARY OF FINANCIAL ACTIVITY
FOR THE QUARTER JULY 1, 1973 TO SEPTEMBER 30, 1973

Vouchers Processed

| | <u>July</u> | <u>August</u> | <u>September</u> | <u>Total</u> |
|---------------|-------------|---------------|------------------|--------------|
| Task Order #1 | 28 | 89 | 54 | 171 |
| Task Order #2 | 38 | 25 | 23 | 86 |
| Task Order #3 | 29 | 19 | 28 | 76 |
| Task Order #4 | -- | -- | -- | -- |
| Task Order #5 | 5 | 15 | 12 | 32 |
| Task Order #6 | <u>23</u> | <u>15</u> | <u>13</u> | <u>51</u> |
| | 123 | 163 | 130 | 416 |

Funds Expended

| | <u>July</u> | <u>August</u> | <u>September</u> | <u>Total</u> |
|----------------------------------|-------------------|---------------|-------------------|---------------|
| Task Order #1 | \$ 11,460 | \$ 42,974 | \$ 33,429 | \$ 87,863 |
| Task Order #2 | 19,005 | 33,327 | 27,187 | 79,519 |
| Task Order #3 | 18,080 | 27,999 | 24,310 | 70,389 |
| Task Order #4 | -- | (2,114) | -- | (2,114) |
| Task Order #5 | 6,716 | 12,303 | 10,991 | 30,010 |
| Task Order #6 | <u>7,871</u> | <u>11,103</u> | <u>14,354</u> | <u>33,328</u> |
| Total | \$ 63,132 | \$125,592 | \$110,271 | \$298,995 |
| Plus prior period Adjustments | | | | |
| Task Order #1 | | \$ 346 | | \$ 346 |
| Task Order #4 (not reimbursable) | <u> </u> | <u>2,114</u> | <u> </u> | <u>2,114</u> |
| Grand Total | \$ 63,132 | \$128,052 | \$110,271 | \$301,455 |

Finally, a continued effort toward completing the Auditor's recommendation is being directed primarily at reconciling books, equipment and office furniture accounts to physical inventory schedules as prepared in the field; and secondly, possible consideration for revising the field's Administrative Services Report.

Procurement

The three major activities taking place in the Procurement area for the quarter were the increased utilization of the Central Office's third floor, renovations by the landlord to eliminate possible fire hazards and the reconciliation of Field and Central Office property records.

Shortly before the quarter ended, we received the resignation of Mr. Fred Palmer, who had held the Procurement Officer's position since early 1972. We expect to fill this vacancy early in October of 1973 with Mr. Joseph Castillo.

During this quarter, the lunch area, the library and a conference room were moved to the third floor. We expect this move to result in more storage space, improved reading conditions for those using the library and ample space for meetings. In general, the work climate in the office should be improved through this more efficient utilization of space.

In accordance with local building regulations, the landlord undertook the job of making the building more fire safe. This work included creating additional exits and in installing fire walls at certain keypoints. It appears as though this construction will improve the safety of our facilities in a very significant way.

Deadlines have been established for the team in the field to transmit complete inventory listings to the Central Office. Once this information is received, it will be thoroughly reviewed and differences will be reconciled. It is anticipated that all property information will be complete and updated by December 31, 1973. If this is accomplished, we will have removed the long standing criticism regarding the inventory records.

Personnel

For the quarter, July through September 1973, the personnel operation initiated considerable activity. Culminating the quarter was the reorganization of the Personnel/Procurement area. In order to obtain maximum efficiency the responsibility of these two areas was separated.

The Procurement section will continue as a division of the Administrative Services Office as the duty of Mr. Joseph Castillo who will join the staff as Procurement Officer on October 8, 1973.

Ms. Erma Cornelius was hired September 17, 1973 as Secretary/Personnel Officer under the jurisdiction of the Director's Office.

Nigeria

Mrs. Kandi Wethers has been identified as the Feeder Training Specialist for Nigeria along with Mr. James Wethers as Counseling Specialist and Mr. James Jackson as Administrative Officer.

Mr. Jackson will begin orientation on October 1, 1973. Mr. Wilbur Phillips completed orientation and departed for the field as the Entrepreneurial Management Specialist on September 27, 1973.

In Lagos, following maternity leave, Mrs. Gloria Ogunsola returned to work September 10, 1973.

Ghana

In Ghana, Mrs. Doris Mack has been transferred to Feeder Training Specialist from Counseling Specialist as the result of the resignation of Ms. Sylvia Smith, who was on home leave. Mr. William Davis has been reassigned to Ghana as Counseling Specialist from Counseling Specialist, Nigeria. Mr. Ronald Bunyon has been brought on board as Entrepreneurial Management Specialist, Ghana and is now waiting for travel authorization from AID to take up his assignment.

Kenya

As the result of an unfortunate automobile accident, Mr. Walter Clarke and family had to return to the U.S. for medical treatment during the month of September. Mr. Clarke's daughter sustained serious injuries and must remain here under medical care; however, Mr. Clarke's injuries were minor and he has returned to the field.

Revision of the employee files is expected to be completed at the end of the fourth quarter.

Work has continued to resolve the problems of billing for our employee retirement plan and hopefully October will find us beginning a regular billing schedule.

An up-dated list of all Central Office personnel, along with resumes will be forwarded to AID within the next quarter.

SUMMARY OF PERSONNEL ACTIVITIES

Central

Employed

| | | |
|-----------------|-----------------------------|-------------------|
| Alma Carter | Secretary III | 27 July 1973 |
| Erma Cornelius | Secretary/Personnel Officer | 17 September 1973 |
| *Wambui Kimenyi | Clerk/Stenographer | 17 September 1973 |
| Papamamady Njie | Training Coordinator | 16 July 1973 |

*Temporary

Terminated

| | | |
|-----------------|-----------------------|-------------------|
| Roslyn Campbell | Secretary III | 13 July 1973 |
| Alma Carter | Secretary III | 28 September 1973 |
| Gloria Hawkins | Secretary II | 28 September 1973 |
| Fred Palmer | Personnel/Procurement | 28 September 1973 |
| *Lydia Flores | Clerk/Typist | 7 September 1973 |

Nigeria

Employed

| | | |
|-------------------|----------------------------|-------------------|
| Wilbur Phillips | E/M Specialist | 9 July 1973 |
| James Wethers | Counseling Specialist | 27 August 1973 |
| Kandi Wethers | Feeder Training Specialist | 27 August 1973 |
| **Gloria Oguniola | Secretarial Science Spec. | 10 September 1973 |

**Returned to active pay status following maternity leave

Terminated

| | | |
|------------------|---------------------------|---------------|
| Charles Ball | Administrative Officer | 20 July 1973 |
| Cluss Montgomery | Auto Mechanics Specialist | 6 August 1973 |
| Kerry Scott | Administrative Officer | 3 August 1973 |

Ghana

Employed

| | | |
|------------------|-----------------------|----------------|
| Ronald Bunyon | E/M Specialist | 20 August 1973 |
| ***William Davis | Counseling Specialist | |

***Reassigned to Ghana from Nigeria

Terminated

| | | |
|--------------|--|--------------|
| Sylvia Smith | Feeder Curriculum Development Specialist | 24 July 1973 |
|--------------|--|--------------|

TRAINING OFFICE ACTIVITIES

General Overview

The steady increase in the overall workload and activity of the agency was heavily reflected in the activities of the Training Office during the third quarter of the year. The authorization of another staff position for the Training Office was very timely. The office is presently organized with the following titles and positions:

Training Manager

Education/Training Specialist

Training Research Coordinator

Training Office Secretary

Activities for the Training Office during this quarter included:

-A two week orientation session for African Participants/Board Members. Those who were participating in the session were:

Mr. Stephen P. Dampson, Board Member, Accra, Ghana

Chief Z. Adekoya Ogunwo, Board Member, Lagos, Nigeria

-An eight week orientation session for African Participants/Staff Members. The four staff members participating in this session were:

Mr. Prosper Satchie - Carpentry Instructor, OIC Ghana

Mrs. Nana Apeaa - Feeder Instructor, OIC Ghana

Mr. Manekuleh Shifferaw - Counselor, OIC Ethiopia

Mr. Isaac Joseph - Building Trades Instructor, OIC Ethiopia

-We concluded an eight week orientation session for American Field Staff:

William Davis - Counseling Specialist assigned to Accra, Ghana.

Charles Ball - Administrative Officer (unsuccessful candidate for Lagos, Nigeria)

-Eight week orientation session for American Field Staff:

Wilbur Phillips - Entrepreneurial/Management Specialist assigned to Lagos, Nigeria

James Wethers - Counseling Specialist assigned to Lagos, Nigeria (pending)

Kandi Wethers - Feeder Training Specialist assigned to Lagos, Nigeria (pending)

Ronald Bunyon - Entrepreneurial/Management Specialist assigned to Ghana (pending)

-Participated in the debriefing of American Field Staff returning for leave. Those who returned during the quarter were:

Lorraine N'Diaye - Secretarial Skills Specialist returned from Accra, Ghana

Clusa Montgomery - Auto Mechanics Specialist returned from Lagos, Nigeria

Walter Clarke - Program Advisor, returned from Nairobi, Kenya

-Participated in the recruitment and selection of OICI staff.

-Prepared and presented a special report to the OICI Board of Directors.

-Participated in the Touche Ross Management Information Service (MIS) Project.

-Organized and planned monthly In-Service Training Sessions.

-Sent selected program material to the field operations (see attached list).

-Completed revision of program report forms.

-Participated in the OICI Conference on Investment in Africa and the Caribbean.

-Provided special orientation for the following:

1. Mr. Boubacarr Jobe, Member of the Gambia Interest Group and Director of the Gambia Utilities Corporation
-July 23 to July 25, 1974 (3 days)
2. Ms. Elaine Pinkney, Personnel Office, OICA Region II
-July 24, 1973 (1 day)
3. Ms. Frances Jarimillo, OICA Region II
-July 24, 1973 (1 day)
4. Ms. Hilda Abbott, OICA Region II
-July 24, 1973 (1 day)
5. Mr. Thomas K. Olawole Ojudape, Ministry of Trade, Ibadan, Nigeria; accompanied by Ade TeTe Larry Aladetohum
-July 26, 1973 (1 day)
6. Visitors on OJT - July 23, 1973:
 - a. Asina Sibetta, Germantown OIC Branch (1 week)
 - b. Linda Coppin, Germantown OIC Branch (1 week)
7. Dr. Elijah Osuoha Odokara, Director of Continuing Education, University of Nigeria - CIV Guest
-August 2, 1973
8. Ms. Johnnye Davis - OICA National Development Coordinator
-August 8, 1973
9. Ms. Monica Hill - OICA Fund Development
-August 8, 1973
10. Ms. Thelma J. Morris - OICA Fund Development
-August 8, 1973

11. Mr. Jere E.O. Jones, Secretary to the Vice President and Prime Minister of Sierre Leone - CIV Guest
-August 17, 1973
12. Mr. Mtshali, Magistrate from the Republic of South Africa and accompanied by Mr. Joseph Walton, State Department escort - CIV Guest
-August 20, 1973
13. Visitors on OJT - August 6 - 10, 1973:
 - a. Channie Battle, Germantown OIC Branch (3 days)
 - b. Doris Howard, Germantown OIC Branch (2 days)
14. Mr. Song Tjendra, Legal Advisor and Personal Assistant to the Chairman of the Foreign Investment Board of Jakarta, Indonesia - CIV Guest
-September 6, 1973
15. Mrs. Anna Seipone, Member of the Lobatse Town Council, Lobatse, Botswana - CIV Guest
-September 18, 1973
16. Mr. Nurul Islam of Bangladesh - CIV Guest
-September 28, 1973

The addition of another staff member in the Training Office has enabled us to substantially increase the effectiveness of the functional units within the department.

We have already received ample feedback from the field in regards to the draft of our comprehensive Feeder Curriculum Guide. Therefore, our Curriculum Development Unit (CDU) fully expects to complete the revision of the document prior to the end of this calendar year (1973).

This unit (CDU) has already begun basic planning for the revision of our Counseling Guide and the drafting of a comprehensive Vocational Curriculum Guide. The CDU has also started the development of a comprehensive Curriculum Resource file for reference and research.

Regular monthly In-Service Training Sessions were coordinated by the In-Service Training Planning Unit (ISTP).

The In-Service Training Sessions that were planned and implemented during the quarter were:

July 13, 1973 - Cross Culture Series - Words & Music of Yoruba Culture

-Chief Z. A. Ogunwo, Board Member, OIC
Lagos, Nigeria

August 14, 1973 - Progress Series - Introduction of Financial and Business News

-Henry Murphy, Economic Development Manager

September 27, 1973 - Progress Series - Overview of Administrative Services Office

-Irby C. Johnson, ASO Manager

The sessions planned for the final quarter of the year are:

October 23, 1973 - Progress Series - Training Office

November 17, 1973 - Progress Series - Director's Office

December 15, 1973 - Cross Cultural Series - International Christmas Program

The Research and Development Unit (RDU) continues to coordinate statistical data for each of the operating programs.

A revision of the OICI Data Report Forms was completed and copies were transmitted to the field for use.

The RDU made additional follow-up contacts with the Lumisonic Corporation and the Xerox Corporation concerning Learning Systems in selected vocational areas.

This unit (RDU) has also started developing a Comprehensive Resource file on information concerning all of the independent states in Africa.

All of the regular and special orientation sessions that are listed above were planned and coordinated by the Orientation and Education Services Unit (OES).

Field Operations

We have seen significant progress in each of our operating programs during the quarter covered by this report. Realistically, we also recognize the major barriers that must be overcome if we are going to continue to make the meaningful impact on the problems of unemployment and poverty in the host countries.

A. Program Status

Nigeria

OIC Lagos has not reached the full potential that we expected for the third quarter. However, we continue to be encouraged by the very significant developments in the program operations. We are still committed to the proposition of effectively combining our efforts and resources to the end of improving the program operations.

a. Counseling

Staffing in this unit has continued to be a problem during the quarter. A local staff member was transferred from the Feeder staff to Counseling but he has since resigned from the staff.

OICI TAT Counseling Specialist has not arrived in Lagos. We re-assigned Mr. William Davis to Ghana and have since identified Mr. James Wethers for the Nigerian assignment.

In the meantime, the local board is making a serious effort to fill the local positions.

The basic responsibility for maintaining the Counseling function has been undertaken by the OICI TAT Assistant Program Advisor.

The lack of sustained Counseling services has been reflected in the attendance pattern of the trainees and classroom discipline.

b. Feeder

The intake of 91 trainees into the Feeder at the end of the last quarter was the source of the revitalization of this area.

A shortage of instructors in Feeder coupled with the large intake, has necessitated the cut-back in some course offerings.

An OICI TAT Feeder Specialist has been identified and is expected to be in Lagos, Nigeria early in the next quarter.

c. Vocational

Trainees whose vocational goals are in the Commercial Baking and Hotel Catering areas were transferred to the Vocational section in order to relieve the Feeder.

The Electronics, Air Condition/Refrigeration and Auto Mechanics skills area continue to provide a higher rate of job placements.

The OICI TAT Secretarial Science Specialist has returned to the program from maternity leave.

Local industry continues to donate equipment to the Electronics and the Air Condition/Refrigeration areas.

d. Job Development

The rate of job placement continues to be below the level that was expected.

A local Job Development Officer was hired near the end of this quarter.

Prospects for substantial job placements during the last quarter in the year remains very high.

Follow-up of trainees placed on jobs continue to be a regular function of this unit.

Ghana

During the quarter, one of the OICI TAT Specialist returned to the United States. Some of the local staff were granted vacations and classes were accordingly suspended for several weeks.

Two members of the local staff attended orientation in Philadelphia.

A high profile of local staff has begun to emerge on all levels of the program operation.

a. Counseling

OICI assigned a new Counseling Specialist to the program during the quarter.

The acting Lead Counselor for the local program is coordinating the Trainee Services which include job development activities.

Overall staffing of the department is basically adequate.

We expect the motivational level of the trainee to improve based on the coordination of the Feeder and Trainee Services Units.

b. Feeder

One of the local Feeder instructors attended orientation in Philadelphia.

At this time, the staffing of the Feeder is adequate.

The OICI TAT Counseling Specialist has been re-assigned

as the Feeder Specialist.

Overall effectiveness of the Feeder Training should be increased based on the local staff capability and the TAT input.

c. Vocational

The local Carpentry instructor was in Philadelphia for orientation during this quarter.

Members of the staff and the trainees have worked together in order to renovate the new training site at Osu.

The Auto Mechanics class has been able to maintain a level of effectiveness in spite of the problem of finding a suitable training site.

OICI Office Skills Specialist returned to the United States for home leave during the quarter.

d. Job Development

The rate of job placements for the local operation still has not reached the expected potential.

Efforts are continuing in order to expand the industrial contacts.

The OICI Job Development Specialist and the local counterpart, have begun to systematically provide industrial information and placement feedback information to the training components.

Follow-up of the trainees already placed on jobs continues as a regular function of the unit.

Kenya

The unfortunate and untimely automobile accident involving our Program Advisor, resulted in an unforeseen delay in some of our program operations.

All of the basic planning for the Entrepreneurial/Management training has been completed.

Classes at the OICK Entrepreneurial Development Training Centre were started on September 24, 1973, with fifteen (15) trainees enrolled. This marks a very significant beginning for the OICK program.

The local board is in the process of expanding and increasing its effectiveness.

We are placing high priority on the location of a suitable training site for the local operation.

Local efforts in fund raising will also be given high priority.

Ethiopia

Two members of the OIC Ethiopia local staff attended the orientation session in Philadelphia during the quarter.

OICE started training in the Industrial Services phase of the program on August 15, 1973.

The second cycle of specialized Feeder training in motivation for the Commercial Bank of Ethiopia was started on September 17, 1973 with thirty (30) trainees.

OICE is placing high priority on finding adequate office space and a training facility while the completion of the permanent site is underway.

The eventual permanent site for OICE will be located on the grounds of the Ethiopian Child and Family Welfare Association.

A significant beginning toward local fund raising efforts have already been demonstrated by OICE.

High priority will also be placed on the development of an Industrial Advisory Council and Technical Advisory Committees for the local program.

Field Support

Our field support is reflected on a continuing basis through our orientation of African Participants and the American Field Staff.

The Training Office provided guidance in operational matters through our recommendations and suggestions as a result of analyzing the field reports.

During the third quarter of this year, the Training Office made available to our TAT's the following items:

Nigeria

1. Program Operations Monthly Statistical Summary Forms
2 copies - August 31, 1973

2. Vocational Program Monthly Statistical Summary Forms
2 copies - August 31, 1973
3. Program Forms primarily for use in Counseling
3 sets - August 31, 1973

Forms:

- a. Counseling Intake Forms, Parts I & II
- b. Itinerary Card (Trainee Services)
- c. OIC Participant Characteristics
- d. Trainee Services Department
- e. Job Placement & Follow-up
- f. Trainee Enrollment Statistics
- g. Counseling Activity Report
- h. Attendance Register

Ghana

1. Communication Skills Feeder Program Scheme
1 copy - August 26, 1973
2. Program Operations Monthly Statistical Summary Forms
2 copies - August 31, 1973
3. Vocational Program Monthly Statistical Summary Forms
2 copies - August 31, 1973
4. Program Operations Statistical Summary Definition of
Key Terms - 2 copies - August 31, 1973
5. Program Forms primarily for use in Counseling
3 sets - August 31, 1973
 - a. Counseling Intake Forms, Parts I & II
 - b. Itinerary Card (Trainee Services)
 - c. OIC Participant Characteristics

- d. Trainee Services Department
- e. Job Placement & Follow-up
- f. Trainee Enrollment Statistics
- g. Counseling Activity Report
- h. Attendance Register

Kenya

- 1. Initial Assessment and Placement Test
1 copy - August 21, 1973
 - 2. Research Project for OIC Operations in Kenya
(by Janie Shack) - 1 copy - August 21, 1973
 - 3. Communication Skills Feeder Program Scheme
1 copy - August 21, 1973
 - 4. Program Operations Monthly Statistical Summary Forms
2 copies - August 31, 1973
 - 5. Vocational Program Monthly Statistical Summary Forms
2 copies - August 31, 1973
 - 6. Program Forms primarily for use in Counseling
3 sets - August 31, 1973
- Forms:
- a. Counseling Intake Forms, Parts I & II
 - b. Itinerary Card (Trainee Services)
 - c. OIC Participant Characteristics
 - d. Trainee Services Department
 - e. Job Placement & Follow-up
 - f. Trainee Enrollment Statistics
 - g. Counseling Activity Report
 - h. Attendance Register

Ethiopia

1. Toward A Greater Peoplehood
50 copies - August 24, 1973
2. Users Guide For The OIC/A OSU System
1 copy - August 30, 1973
3. Clinical Psychology - 1 copy - August 30, 1973
4. Abnormal Psychology - 1 copy - August 30, 1973
5. Psychoanalytic Theorus of Personality
1 copy - August 30, 1973
6. Communication Skills Feeder Program Scheme
1 copy - August 30, 1973
7. Program Operations Monthly Statistical Summary Forms
2 copies - August 31, 1973
8. Vocational Program Monthly Statistical Summary Forms
2 copies - August 31, 1973
9. Program Operations Statistical Summary Definition of
Key Terms - 2 copies - August 31, 1973
10. Program Forms primarily for use in Counseling
Forms:
 - a. Counseling Intake Forms, Parts I & II
 - b. Itinerary Card (Trainee Services)
 - c. OIC Participant Characteristics
 - d. Trainee Services Department
 - e. Job Placement & Follow-up
 - f. Trainee Enrollment Statistics
 - g. Counseling Activity Report
 - h. Attendance Register

Concluding Observations

In recognition of the increasing volume of work in the Training Office, another staff person has been authorized. Consequently, this office can substantially increase the effectiveness of the functional units.

The Touche Ross Company will be working with us on the Management Information System.

We reported significant progress in each of our operating programs for this quarter.

Some of the major barriers that OICI must overcome are discussed in this section.

This report also includes a list of the items that OICI Training Office sent to the field operations.

QUARTERLY PROGRAM OPERATIONS

STATISTICAL SUMMARY

JULY - SEPTEMBER, 1973

*LAGOS, NIGERIA

| | <u>Orientation</u> | <u>Feeder</u> | <u>Vocational</u> | <u>Program</u> |
|----------------------------|--------------------|---------------|-------------------|----------------|
| On Roll | 0 | 91 | 85 | 176 |
| Average Monthly Attendance | 0 | 86 | 62 | 148 |
| Job Placements | 0 | 0 | 0 | 0 |
| Discontinued | 0 | 0 | 0 | 0 |
| Trainees Served | | 91 | 85 | 176 |

**ACCRA, GHANA

| | <u>Orientation</u> | <u>Feeder</u> | <u>Vocational</u> | <u>Program</u> |
|----------------------------|--------------------|---------------|-------------------|----------------|
| On Roll | 21 | 11 | 92 | 124 |
| Average Monthly Attendance | 21 | 9 | 69 | 99 |
| Job Placements | 0 | 0 | 3 | 3 |
| Discontinued | 0 | 2 | 5 | 7 |
| Trainees Served | 21 | 11 | 92 | 124 |

*Nigeria - report reflects statistics for the month of July only.
August and September data were not available at the time of this report.

**Ghana - report reflects statistics for the months of July and August
only. September data was not available at the time of this report.

QUARTERLY PROGRAM OPERATIONS

STATISTICAL SUMMARY

JULY - SEPTEMBER, 1973

*ADDIS ABABA, ETHIOPIA

| | <u>Orientation</u> | <u>Feeder</u> | <u>Vocational</u> | <u>Program</u> |
|----------------------------|--------------------|---------------|-------------------|----------------|
| On Roll | 0 | 23 | 0 | 23 |
| Average Monthly Attendance | 0 | 23 | 0 | 23 |
| Job Placements | 0 | 0 | 0 | 0 |
| Discontinued | 0 | 0 | 0 | 0 |
| Trainees Served | 23 | 23 | 0 | 23 |

*Ethiopia - report reflects statistics for the month of August only.
There were no program activities during the quarter prior to that time,
September data was not available at the time of this report.

LAGOS, NIGERIA (OIC/L)

PLACEMENT ANALYSIS

FROM

JANUARY 1, 1973 thru JULY 31, 1973

| <u>Vocational Course</u> | <u>Total Placements</u> | <u>Average Salary Before Training</u> | <u>Average Salary After Placement</u> |
|--|-------------------------|---------------------------------------|---------------------------------------|
| Air Condition/ Refrigeration | 8 | N 40.00 mo. | N 44.00 mo. |
| Commercial Baking | 6 | N 0.00 mo. | N 22.05 mo. |
| Electronics | 13 | N 34.00 mo. | N 38.05 mo. |
| Auto Mechanics | 16 | N 18.82 mo. | N 42.03 mo. |
| Hotel Catering (Service Industries) | 6 | N 0.00 mo. | N 39.75 mo. |
| Secretarial Science | 13 | N 1.00 mo. | N 28.06 mo. |

ECONOMIC DEVELOPMENT OFFICE ACTIVITIES

ECONOMIC DEVELOPMENT OFFICE ACTIVITIES

The highlight of this quarter was OIC International's Conference on Investment in Africa and Caribbean, held on September 7, 8, 1973, here in Philadelphia. This conference resulted from Reverend Sullivan's numerous meetings and conversations with African and Caribbean leaders during which they impressed upon him the need for increased investment by American businesses in their developing economies.

The various meetings and group discussions sought to provide updated information regarding the types of incentives and mutually beneficial investment opportunities available.

Comments by the participants during the concluding session indicated they felt the time was well spent and that a follow-up conference should be held at least once a year.

Ghana

Attempts to incorporate the Ghana Self-Reliant Investors, Ltd, (GSIL) investment group experienced a temporary delay due to the inclusion of a non-Ghanaian Citizen as one of the original incorporators. This legality has been met and incorporation is imminent.

Meanwhile the OIC Ghana Board is continuing its efforts to identify an Entrepreneurial Management Officer; on August 27, Mr. Ronald Bunyon was hired as the Entrepreneurial Management Specialist and is due to depart for Accra, Ghana after completing orientation around the middle of October.

The Management Development Productivity Institute, continues its interest in having OIC Ghana provide motivational and attitudinal training for employees of its' client-businesses.

The Economic Development Manager participated in orientation of Mr. Dampson, Board Member - OIC Ghana, by arranging and conducting tours of the "Progress Family" economic ventures.

Nigeria

Mr. Wilburs Phillips, Entrepreneurial Management Specialist departed for Lagos on Thursday, September 27. With his arrival and the priority placed on the identification and hiring of an Entrepreneurial Management Officer by the OIC Lagos Board, we anticipate a marked increase of activity in the Economic Development area.

This office devoted considerable time with Chief Ogunwo, Board Member - OIC Lagos during his four week visit with us. For example: The Chief, an active Rotarian was able to attend two local chapter luncheons, exchange Rotary Flags and address the assemblages; a tour of the Sun Oil Company's corporate headquarters was arranged. Upon his return to Lagos The Chief has become an active member of the Economic Development Committee and we are hopeful that the rapport generated between he and Mr. Phillips (who coincidentally was here during the Chief's visit) will be reflected in overall operations of the Economic Development area.

Kenya

On September 24, the Kenya OIC started its first business development courses. The courses is entitled - "How To Start and Manage a Small Business in Kenya", is scheduled to run for eight weeks,

three days per week, two hours per day. Following four weeks of classroom sessions the class of twelve will receive on-site visitations at their places of business by the OIC Kenya Staff. The eighth and final week will be devoted to review, assessment and graduation.

SUMMARY

SUMMARY

Being a period of the summer months, this quarter witnessed numerous TAT home leaves, informative debriefing sessions for the Central Office and at the field, more testing direct "total" responsibility for the local staff.

This opportunity of a first hand and varied account of the TAT:

- morale

- appraisal of working conditions

- local dedication and participation

- OIC general impact and acceptance

- Program state and expectation helped the Central Office to improve the orientation program and do better planning for more effective support of the field.

The travel of the Administrative Services Office Manager to the four (4) Programs enreached even further this vital information without which no effective and realistic support can be planned and provided.

This same period was the time when trainees take vacation, so Central Office used it to bring local staff to Philadelphia for orientation.

The additional factor of being a high rainy season in Africa, and therefore of lessened industrial activities, did not help to succeed in high trainee-graduates placement.

In general, the Programs experienced more local recognition and significant industrial support. It should be emphasized here that contribution to non-profit organizations do not give any government tax benefit in Africa, as it is the case in America. More meaningful

steps are being taken by the Director, in order to secure government support.

The phasing in of Entrepreneurial Management Specialists in the West African Programs will very likely provide needed expertise to build the required ingredient for self support. The expected travel of the International Director to the host countries, visiting program and talking to high official is another way for us to build up the Programs and their support.

OIC International, through suggestion and recommendation to Rev. Sullivan, took the opportunity of this period of relatively lower programmatic activities to convene and host a successful Conference on Investment in Africa and the Caribbean. The resulting encouragement generated from this conference, honored by AID very meaningful participation, helped proceed to follow-ups.

The understanding and acceptance is not only good cooperation from AID but it is also greatly helpful in our common desire to help our host countries to help themselves.