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SEPT. 1, 1970

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OIC MOVEMENT
AND
ITS ADAPTABILITY
IN
AFRICA

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INTRODUCTION

In this brief report an attempt was made to analyze the essential features of the OIC movement with a prospect to find out whether it can be successfully applied to Africa as an additional means in its social and economic development efforts. It is well recognized that there is no single way and means which can miraculously solve all development problems of the Continent. On the other hand, however, the author of this report, after having spent almost seven months with the OIC movement, visiting various local OICs, discussing with appropriate persons about its philosophy and techniques, problems and solutions, achievements and failures and its administration, has come to the conclusion that OIC can become one of the very useful instruments to the development of Africa if properly applied as to suit the specific African conditions. With this view in mind, the essential characteristics of OIC and its economic offsprings have been briefly analyzed and discussed concluding with some recommendations on how to adapt it in Africa. Further detailed specific business and industrial projects which can be promoted in Africa through OIC in collaboration with the United Nations Economic Commission for Africa and/or other African government agencies may be supplied to the OIC Headquarters at a later stage if required.

Introduction

Finally, I take this opportunity to warmly acknowledge the United States Agency for International Development for their financial assistance which has enabled me to study the OIC movement in addition to many other programs related to modern management training and visits of industries; the OIC people who all have made my stay in this country very profitable and at the same time pleasant, and at last, but not the least, the United Nations Economic Commission for Africa for giving me this great opportunity which I am sure will enable me to perform better my assignment with it.

Chapter I

ORIGIN AND NATURE OF OIC

1. Its Origin

The OIC movement, deriving its origin from the initials of the commonly used words "Oh, I see!" and standing as an abbreviation for the "Opportunities Industrialization Center", has become a synonymous landmark to one of the most unconventional yet very effective and most rapidly growing manpower training organizations ever known in the U.S.A. This rapid growth and the success of its programs in this country have made OIC as popular as any other household words and its repercussions are now resounding even in foreign lands and continents from beyond the oceans.

How the whole movement did start? Was there any deliberate expert planning on how to create a new manpower training organization or to add another to the existing ones? And what is it all about?

Actually, it all began when Reverend Sullivan came to Philadelphia's Zion Baptist Church in 1950 as its pastor. Soon he realized the decay in which the ghetto areas were, where the unemployed youth was indulging in juvenile delinquency and gangsterism. Trying to find something for the teenagers to do, something productive to divert their energies, he organized, in the basement of his church, a Youth Employment Service which was able to place some of them in jobs. However, a large number of them still were out of work as a result both of discrimination and lack of training. Therefore, something else had to be done to combat first the wall of discrimination.

Allying this to his cause, 400 strong Black Philadelphian preachers, the dynamic leader organized and conducted a systematic boycott of stores until more employment doors opened for the highly discriminated and underprivileged Blacks and other minorities of the society in the early sixties. This highly successful systematic boycott was known under the name of "Selective Patronage". There were no pickets, no advertising, yet the campaign became effective because it did hit discrimination where it hurt worst -- it hit in the pocketbook.

When the "Selective Patronage" campaign succeeded in opening the employment doors, soon it became apparent that many jobs required skilled laborers and that many of the applicants were unskilled as most of them were high school dropouts of the traditional educational system or unprepared for anything but the most menial jobs. As the Founder of OIC likes to put it, he found out that "integration without preparation was frustration". From the protest stage another positive step had to be taken, for "protest is empty without progress".

The next logical step was, therefore, to think in terms of a program of training and retraining people, created from the community itself. He decided that OIC had to be a program of the people, by the people and for the people, meaning by this that it had to be tailor made to the needs of the common man; screening no one out, but screening everyone in. Moreover, in order to identify the program with the community it intends to serve, he insisted that it was essential to raise the initial funds from the community itself so that the latter will have a stake and will not allow it to die.

As the main objective of the OIC was to train people for existing jobs, it was realized from the beginning that it could not succeed without the support of industry. And so a first partnership was formed between OIC and industry.

With this determination in his mind and with some seed money collected from his parishoners, from the community itself, with \$50,000 from an anonymous doner and with over \$200,000 worth of equipment, furniture, teaching aids and materials donated by a number of industries, the visionary founder officially launched his first OIC movement in an abandoned jailhouse, modified for the purpose, on January 24, 1964.

When the Philadelphia OIC - job training center - became very successful, its success stories spread across the nation in no time inspiring new hopes and brighter futures for thousands of unemployed and so far untapped talents and abilities of Blacks and other minority groups. Since then, the Philadelphia OIC prototype became the Mecca of manpower training for jobs and attracted - as it still does - a large number of community leaders, not only from across the nation but also from other continents, who came to see for themselves and to get thorough briefings on how to establish similar centers in their own communities.

From a modest start, the OIC movement by now has close to one hundred such centers loosely confederated created by respective communities across the nation. The city of Philadelphia alone has eight branches in addition to the OIC National Institute which is the Headquarters of the movement.

The movement claims to have so far trained more than 50,000 persons with job placements at the rate of 75 to 90 percent.

Those people who got new highly paying jobs through OIC efforts not only relieved the society from the burden of paying out millions of dollars in welfare checks, but through their employment they became self sustaining and, even more, active contributors to it; both by paying taxes as well as by being increasingly able to consume and to save.

No doubt, therefore, that the OIC has experienced tremendous results of unprecedented success in any manpower training program for jobs in this country in the field of employment of minority groups. Social and psychological achievements of those who have been placed on jobs, though quantitatively imponderable, are nonetheless equally impressive as the economic ones.

Now, the OIC is, for the first time in its relatively short history, opening three additional new centers outside the national boundaries of its birthplace in two continents: Two in Africa, i.e. one in Lagos, Nigeria, one in Accra Ghana and the third one in Santo Domingo, the Dominican Republic. The long dreamed of OIC International has, thus, come into being. This is the first attempt to transoceanize the OIC philosophy, methods and techniques to the manpower training problems of Africa and Latin America. And it is hoped that others will soon follow.

Briefly, this is how the OIC movement began and progressed so rapidly in such a short period of time.

2. Its Nature

OIC is based on the belief that every man and woman should be given an opportunity to help themselves through training and re-training for existing good paying jobs. If the large number of human resources, with untapped talents and unknown skills who are either unemployed or underemployed and thus also frustrated and unmotivated is to be productively and constructively utilized, then a specially flexible training program should be given to prove itself that it is worthy. In order to put into effect these concepts of self-help, OIC devised a unique training program in which the trainees are not only technically and vocationally prepared for existing jobs but also motivated to develop a sense of self-pride, self-reliance and self-respect. In fact, the organization which started out of sheer need and without any previous planning did not take a long time to be more structured and more sophisticated in order to pragmatically tackle its problems.

OIC trains a person free of charge, primarily with the objective of placing him into a lucrative job so that he may help himself without any previous academic prerequisites. The self-help concept, however, transcends the individual trainee as such and involves the whole community. As a matter of fact, OIC is a comprehensive community action training program, conceived and developed by the people concerned in the community to help themselves. Hence, the close interrelationship which ought to exist and the need for the involvement of the community and the partnership with people, business, industry, philanthropy and government so essential for the success of the program.

The uniqueness of the program, in fact, may be said to consist of the bridge established for the first time between the trainee, on the one hand, and the potential employers and the community as a whole, on the other. The trainee learns a skill tailored to meet his own ability as well as to the explicit and specific wishes and requirements of industrial and business undertakings which may suggest for their inclusion in the syllabus of the program. This new approach, in addition to other factors explained later on, accounted for a greater portion of the success of OIC.

Chapter II

CHARACTERISTIC FEATURES OF OIC

1. The Self-Help Concept

"We Help Ourselves" is the motto used by the OIC movement. The many faceted self-help concept is one of the basic success factors of the movement as a philosophy as well as a powerful technique for motivation, self-reliance, self-pride and identification of the trainees and the community alike with the program.

In order to make the OIC a local program geared to the specific needs and problems of the community, this has to show its determination to carry it out so as to solve its unemployment problems by concrete contributions either in cash, in kind or at least by rendering some voluntary services to the program. With this concrete and positive effort, it can claim to have at least tried to help itself. Self-help concept thus was first originated in part as a fact of the use of funds raised in indigenous communities, by local residents, including representatives of target populations to which the movement is designed to serve. This is an essential prerequisite to and the first step for establishing any local OIC.

It positively shows that the community is determined to do something about solving its own problems before it goes out to request any further assistance.

The second expression of self-help refers to the marketing and utilization of local civic and business resources external to the target community. In fact, the complexity of the problem and its social and economic repercussions make imperative the interdependence and interrelationship of the various segments of the community at large. No one can nowadays ignore the consequences of some problems for his own self interest no matter how far that may seem at first to be related to his well being. Hence, the need for the involvement of the community as a whole in the OIC program. If the society deliberately persists in ignoring the frustration and the status of almost desperation of the have-nots, of the unemployed, then there is practically no other alternative to prevent their forces from erupting into the destructive use of "Burn, Baby, Burn!".

The third and equally important use of self-help concept concerning the trainee himself is to commit himself while he maintains up the flag of self-pride and self-reliance, to help himself with the vocational and skill training offered to him without the benefit of training allowances. This is particularly important in the U.S.A. with regard to bringing down the cost of training where other manpower training programs use extensively stipend or other forms of public assistance.

On an operational level, the techniques of self-help has been a highly effective mechanism in accomplishing:

- a. Maximum feasible direct involvement of the disadvantaged in total program structure.
- b. Building of a broad base community support for the program.
- c. Neutralization of negative political and other adverse impact on the program as it embraces criss-cross sections of the whole community.
- d. The bringing together of various racial factions in the community and their mobilization for a common goal. For, though OIC initiated by and for the Blacks, its doors remain open to anyone regardless of his color, creed or sex.

That self-help is a highly effective motivational technique is best demonstrated by the fact that the OIC program is capable of operating without training allowances with a relatively low dropout rate. This concept has been emphatically stressed by the Founder when he stated: "There were no stipends connected with our program because I do not believe in giving a man something to lean on as a crutch. I say, give a man a fish and he will soon be hungry again, but teach a man how to fish and he can live for the rest of his life. For only where there is a necessity to keep life and limb and family together, do we seek support for our trainees. But beyond that, they labor for what they get at OIC".

It is true that the OIC program concept enhances the individual's awareness of his own responsibility for self development by helping the trainee to assume responsibility for utilizing existing services at every opportunity. Yet the attenuation of the latter policy of strict self-help concept of individuals in the training without stipends reflects only the desire to help a limited number of trainees in the most dire economic circumstances. Even then, the money is disbursed from the "Brotherhood Fund" in a form of actual work related remuneration rather than a handout which would otherwise undermine the very basic self-help concept.

2. Community Involvement in the OIC

Historically, OIC has started involving the community as a whole in order to solve the unemployment and underemployment problems of some segments of its educationally and economically disadvantaged members. In fact, the whole movement was conceived right from the very beginning as a community program. The solution of some of its problems was of a common concern which ought to be identified and tackled by its common effort. The community of target population to be served by the OIC has to decide and determine to help itself and take all steps necessary to achieve its goals right from the planning to implementation stages. For unlike many other government organized manpower training, OIC is not a program imposed on the community but it is consciously initiated by itself with the aim of helping itself. Other technical or financial assistance either from OIC National Headquarters or from government sources have to be considered as a complementary, though sometimes are also a necessary support. Basically, however, success or failure depends on the degree and intensity of commitment it

receives first from the target population. Once the concerned community seriously engages itself in solving some of its specific problems, the society as a whole may come forward to assist it if it is adequately convinced with facts about the usefulness of its purpose.

In the case of OIC, the policy making body or Board of Directors of local programs is constituted from the citizens of various sectors of the community interested in tackling some specific problems of their constituency. Certainly, greater proportion of the success of local OIC programs can be ascribed to the degree of dedication, faith and efforts these local leaders put into the program. Civic sense of the community is, therefore, an essential feature in implementing operationally successful OIC programs.

3. Involvement of Business and Industrial Community in OIC

This is an extension of the previous paragraph ideas into these professional economic groupings. The economic links and complementarities between the skilled workers and the business world, however, are even more apparent here than in the community in general. In fact, any business needs the skills of workers in order to operate successfully as vice versa, workers need the employment from the business in order to make their living. This relationship, therefore, is obviously direct, complementary and of economic interest in nature. However, it has been long ignored by the business world at least with regard to the minority people in this country until the OIC movement came into being and tried consciously and explicitly to bridge the gap by demanding businesses to indicate their vacancies, the skills they require for the post and the time so that OIC could provide them with adequately trained skilled workers and employees.

Once the psychological barrier of discrimination was broken, business and industries found out it was directly beneficial to them not only to give equal opportunity and upward mobility to the OIC trainees they hire but also to share in their training by contributing funds and equipment to OIC and by suggesting ideas to be included in the syllabus of OIC training programs. As a matter of fact, some went as far as contracting OIC to train for them a certain number of men and women for some specific jobs with a guarantee to hire them after successful completion of their training. It must be mentioned here that these decisions were not taken on any paternalistic ground but simply on the merit of their economic interest like in any other business. In fact, it was realized that it was cheaper for the business to hire people trained by OIC rather than to lay out a substantial amount of investment in money as well as in time in training manpower it requires within its own facilities. The side effect of added purchasing power of the workers which enlarges the market of the business by way of increased consumption is also a factor to reckon upon. Also, one can say that this is a pay off in recognition, both of the proven merit of the OIC training methods, particularly with regard to motivation and changes of attitudes of its trainees in addition to the success of their vocational education and of the very able role played by the Founder of OIC in attracting some of the most influential top business, industry and financial institution executive men into the OIC National Advisory Board.

This happy symbiosis and involvement of both parties in the preparation of the trainees have resulted in supplying the business with adequately trained workers and employees readily available for them at a relatively cheaper cost, on the one hand, and a guaranteed job placement for OIC trainees, on the other. After successful results of this new approach by OIC in Philadelphia, other local OICs also have adopted the same system by establishing their local industrial committees with the same purpose of playing an active role in the OIC program.

Briefly, this shows how the business world got involved in the OIC movement which greatly enhanced its progress both by guaranteeing job placement for its trainees and through its financial and material contributions.

Another typical characteristic of the OIC movement which accounted for much of its success in this country, however, is the specific way in which its training program is conceived, designed and carried out to meet the actual requirements of the underprivileged trainees, enabling them to get jobs quickly. This aspect could be discussed at a greater length and depth but perhaps for the scope of this report it might appear to be adequate to give briefly its profile here below.

Chapter III

DESCRIPTION OF OIC TRAINING PROGRAM

The heart of the movement certainly consist of the innovation brought about by OIC in the traditional educational system. Bearing in mind that the program was conceived to train underprivileged people who, for one reason or another, could not succeed to get through the normal channel of school systems, it was only natural to devise

techniques, methods and even to coin "new words" or names for the program so as to eventually avoid some psychological barriers for the trainees from their apathy to the school system. Hence, in the OIC, people talk about trainees rather than students, instructors rather than teachers, computational and communication skills rather than arithmetic or grammar and so on.

The training program itself is designed in such a flexible manner as to enable any trainee to get enrolled in it without any pre condition of his previous academic qualification and at any given period of time all year round. The program provides him a systematic training geared to begin at a level appropriate to the background of each trainee and to advance each to the point where he meets the basic skill and educational requirements of entry level jobs in semi-skilled and/or skilled occupations. Since conventional methods of education have been assumed to be a deterrent to rapid technical or vocational training, every effort is made to introduce relevant techniques of instruction including individualized methods, remedial tutoring, active trainee participation and small group instruction. They are deemed to help accelerate and maximize learning as well as motivate trainee to successfully complete training.

Major operational procedures of the program consist of; recruiting, intake or registration, orientation and counseling, feeder, referral, skill and vocational training, pre-employment preparation, job development, placement and follow-up. The center of all these activities, however, remains the Feeder which deserves to be singled out as one of the outstanding features of the OIC movement.

The Feeder program is a prevocational training center designed specifically to enable trainees not only to develop basic and general skills for the purpose of preparing them to enter vocational training but also to foster the spirit of hope, self-reliance and optimism in them, or in other words, to motivate them. In order to achieve this, continuous counseling, orientation and assessment of the trainee takes place in the Feeder.

Basic Education provided in the Feeder consists of:

--Communication Skills (= reading and writing)

--Computational Skills (= arithmetic)

--Minority History (= brief account of minority contribution to the overall culture and well being)

--Personal Development (= grooming and hygiene)

--Consumer Education

--Pre-Vocational Skills Training (e.g. typing)

In the meantime, assessment of each trainee's interests, aptitude, motivation, achievements and skills takes place during this phase and on the basis of results referral is made either to a meaningful vocational training or if the trainee happens to be job ready, to his placement on the job.

Those trainees who are referred to proceed to vocational or skills training to continue their education with the same approach in the specific field each one of them has selected until they feel they have become job ready and have successfully passed the tests, then they are placed, through OIC's effort, on the job. Once placed on the job, a follow-up program continues to assess them and in case of need, to assist them for at least one full year.

The type of vocational training provided by OICs varies depending upon job opening facilities for the trainees and their interest. However, courses for secretaries, IBM key punching, salesmen or women, courses on electronics, chemical laboratories, construction and building materials, dry cleaning, auto mechanics, et are among the most common ones.

Obviously, this kind of training is mainly designed for people at job entry level. Once the trainees are placed on jobs, continuous efforts are made to encourage them to upgrade themselves by taking further evening courses.

With regard to training at lower and middle management levels, OIC activities are so far limited to the Executive Directors of local OICs undertaken by the Managerial Training Program (M.T.P.) in collaboration with Temple University and Wharton School of Business and by OIC's spin-off, the Progress Management and Economic Development (PMED) branch of the National Progress Association for Economic Development or NPAED.

The number of people trained by both these branches, however, is for the time being very limited as compared to the OIC training program at job entry level. None-the-less, PMED's training program is expected to expand soon, very rapidly, as greater emphasis is placed on the program.

Also in the Managerial Training Program, more focusing is done on concise courses on business management which combine theoretical knowledge and practical exposure during a relatively short period of time, at the most, a 6 months course. Obviously, reasonable selection is made on candidates who show managerial aptitudes for this course.

Chapter IV

ORGANIZATIONAL STRUCTURE OF OIC

OIC has basically a decentralized organizational structure in the sense that each local program is almost autonomous, structured on the same principles but yet adjusted to suit the community it intends to serve. Main linking bridges between OIC National Headquarters and local programs is constituted by the acceptance of the same philosophy and spirit of self-help concept and certain techniques which characterize OIC. Loose confederation is therefore the accepted pattern of structure among them. Local OIC programs, of course, can and do get technical and advisory services from the National Headquarters whenever they request them.

At the operational level, the simplest organizational elements that could be found in any local OICs are the Board of Directors, the Executive Director, Supportive Administrative set-up, Feeder, Vocational Training, Counselors and Job Developers. Recently, there is a strong recommendation also to include Industrial Advisory Committees whenever possible, even at local levels.

1. Board of Directors

One of the first steps in starting a local OIC program consist of bringing together some community leaders (from six to twelve) who are interested in discussing the possibility of an OIC in their locality. If these leaders are definitely interested in the idea and are ready to give time to the effort, then they are invited to pay a visit to the Philadelphia OIC prototype where they are given the necessary briefing and information. Upon returning home, this delegation report to a large group of community leaders to ensure there is enough interest in and support to the idea. Then, if the

idea materializes, a group of six to twelve active members broadly representing the community are selected among them to form the Board of Directors. Like in any other agencies, they are entrusted with the power of trusteeship over the agency. Without going into much detail, their responsibilities consist of:

- a. Establishing general objectives of the program.
- b. Determining its major policies and operations.
- c. Determining its organizational structure.
- d. Selecting major executives of the organization.
- e. Appraising the performance of executives to whom responsibilities have been delegated, and, giving them additional guidance in case of need.

It can not be overemphasized the importance of the Board on whose effort, initiative and dedication to the cause depend, at least fifty percent of chance to success.

2. The Executive Director

The Executive Director is the chief executing officer of the Board. He is responsible for carrying out all policies, rules and regulations set by the Board. He has responsibility and authority on all individuals employed by the Board and to see the implementation of the goals set for the program through the collaboration of his personnel. He is also responsible for preparing and submitting the budget to cover the training operations, and, within the limits of major appropriations approved by the Board. He is entitled to authorize and direct all purchases and expenditures. Briefly, he possesses all the prerogatives of an executive within the limits of the law. He is the key man with regard to the well functioning of the operation under the directives of the Board.

No elaboration seems to be required here concerning the supportive administrative setups as these are common to any normal business. While the Feeder, which is the heart of the program, has been extensively discussed in the previous chapter, likewise vocational training also. Although counseling plays a very important role in the Feeder as well as in the vocational training, as its function is quite similar to the one performed in other fields, we may skip it for brevity sake.

3. Job Developer

Job Developer is another one of the key features of OIC's movement. He works as an industrial relations man involving liaison with representatives of business, industry and government organizations and his main function consist of developing sources of placement for trainees at OIC. He analyzes labor market trends, scarce labor areas, suggest changes on training to take into account the changing pattern of demands in industrial and business communities. In smaller local OIC programs he is also entrusted with follow-up responsibilities for those he placed on jobs.

4. Industrial Advisory Committee

If OIC succeeded and still does in its endeavor of training and placing people on jobs, a greater share of its success can certainly be attributed to its ability to commit key industrial and business executives to the OIC idea. This Industrial Advisory Committee, at the National level, is composed of top executive managers of a very influential business world. They meet with the Founder, as their chairman, twice or so a year. Yet, their representation on OIC at that level has a commanding power to the rest. Their prestigious position influences directly or indirectly, the behavior of their pairs or branches.

This liaison between OIC and the business world is very important not only for financial and in kind contributions to OIC, but also for job openings. It provides an easy credential to the job developer to smoothly perform his duties. This is one of the original techniques effectively used by the OIC, hence, the very strong recommendation to set it up wherever possible, even at local levels.

Technical advisory services are rendered to local OIC programs from the National Office by the National OIC Institute's staff for those which are federally funded, while National Extension Services render its services to those which are privately financed.

Chapter V

FINANCING AND FUND RAISING TECHNIQUES

It was already mentioned that the basic philosophy of OIC is self-help. The first slot of funds is therefore raised from the target population of the community itself by which and for it the local OIC is established. The local Board of Directors, in collaboration with the Executive Director of the Center, may device ways and means appropriate to their community to effectively raise a predetermined amount of funds deemed as obtainable goals. Generally, it is expected to reach the fifty percent mark of the target within the community. Needless to say, prior to any fund raising adventure, the local Board of Directors and the Executive Director must clearly make their case to the point to the public in which they solicit for financial assistance by explaining their purpose, the amount they set as a target and the strategies they adopt for reaching it. In preparation to fund raising, an adequate campaign should be set into motion.

Once individuals of the community are systematically solicited to contribute to the program, the same campaign goes on to solicit local philanthropic institutions, if any, business and industrial corporations. Here it becomes very apparent the importance of setting up OIC Industrial Advisory Councils.

In addition to individual solicitation, and a variety of methods, OIC's "Key Dinner" techniques are also successfully used for fund raising purposes.

In the most advanced OIC branches, such as the Philadelphia prototype, closer partnership with the business and industrial community have been successfully established through the "Industrial Advisory Council" which is vital both to the continued and future success of the OIC manpower training program and to the uplifting of the businesses themselves. Recognizing this fact the "Philadelphia OIC Industrial Advisory Council" which is composed of principal officers of over twenty companies in a leadership position in the city, organized various committees of its own to support OIC in terms of jobs, technical advice, equipment, volunteer instructors and money. The "Industrial Advisory Council" is significantly important to the OIC movement not only in respect to the number of individual corporations represented in the Council itself, but even more so with regard to promoting the OIC ideas in the business world through its Community Relations Committee. The men on the Advisory Council represent leading and cross section of the various major fields of industry. Hence, their influence and stature among their colleagues. The importance of the Industrial Advisory Council can not be overemphasized since it is one of the key factors in the success of the program.

Therefore, private donations, contribution from foundations and industries have been and continue to be a good asset to the OIC movement since its inception for funding. Undoubtedly, however, by far the greater contributor in terms of financing OICs remains to be the Federal Government through its various departments and agencies such as HEW, the Department of Labor, OEO, EDA, CEP, etc.

In fact, about twenty five local OIC programs have exclusive call on the primary federal funding whereas most of other OICs receive partial funding from various federal agencies.

In terms of monetary volume, it has been disclosed that the federal contribution for 1969 amounted to \$22 million or 80% of the total expenditures over this year across the country.

Certainly, new local OICs without substantial federal funds rely on a pool of both their own individual contributions and foundation granted monies. Sometimes, those new local OICs in temporary financial difficulties receive an advance, in a form of short term loans, from the OIC National Institute.

CHAPTER VI

DEVELOPMENTAL ECONOMIC SPIN-OFFS OF OIC

Despite the fact that the OIC training program is a success story on its own right, nonetheless, it can be affirmed without fear of any exaggeration that the greater creditability of OIC has been earned by the impressive, yet tangible economic achievements created by its economic spin-off organizations. In Philadelphia these are symbolized by the supermarket shopping center, Progress Plaza, Progress Aerospace & Progress Garmet industries, and since very recently, by two other "Our Markets" shopping centers. They are there to speak for themselves.

It should be mentioned that OIC per se is basically a non-profit making organization. However, since it does not take long to realize that manpower service delivery system must be linked with job creating projects, one has to examine increasingly the manpower development in relationship to its contribution to efforts to raise the economic base of the community concerned. Hence the creation of other developmental economic spin-off organizations created by OIC. Actually, the basis for these economic development organizations lies in the savings and investments like associations known as "10-36 Plan", devised by the Founder & Chairman of OIC back in 1962 for economic uplifting of the community. Here again, since the "10-36 Plan", the National Progress Association for Economic Development (NPAED) and other derivations have a special variance from other ordinary business corporations injected by their founder, it might be useful to give a brief account and analysis on them.

1. "The 10-36 Plan"

In June 1962, Reverend Leon H. Sullivan, along with some members of his church, decided to put their money together (\$10 per month for thirty six months) in order to raise sufficient funds to initiate housing projects, shopping centers and other businesses. Originally, members of this plan were to be limited to only 50 (hence 10-36-50) persons each contributing the \$10 per month for 36 months. But due to greater demand for participation their number rose to 227. By 1965, each of the initial group of this plan (227 persons) had already subscribed the full amount i.e. \$360 to the program of which 45% or \$160 went to the non-profit corporation and the balance of \$200 to the purchase of one share of voting stock of the profit seeking corporation. At the completion of the subscription period, therefore, a certificate of participation in the non-profit corporation and one share of common stock in the profit seeking corporation were issued to each member on the basis of the seed money so collected and with a loan the profit seeking part of the Progress involvement succeeded in building a garden type apartment demonstrating thus the workability of the program.

In 1965, "the 10-36 Plan" opened its register for new subscriptions and an additional 450 persons joined raising the total membership to 677 persons.

By 1968, the Progress movement in Philadelphia had developed two industries (Progress Garment Manufacturing and Progress Aerospace Enterprises and one shopping center, the Progress Plaza.)

This time, "the 10-36 Plan" grew by additional 3300 new subscriptions, soaring the total membership to 3977. The latter subscribers received non-voting common stock in the profit seeking corporation and certificate of participation in the non-profit side of the movement.

The 10-36 Plan which is an integral part of the overall Progress Movement, is designed to be a means of combining community resources based on the "self-help" doctrine. It is a sort of cooperative saving plan for community uplift and development.

Main purpose of the Progress Movement is to create a broad-based program to improve the community with the secondary objective being that of stockholder profitability. It does not aim at making richer those who are already more affluent members of the community, but rather at sharing resources for an overall common benefit. Hence, its concepts of (1) "peoples campaign", (2) community development of its own resources for its own needs, (3) community involvement in its own destiny and (4) basic belief in the "self-help" philosophy. These ideas are practically carried through even in the profit seeking part of the movement.

"One man - one vote" principle is the adopted voting procedure.

The above objectives are accomplished by two separate and distinct organizational entities:

- (1) non profit corporate - the Progress Association for Economic Development or P.A.E.D. and the other;
- (2) profit seeking one - the Progress Investment Association for Economic Development or P.I.A.E.D.

P.A.E.D. or the non-profit branch of the Progress Movement in the community provides education, housing, medical and other community

welfare programs. It is financed by the non-refundable contribution of approximately 44.44% or \$160 of the total share of \$360 and/or by additional grants and donations. The contribution to the P.A.E.D. is tax deductible item. Local entrepreneurial development training centers are conducted by this branch.

Major goals of the Progress Investment Association for Economic are: (1) to benefit the community, (2) to make profit, and (3) to create new jobs in the community. It is financed through the \$200 or 56% of the 10-36 Plan common stock.

According to the present policy of the Progress Movement in Philadelphia any profit earned from P.I.A.E.D. is allocated as follows: after part of retained earnings from P.I.A.E.D. is reinvested in the business, from the balance 40 per-cent goes as a dividend to the stockholders, another 40 per-cent to the non-profit corporation common fund (PAED) and the remaining 20 per-cent is distributed among the employees for profit sharing.

Here again, stress is made on the flexibility of the movement to accomodate various local conditions and needs.

To cope with increasing requests to establish similar programs in the nation, recently a national organization has been created under the designation of National Progress Association for Economic Development (NPAED). This economic development branch administers both the profit seeking as well as the non-profit corporate of the organization as separate from the training of manpower carried out by OIC.

CHAPTER VII

FACTORS FOR OIC's SUCCESS

OIC movement and its economic offsprings is certainly one of the fastest growing privately sponsored and operated undertaking in this country. Invariably, in such social phenomena one could cite a great number of factors as contributing to its success story. While some of these reasons might be classified as intrinsic to the organization itself, others might be considered as extrinsic to it.

Some of the most important ones are mentioned here below.

1. Intrinsic Reasons

- a. Quality of Leadership Most of OIC leaders, be it at national or local levels, are really dedicated persons who are convinced and entirely sold to the idea of helping their own underprivileged communities. They are missionary-like who spare no effort, energy or time of their own to see materialize their common goal. In this they try to emulate the spirit and entire dedication of their founder to the movement without expecting any material gains for themselves from it. This unselfishness and disinterested devotion to the movement is true not only with regard to the unpaid local OIC leaders (Board of Directors & volunteers) but also with the paid staff. This phenomenon is quite characteristic to all OICs which have become successful for, no matter how good a program might be in itself, unless

it is impermeated with this life-giving spirit, does not last long before it collapses in front of first difficulties. Dedicated leadership is, therefore, one of the essential factors to success of OIC.

b. Flexibility and Adaptability of the Program Itself

The action oriented OIC training program is quite flexible and adaptable enough to meet local requirements and needs of trainees. No fancy academic prerequisites preclude the doors to trainees who wish to acquire new skills, nor any timing hinderance which is tailor-made to suit the trainees themselves. The program is designed in such a way as on the one hand, to suit the trainee in all respects, but also to meet industry's requirements for existing job openings on the other. This task is facilitated in OIC by involving the whole community and business, and industry alike into the framework of its programs. It is specifically designed to meet existing actual needs of both sides; the employables and employers. This characteristic feature of OIC has proven to be providential asset in the success of OIC. Without this necessary bridge, perhaps the success of the movement might have been quite limited. Greater contribution also has been achieved by way of explicitly designing the program to include in its syllabus the spirit of self-help, reliance, motivation and attitudinal changes concerning the strict discipline of the work world expected from the trainee in addition to his vocational training.

Moreover, the program was conceived and carried out by Blacks who know much better than anybody else the problems, conditions, inhibitions and aspirations of their community. Entire freedom of action is given to local OIC's to perform their tasks at a local level as long as they keep its spirit. In fact, they maintain only a loose confederation tie with the Philadelphia headquarters which provide them technical assistance at their request.

The above are the two main intrinsic factors which have significantly contributed to the success of OIC.

2. Extrinsic Reasons

Here again, a large number of circumstances, factors and reasons could be quoted as influencing OIC's success. However, for sake of conciseness one may limit to describing the most important ones.

- a. Racial Issue Nowadays, certainly OIC tries to assist anyone who comes to look for it regardless of his race. At the beginning, however, its main focus was directed towards helping the Black to help himself; who was discriminated in respect to education and employment practices bearing the stigma of his historical inheritance. This represented a major asset for OIC both with regard to motivating the Black community to uplift its morale and vindicate its fullfledged civil rights as compared to the others as well as with regard to soliciting financial and moral support. If support was not provided to a moderate

and constructive militant movement like OIC, undoubtedly the consequences of extremists are obvious to any reasonable man. It pays off much better to assist a constructive force determined to help itself rather than to defend oneself from possible turmoils and popular uprisings. Moreover, once Black communities were aware of their potentialities. This awareness alone gave them greater strength, stimulus and determination to join their hands for their common welfare and achieve their goals by themselves if need be. Hence the success of "selective patronage" in Philadelphia which was also imitated elsewhere.

b. Rapid Expansion of the American Economy

Despite advanced technology and devices tending to reduce the dependancy on manpower by ways of mechanization and automations the U.S.A. economy, aided in this by the war efforts is booming and is requiring more and more skilled labourers and vocationally trained employees. Notwithstanding the present recession, American economy is still able to absorbe additional substantial number of manpower programs. (1) In such conditions it becomes quite understandable for industries and businesses to even contribute financially or in kind for training manpower they need. It is more convenient and even cheaper for them to do so rather than to set up their own training facilities. Therefore, the continuous growth and expansion of the American economy is a definite asset which has been rightly used by OIC as has been mentioned earlier in the involvement of industry in the program.

(1)

Unemployment rate is estimated to be 5% even at the present moment.

c. Financial Supports OIC has been successful in tapping adequate financial means to support its programs from the target populations, the community as a whole, industries, businesses and philanthropists. Systematic fund raising techniques and well organized public relations are established between these communities and OIC's programs throughout the nation.

However, by far the greater financial supporter of OIC remains the Federal Government through H.E.W., Labour Department, O.E.O., E.D.A., etc. Federal Government funding for 1969 amounted to over 80 percent of its budget.

The government provides funds to OIC training program not only because those trained and placed on jobs by OIC will be relieved from relief checks and public assistance, but also they will contribute to it by ways of paying taxes to the common welfare.

The above described major factors have directly contributed to a great extent to make successful the OIC as one of the main recognized manpower training programs across this nation.

Nonetheless, despite the obvious success of OIC, as any other human activity it contains also certain limitations. Some of these are: difficulty in getting assured funding ahead of time for proper planning and budgeting, limitations in upper mobility of its former trainees, and sometimes, misunderstandings crop up between some local

board of directors and executive directors of the programs.

As there is so far no directly centralized funding system, some programs may suffer from the lack of financing. But even more, as the amount of funding is generally not yet known until all expected contributions, donations and government partial financings are actually collected, it may be difficult to forecast quite ahead in time the prospect of future development. This difficulty is particularly true with newly established OICs in smaller localities.

Generally speaking, limitation of funds at the Extension Service level curtails the coverage of even greater new areas of expansion which need technical service of the National Extension Services.

At the present, OIC's endeavors are mainly concentrated at job entry level education of its trainees. There is certainly talk about upper mobility for those who have successfully completed their training and are placed on jobs. It was hoped that these persons would be able to get an advancement in their jobs by gaining more experience, but especially by getting further training in evening classes. However, this does not seem to take place. At least not to a great extent. On the other hand, for the time being training at Managerial level is not yet as developed as the one for jobs entry level. Steps, however, have been taken with this regard especially through the P.M.E.D., since the OIC Managerial Training Program, so far, deals only with training the executive directors of local OICs.

At last, but not the least, not infrequently one comes across certain local OICs in which some misunderstandings crop up between some members of board of directors and their executive directors. Clear definitions and demarcations of each one of the parties concerned functions, duties and responsibilities are provided for in OIC's statutes. Nonetheless, these difficulties can be overcome only through appropriate training of the parties concerned.

At the headquarters level certain revision and consolidation of organizational and administrative structures are unavoidable in order to cope with the growth of tasks and responsibilities of OIC itself. Top OIC executive managers are aware of this fact and are taking appropriate steps with this regard.

OIC achievements in this country are really quite impressive, yet compared to actual needs can be considered only as an initial step concerning the economic and social uplifting of the Black community or other underprivileged minorities. Achievements in the economic development such as Progress Plaza and creation of industries are more of a symbolic nature rather than having a real impact on its developers. In this particular field OIC and its economic off-springs have a long way to go before they can claim to have succeeded in getting real impact on transforming the economic way of life of minorities. Nonetheless, their importance lies on the fact that they can do it.

CHAPTER VIII

POSSIBILITY OF READAPTING OIC IN AFRICA

We have discussed here above OIC's purpose, aims and objectives, means and techniques utilized, its philosophy, organization and factors which contributed in making it a successful movement in this country. Now it remains to be seen whether the OIC Philosophy can be successfully adopted in Africa, whether the conditions are conducive enough to its development and to what extent; whether it needs some modifications and what kind; what can be expected from it.

1. The Self Help Concept

Is the self help concept or the basic philosophy of OIC entirely new and unknown to Africa? Actually, most of the African countries have been utilizing, and still do, similar principles in either the community development programs or in the so called "Animation Rurale" among the French speaking ones. These programs have been extensively used since early fifties mostly for developing rural areas, but also to a limited extent for urban areas. Unlike OICs, however, neither community development nor "animation rurale" programs concentrated on training in certain skills for placing trainees into jobs. Rather their programs were of a general and multi-purpose nature aiming at literacy, public health and hygiene, improvement of rural housing, building feeder roads, etc. of the most underprivileged rural areas. On top they are programs run and assisted by government officials. Their effectiveness remained necessarily limited

because of the broad developmental spectrum they were designed to cover and lack of adequate financial means required to achieve more visible results and improvement.

Capitalizing on these experiences and on the new approach adopted by OIC one can hope to get better concrete results in Africa with regard to training in skills and management of African unemployed and underemployed youth and perhaps even with less expenses to the public.

OIC, however, can successfully work in Africa if it is appropriately streamlined to suit African socio-economic conditions and meet their actual requirements. In other words, if OIC Africa is to succeed one must not only concentrate on training aspects of the movement for existing jobs, but at the same time try to broaden its basis of self help concepts in the field of managerial and economic developments which will eventually open up expanded job opportunities. Before discussing these very important points, however, let us divert for a moment our attention to figure out the present socio-economic conditions of African countries on which we shall base our conclusions.

2. Socio-Economic Conditions of Africa

There is hardly a need to indulge in elaborating here to show how the economic conditions of African countries are almost diametrically opposed to those of this country. It suffice to point out that industry and business which are the backbone of OIC in this country both with respect to funding and to placing on jobs are practically at the stage of their infancy and very limited in number in Africa. Therefore, business and

industries in Africa can be conducive to the development of OIC only to the extent of their limited number, financial capability and their willingness to support OIC programs.

Even more difficult problems to be tackled in Africa is the large number of unemployment or underemployed (disguised unemployed) labor forces.

As no statistical data on unemployment is regularly issued by African countries, no attempt is being made here to assess its magnitude. However, in order to give some rough quantitative ideas showing the extent of unemployment problems, some figures may be quoted from a study made on unemployment and related social problems in Nigeria.

Assuming that out of 56 million people only one half of them would be in the employable age, 2½ million were known to be in consistently fully paid employment by the government, corporations and private enterprises. Self employed, with widely varying wage scales and conditions of employment were estimated at approximately 4 million farmers with only 1 million of them considered as being in reasonably paid employment. Summarizing, out of 28 million employable persons, only 10½ million were regarded to be employed, but only 5 million of them or approximately 10 percent of the total population as having effective employment. Therefore, of the total working force only 18 percent had effective employment.

Furthermore, if one wanted to narrow down the unemployment problem to the young school leavers, significantly enough, the same report shows that almost 50 percent of unemployed persons are primary and secondary school leavers. A greater portion of these are primary school leavers and they account for about 40 percent of the national total.

These examples do not necessarily mean to represent typical unemployment situations for each African country. Situations may vary in each of them. Nonetheless, they may indicate an order of magnitude. Can OIC successfully work in such a situation. Obviously, no one can reasonably expect OIC to be a panacea for the vast unemployment problem of developing African nations, yet it may help in its partial solution by providing vocational and skill training to at least a portion of the school leavers. Here the OIC powerful technique of motivation could be effectively utilized with regard to the need for changing attitudes of African students concerning labor and skill work.

In view of their greater number and in view of the limited capacity of absorption of the economy (job placement opportunities), however, selection and screening is to be applied in Africa rather than recruiting which is typical technique of OIC America.

On the other hand, the above shown magnitude of unemployment indicates also the imperative need to open up new horizon for developing African entrepreneurship so as to wider employment.

opportunities. For vocational and technical training alone may represent a drop of water into an ocean. Hence, the importance attached to and emphasis put on coupling the development of African entrepreneurs and small scale industries in addition to other governmental development projects.

Undoubtly, however, OIC with its approach of developing close relationship with business and industry sectors, involving them in influencing the program training design, would provide an effective technique in attempting to alleviate labor and job market contradiction and in the process create more jobs. In fact, through vocational and technical training, certainly some job openings can be found.

3. Financing Difficulties

The African community can be mobilized and involved in OIC program and it may even be ready to render its voluntary service if rightly approached and convinced of its usefulness. In view of its very low income per capita, however, it may neither be expected of it to collect a substantial amount of money nor to sustain the OIC program for a reasonable length of time.

Likewise, in many African countries local philanthropic organizations are practically non-existent.

Here one does not want to give a gloomy picture of the conditions and block the way to soliciting the local communities for the development of their programs. Quite to the

contrary, every effort is going to be made to involve the whole community in the program and no possible avenue will remain unturned. In reality, however, at the initial stage OIC Africa will need a substantial financial and technical assistance from abroad in addition to mobilization of all local resources. At the later stage, once it has shown results and established its creditability substantial financial assistance may be requested from the government justified by its positive contribution to the public service and the development of the country in general.

4. Priorities of OIC Africa

As conclusions to the above discussed realistic picture of most African conditions, the following set of priorities could be established as most suitable to OIC Africa and as achievable within a limit of reasonable effort and collaboration of all parties involved.

a. OIC's regular training program

Initially, OIC can put forward in Africa its program of training people in some skills for placing them in available jobs. It may be called the training for "job entry level". This program could particularly suit the primary school leavers. Obviously, the type of specific subjects to be taught in the program in addition to the Feeder has to be selected and determined by the Board of Directors and local executives of the individual country committees in accordance with their concrete local requirements and

the number of trainees also limited to actual labor market demands. Hence, the need for selecting them. Nonetheless, more emphasis should be placed on training in business related and technical fields such as - e.g. salesmanship, elementary bookkeeping, auto mechanics, refrigerator-airconditioner, radio & TV repair workshops, electricity, hydraulics, sewing and dress-making, commercial-cooking and the like.

As the school leavers are mostly concentrated in main urban areas and cities, it is hoped that OIC training programs for jobs can at least partially tackle the acute problem of unemployment among the youth of this category with effectiveness. The limiting factor to the success of this program might come only from the limited job openings available. In other words, the limitations of the program is commensurate to the present level of economic development of African businesses and industries and to their capacity of absorption.

b. Training of African entrepreneurs

One of the main bottlenecks to the development of Africa businesses and industrial undertaking is certainly the lack of able and modernly trained entrepreneurs. OIC should stress more on and give higher priority to its program of training and creating down-to-earth pragmatic African entrepreneurs who at least some of them will be

entrusted with actual promoting, creating, developing and managing their own businesses as well as small industrial undertaking.

This is much more important though more difficult and challenging task to accomplish, but also by far most rewarding. It is a real challenge and best ground for the self-help, self-reliance concepts of OIC pushed at managerial level. It could be accomplished through the Progress Management for Economic Development of the National Progress Association for Economic Development (NPAED) or similar organization. If need there be business colleges, other higher educational institutions, development banks and ministries of industry and commerce personnel could be asked to collaborate for its programming and implementation.

Training of pragmatic African entrepreneurs in general has great importance to socio-economic development of African countries and certainly commands their wholehearted approval not only because some Africans are going to employ themselves (as entrepreneurs), but also because they are going to open new job opportunities to their compatriots. This additional spreading effect of creating African managers will have greater impact in solving a number of problems in Africa and thus will be more appealing to African governments too.

Candidates for this project could be selected from college dropouts and secondary school leavers or from other categories who show special driving and practical knowledge of business.

c. Promotion of small scale industry

Certainly, no one wants to underestimate the need for and importance of training in skills and entrepreneurship in Africa. However, one should be also aware of the fact that no adequate job opportunities can be found for the trainees unless industries and businesses are also developed.

Yet, if we want to Africanize the OIC and make it an effective instrument of development we have to go a little further in the same line of thought as in (b) and relate the training of entrepreneurs more specifically to "agro-industrial activities and related projects" as well as to "import substitution industries".

The promotion of "agro-industrial activities" could really lead to "ruralization" of the OIC program and concepts to realistically suit the prevailing African conditions. African economy is basically agricultural, yet whatever it gets in terms of agricultural surplus, this is either exported unprocessed in a form of raw materials and fetching rather modest prices or the perishable products go wasted because of lack of processing or storage facilities. In return, paradoxically enough, it imports the same agricultural products industrially processed abroad for which it pays higher much higher prices.

If on the basis of specific feasible studies some serious and systematic steps were taken with regard to the promotion of small agro-industrial projects by African entrepreneurs, African rural economy would have greatly benefited by producing more and employing more of the so far untapped or badly utilized manpower and natural resources.

Complementary to the promotion of agro-industrial projects is also the development of small scale industries aiming at substituting imports of certain items which may have market justification to be locally produced by Africans. These small scale industries could be promoted through the 10-36 plan of PIAED or other forms of financing deemed suitable in each locality.

In the content of implementation of the above ideas one cannot only see the adaptability of OIC movement and its economic off-springs in Africa, but also an unlimited prospect for its development.

To somebody the above ideas might seem as dreams. One should remember, however, that most of the great events of our time had their start with a dream and an idea of someone on how to build for a better tomorrow. It might be worthy to try.

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1 September 1970
REFERENCE: ORG 100(10)OIC

Adv. Code

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OIC/evaluations

Dear Mr. Jordan,

I have now read Dr. Kidane M. Zerezhgi's report on the OIC movement. It makes a most interesting reading and has improved our knowledge of the way OIC programmes operate and what makes the spirit of OIC so captivating.

I thought a few observations on the last Chapter of the report might be of some interest to you and your Organization with special reference to OIC African programme. The purpose of the observations is to draw attention to areas for careful planning and to endorse some of the views and conclusions made by Dr. Kidane.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'S.I. Edokpayi'.

S.I. Edokpayi
Head

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1 September 1970

OIC Movement and its Adaptability in Africa

by Dr. Kidane M. Zereghbi

Comments by: S. I. Edokpayi (ECA)

The following comments are confined to Chapter VIII of the above report - applicability of OIC principles to job-related skill training and entrepreneurship development.

In applying the OIC principles to the African situation Dr. Kidane rightly emphasized the need to recognize the basic difference in socio-economic set-up and the limitations inherent in the set-up. I agree fully with him.

The spirit of self-help is wide-spread in African countries. It can easily be mobilized for OIC programme. However, for this spirit to yield the desired results there must be self-less dedicated leaders and workers for the OIC programme. This is the area of possible failure, "Grab and graft", corruption and nepotism in high and low places, among politicians, educated elites and military boys, all alike now-a-days are matters of great concern when it comes to the management of public funds. OIC has to look for a variety of sources for funds and managing these funds efficiently and without corruption is the highest virtue OIC leaders are expected to demonstrate. Few Africans can stand this acid test in today's general hurry to get rich quick with effortless ease.

Three important objectives in the OIC programme are skill training for employment, attitude development for self-confidence and cooperative effort in risk taking through business venture. African countries need all three. But Dr. Kidane seemed to have missed out the need for attitude development. It is of a different nature from that required by Afro-Americans. The latter require mainly self-confidence to realize that there is an opportunity for self-improvement by making effort and that with self-improvement there can be a place for them in the society- the ghetto

situation can be eliminated. For Africans it is a different problem. It is not a question of deprivation of social and economic rights (excepting in parts of Southern Africa). It is one of adjusting what makes up the status symbol and acquiring new social values that get their roots in economic effort. We need to realize that self-improvement does not lie in family name and privileges but through individual realization of his potentials by embarking on the path of diligence, hard work and enterprise. We need to realize that all jobs are honorable, whether they soil the hands or not, provided the honest returns improve our material well-being. We must first be dissatisfied with our economic conditions, strive to improve it by personal efforts and acquire new socio-economic values. Attitude also affects productivity as higher wages need to be related to higher output. It would therefore be most appropriate that any OIC programme in Africa should incorporate attitude development as a matter of necessity.

With regard to the training programme I endorse Dr. Kidane's proposal that priority be given to training school leavers and to the development of African entrepreneurship linked with small-scale industries promotion. The school leaving age factor is, however, likely to make the training of primary school leavers for employment one of rather long duration (2-4 years apprenticeship), while secondary school leavers may require 1-2 years or shorter duration according to the requirements of given vocations. The training of both categories is necessary. The recruitment of trainees will pose no problem because of growing supplies. Any training programme that will be linked with job availability (vacancies in middle-level vocational skills) will of necessity concentrate on the skill training requirements of secondary school leavers.

By contrast, training is also needed for self-employment, i.e training aimed at creating ~~at~~ jobs for the trainees through self-reliance. How to achieve this is not so clear, but the potential is great. The opportunity

for doing this abounds in urban centres. It is training to render services e.g. various repair services, tailoring "backyard" small-scale "manufacturing" enterprises etc. This is a programme that is more likely to cope with the vast employment requirements of primary school leavers. However, more intensive studies are needed regarding various self-employment opportunities that exist or should be created in urban and rural communities. A knowledge of the experience of India, Japan and Hong Kong in creating viable small-scale enterprises and the application and adaptation of this knowledge to African situation is urgently needed. Research into new services that can be developed for income in urban centres is equally urgent.

Training for self-employment was partly considered by Dr. Kidane in his desire to see the programme include the training of African entrepreneurs. On the other hand, the training of African entrepreneurs is a more reliable way to create more jobs. I endorse the priority Dr. Kidane set on management training for African entrepreneurs. Perhaps better returns can be expected if this type of training is concentrated on the management training needs of Africans already in business or those about to embark on private ventures. The training of practising African businessmen should include not only the techniques of modern business management but also the principles and practice of cooperative or joint business ventures. They should be trained to initiate a local version of the CIC "10-36 Plan". African businesses already suffer from excessive economic individualism and underdevelopment.

I share Dr. Kidane's concern that CIC programme may not be able to develop roots in Africa without external financial support at the initial stages. This is because of the many claims on government resources and of the underdevelopment of philanthropic spirit in most countries. External assistance should therefore assist to launch country programmes and provide advisers, technical trainers and equipment for training. The aim of assistance should be that of enabling local promoters to mobilize the spirit of self-help, get the spirit operate a local programme and achieve independence; that is, external assistance should operate in a manner

to phase itself out of continuance over a given period of years.
OIC principle of self-help and self-reliance should equally apply in
Africa.