

6200807 - (44)

FD-998-23-A

OPPORTUNITIES INDUSTRIALIZATION CENTER INTERNATIONAL

OIC IKARE LIFE OF PROJECT PROPOSAL

Submitted To

AGENCY FOR INTERNATIONAL DEVELOPMENT

VALFOULAYE DIALLO
OIC INTERNATIONAL
PHILADELPHIA, PA.
MARCH, 1975

TABLE OF CONTENTS

I. PROJECT	PAGE 1
II. PROJECT BACKGROUND	PAGE 2
III. PROJECT ANALYSIS .	PAGE 3
IV. PROJECT IMPLEMENTATION PLAN	PAGE 8
V. CONDITIONS	PAGE 11

CHARTS

Organizational Chart	PAGE 7
Implementation Targets	PAGE 9

APPENDICES

Logical Framework Matrix Project Purpose	APPENDIX A
Logical Framework Matrix Outputs	APPENDIX B
Logical Framework Matrix Inputs	APPENDIX C
Budget Proposal - - 1975 to 1978	APPENDIX D

I. THE PROJECT

OIC Ikare is already a legal entity, having been duly incorporated under the Western State of Nigeria Law. At this stage, the local Board is conducting a small scale experimental project under the sponsorship of OIC International. This is an evening Program in basic Adult Education which is heavily supported by volunteers.

A more realistic funding pattern would enhance the current token training by catering to the poorest segment of the community, eg: the school leavers and the growing number of the unemployed.

By implementing a viable project in Ikare as requested by the OIC Ikare Board of Directors who have already demonstrated their firm self-help desire and cooperative dedication, OIC Nigeria will have materially proven its success and its duplicability in the benefit of the needy of other communities.

II. PROJECT BACKGROUND

The OIC Ikare Project is specifically designed for a rural area. It will address identifiable economical problems that the farmers are presently experiencing. The Project will bring many indirect benefits to many other groups and individuals in the Ikare-Akoko Division of Nigeria.

Ikare's most important economic crops are cocoa and kola nuts, but cashews and food crops like yam, cassava, maize, vegetables, etc., are also grown. However, most of the cocoa and kola nut trees are dying of old age and the original cocoa and kola nut plantations are giving way to vast greenlands. The result is that most of the more than 50,000 farmers are compelled to travel as far away as 50 miles into other parts of the Western State to purchase virgin land at prices they can hardly afford. Those farmers who are either too old to venture out or are too poor to afford the money to buy other plots of land remain on the original farmlands which have already become barren grasslands, to grow a few food crops. Some of the farmers even had to give up farming altogether and then either remain at home to become a social misfit to the detriment of their family and the society at large or migrate to the urban areas to look for jobs for which they do not have the required skills.

The peasant farmer who decides to attach himself to the land in the face of all these odds still has to employ the traditional means of farming by using the cutlass and hoe and by moving from one area to another every year in search of virgin land which in many cases has lost its fertility through constant cultivation and soil erosion without the use of fertilizers.

To make matters worse, there are no storage facilities with the result that most of the perishable crops are spoiled within a short period of time. The majority of the farmers and of the population as a whole lack the basic education. They cannot communicate effectively in the modern commercial sense of the word and because of their lack of consumer education, they get very little from the sale of their products. They have no management skills to take advantage of the cocoa farmers' associations which are in existence.

In order to develop the skills to effectively deal with some of these persistent aspects of this problem, the Project proposes to refine and expand its experimental program.

III. PROJECT ANALYSIS

For the successful implementation of OIC philosophy and policies in an agricultural rural area like the Ikare and Akoko Division as a whole, a realistic adaption of such policies to the local conditions is a necessity. Owing to the prevailing circumstances preceeding the inception of OIC in Philadelphia and other cities in the United States of America, the OIC started with, and has concentrated much on, manpower training in various vocations, following employment opportunities feasibility studies necessary in order that the OIC philosophy of placing its trainees on jobs upon completion of training might be accomplished.

Unlike the American cities or even the large African cities such as Accra (Ghana) and Lagos (Nigeria) where industrial and government institutions provide motivation for OIC vocational training programs, Ikare is purely an agricultural town. There is no single establishment in the 125,000 populated Akoko Division (last available census) that engages more than ten skilled employees except the teaching profession. To sustain life, therefore, traditional subsistence farming is the occupation of about 99% of the population. To make life meaningful in such an area, and for any realistic economic development, the traditional system of the peasant farmers who constitute so large a percentage of the population has to be improved.

This proposal is designed to enable OICI to provide assistance to the local Board for developing a program in two areas:

- A. Feeder Training which will be designed to provide basic education for non and semi-literate farmers
- B. Skill Training and Practice in Agriculture for self-support.

Feeder Training

With the implementation of the Feeder program as a continuous training effort, OIC Ikare could achieve a remarkable success in providing literacy education for about 100 illiterate and semi-literate farmers annually: a significant aspect of the concept of self-help in the trainees which the Western State Government has long been encouraging among people. Therefore, graduates of the Feeder program basic Adult education classes will be encouraged to organize cooperative farming units.

Upon achieving success at the Pilot Project in Ikare, the Feeder program will later be extended to the other areas of the Akoko Division. Such training will help the people utilize to the best

advantage the social and agricultural facilities available to them in the Western State, and make them more useful to themselves and the community as a whole.

As the established functional Feeder program in basic Adult education is to prepare farmers for skill training in modern agricultural techniques and then practical application of such acquired skill, the next phase of our Program is the combination of both these skills in rational modern farming.

Skill Training and Practice in Agriculture

The second phase of the Ikare OIC Program will be the general theoretical and practical demonstration in agriculture provided for the trainees who satisfy the requirements expected from the Feeder program. Out of the then existing classes, a model group of trainees who, apart from demonstrating competence at the acquisition of the required skill are able to secure a sizeable farm land, will be put to practical farming as early as the next rainy season.

To start, a nominal land area of three (3) acres will be assigned per trainee, with room for annual expansion. Thus, altogether it is envisaged that about thirty (30) acres will be planted with rice, maize and cassava, with each crop occupying a ten (10) acre piece of land.

Demonstration Farm - In addition to thirty (30) acres, a demonstration farm of about twenty (20) acres will serve for training purposes.

The Scope of Skill Training

Operating concurrently, the theory and practice (demonstration) in agricultural skill will cover the following areas progressively:

1. Land Inspection and Selection - This will be carried out by expert personnel of the Western State Ministry of Agriculture and Natural Resources as an assistance to OIC Ikare. The result of such inspection will determine the suitable crops to be planted and the required cultural operations to improve and maintain the fertility of such land.
2. Land Preparation - Depending on the crops to be planted, such operations include clearing, stumping, plowing, harrowing and ridging; taking adequate precautions against erosion or soil wash, and proper timing of each operation.

3. Planting of Crops - This will cover the appropriate planting spaces, proper planting of seeds; including selection of seeds for planting.
4. Cultural Operations - These include weeding, thinning, supplying, fertilizing, spraying (if need arises) and the significance of each operation and its proper timing.
5. Maturity of Crops and Harvesting - Determining maturity of crops and immediate harvesting, including proper drying, storing and selling.
6. Storage Facilities - These include cribs and silos for grains, the most modern and common being the cribs. Storage facilities make it possible for farm produce to be preserved till the time of scarcity when reasonable prices await them in either the roadside markets or village and city markets.
7. Marketing - Organization of co-operative marketing as the easiest and the best method ; generation of confidence in trainees through proper accounting and knowledge of weighing and measuring, etc., will be covered. Future plans include processing farm produce into finished products before selling.

OIC IKARE ORGANIZATION DESIGN

The OIC Ikare project is a locally inspired program and will be implemented to tackle the growing unemployment problem by using proven OIC organization, methodology and techniques.

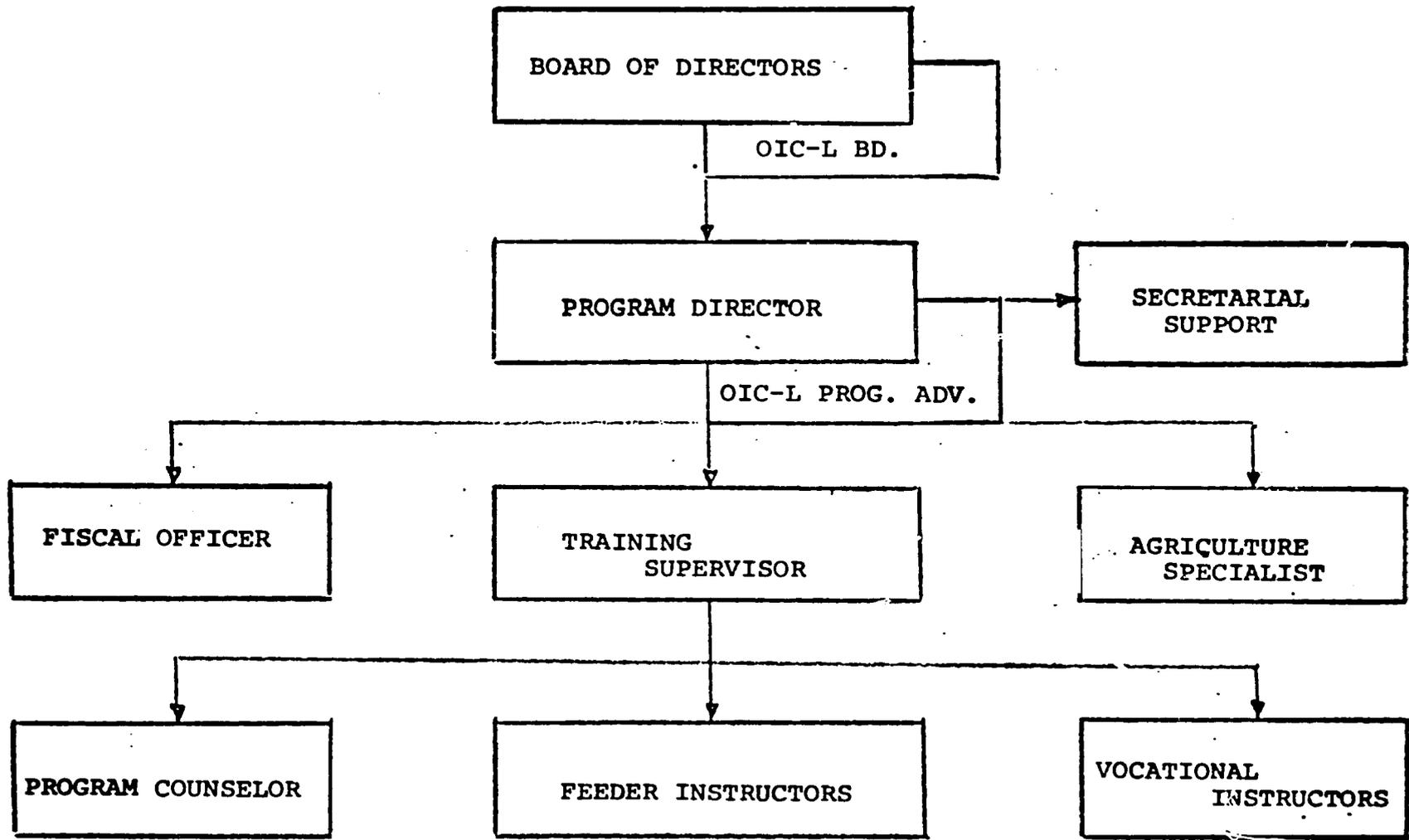
The main and essential ingredient of this local self-help program is the Board of Directors and its local staff supported by OIC Lagos and OICI.

The staff will be all local and consist of approximately fifteen (15)* persons of whom (10) will be full time employees and five (5) will be part-time employees or volunteers.

1. Program Director - responsible for the overall day-to-day operations involving planning, implementing, evaluating and administering all phases of the program; fund raising; developing linkages with other institutions, organizations and industries. The Director is directly responsible to the local Board of Directors and will be assisted by his OICI counterpart, the Program Advisor of OIC Lagos.

*See implementation target table for source of support.

2. Training Manager - responsible for developing, evaluating, administering and coordinating the educational, pre-vocational and vocational programs. Operating within the broad framework established by the Program Director, works with all components to assure efficient, well coordinated training operation. The Training Manager is directly responsible to the Program Director and will be assisted by the Agriculture Specialist.
3. Agriculture Specialist - responsible for identifying, analyzing and interpreting the needs of the community in the development of cooperative agriculture; develops realistic modern technics for program implementation and assists in the development of curriculum; assists in the selection of equipment and consults with various vocational instructors as a means of staff development. The Agriculture Specialist is directly responsible to the Program Director.
4. Finance Officer - responsible for the fiscal operation of the organization which includes accounting, budgeting, payroll, purchasing and inventory control. Responsibilities also include personnel functions, ie: assisting in the selection of local staff and maintaining adequate records as required by the personnel policy.
5. Counselor - responsible for intake trainee selection, testing and evaluation, counseling, developing referral sources, trainee records and statistics. In addition to counseling, some instruction would also be required. The Counselor is directly responsible to the Training Manager.
6. Feeder Instructor - responsible for curriculum development and instruction to trainees in the Feeder program. The Feeder Instructor is directly responsible to the Training Manager.
7. Vocational Instructor - responsible for curriculum development and instruction to trainees in the vocational training programs. The Vocational Instructor is directly responsible to the Training Manager.
8. Secretary - responsible for the performance of clerical duties for administration and operations.



OIC IKARE - ORGANIZATIONAL CHART

IV. PROJECT IMPLEMENTATION PLAN

With the implementation of the Feeder program as a continuous program, OIC Ikare-Akoko would achieve a remarkable success in providing literacy education for about 100 illiterates and semi-literate farmers annually. A significant aspect of the Feeder Program is the inculcation of the concept of self-help in the trainees which the Western State Government has long been encouraging the people to adopt. The adult education (Feeder) program trainees soon to graduate have already constituted themselves into a cooperative farming unit.

When OIC has been successfully established at Ikare, the Feeder program will later be extended to the other areas of the Akoko Division. Such training will help the people utilize to the best advantage the social and agricultural facilities available to them in the Western State and make them more useful to themselves and the community as a whole.

As stated earlier, the established functional adult education (Feeder) program is to prepare farmers for skill training in modern agricultural techniques and then practical application of such acquired skill; the next phase of the program being the combination of both skills training and practical modern farming.

OIC IKARE

IMPLEMENTATION TARGETS TABLE

A. OIC IKARE LOCAL STAFF

FY

<u>POSITIONS</u>	1976	1977	1978	1979
PROGRAM DIRECTOR	X	X	X	L
FISCAL OFFICER	X	X	X	L
AGRICULTURE SPECIALIST	X	X	X	L
TRAINING SUPERVISOR	X	X	X	L
(2) FEEDER INSTRUCTORS	X	X	X	L
(2) FEEDER INSTRUCTORS (part-time)	L	L	L	L
PROGRAM COUNSELOR	X	X	X	L
(2) VOCATIONAL INSTRUCTORS	X	X	X	X
(2) VOCATIONAL INSTRUCTORS (part-time)	L	L	L	L
SECRETARY	X	X	X	X
SECRETARY (part-time)	L	L	L	L

X = OICI SUPPORTED STAFF

L = LOCAL SUPPORTED STAFF

OIC Lagos Participation

The OIC Lagos through its Board of Directors and Program Advisor will be providing direct assistance in terms of Beard consolidation and Project guidance.

Measurement and Evaluation of Project Accomplishment

When the project is to be evaluated, the schedule of planned accomplishment with the assigned target dates should be the guide:

1. The project will develop curricula for an expanded Feeder program by June, 1976. It will be a basic Adult literacy program designed to meet the needs of those who are illiterate or semi-literate (the majority of the population can be classified in these two categories).
2. A Vocational program in Agriculture development will be established by October, 1976. It will be a general theoretical and practical demonstration in agriculture provided for trainees who satisfy the standard expected from the Feeder program.
3. Acquisition of land for a demonstration farm and other training services will be accomplished by June, 1977. A demonstration farm of about 20 acres will serve for training purposes.
4. A plan for land acquisition by OIC trainees will be worked out on a progressive basis with community and government cooperation.

V. CONDITIONS

The morale and material support OIC Ikare has been able to obtain from the community, industry and local as well as state governments are clear evidence of the availability of local supportive resources. The modest contribution from OIC International so far is far from matching the scope of training the Board of Directors is succeeding to maintain by community involvement and volunteer services.

Since OIC Ikare is already registered under the Western State Law, one needs only to add that the interest, generated by the project, has occasioned numerous guided tours of the Center for many government officials who all have agreed to provide support to it in due course.

LOGICAL FRAMEWORK MATRIX

S U M M A R Y

OBJECTIVELY VERIFIABLE INDICATORS

PROJECT PURPOSE

- A. To replicate OICL Prototype in Ikare
- B. To expand the existing experimental project
- C. To encourage the development of farming cooperatives
- D. To develop support from public and private sources for future program operation

END OF PROJECT STATUS

- A. OIC as a legal entity in Ikare
- B₁ Size and scope of Feeder will have been expanded and demonstrative
- B₂ Technical training in agriculture will have been implemented
- C. Small scale farming cooperatives will have been organized
- D₁ Community support from individuals and groups will have been organized
- D₂ Regular contributions from local industries will have been received
- D₃ Tangible support from the Government of Nigeria will have been acquired.

LOGICAL FRAMEWORK MATRIX

S U M M A R Y

OBJECTIVELY VERIFIABLE INDICATORS

OUTPUTS

- A. Curricula for an expanded Feeder.
- B. Curricula for Technical Training in Agriculture.
- C. A Demonstration Farm for Agriculture Training Services.
- D. Farming Cooperations for Trainees.

MAGNITUDE OF OUTPUTS

- A. 100 Persons will be trained annually in Feeder after 1975.
- B. 80 Persons (or 80% of Feeder Completers) will be trained in Agriculture annually after 1976.
- C. A 20 acre Demonstration Farm will be developed by June, 1977.
- D. A group of 30 trainees will be helped to develop a farming cooperative beginning in 1977.

LOGICAL FRAMEWORK MATRIX

S U M M A R Y

OBJECTIVELY VERIFIABLE INDICATORS

INPUTS

- A. AID Inputs - appropriate funding support for staff and equipment.
- B. OIC Ikare Inputs - local Board, facilities, fund raising, local personnel land.
- C. OIC Nigeria Inputs - technical assistance and program guidance.
- D. OICI Inputs - technical assistance and program guidance.

IMPLEMENTATION TARGET

- A. Program Activities will be expanded.
- B. Board membership will be increased; a training site will be acquired; fund raising efforts will continue; local staff will be hired; land for cooperatives will be acquired.
- C. A Program Advisor will be provided by OIC Lagos.
- D. Staff (all Local) salaries and required equipments will be provided by OICI.

APPENDIX D

OIC International
 Ikare-Akoko Program
 Budget Proposal
 Summary
 For Period July 1975 Thru June 1978

<u>Line Item</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total</u>
Personnel - Local Staff	\$ 53,181	\$ 58,538	\$ 64,431	\$ 176,150
Travel and Transportation	10,135	12,049	14,334	36,518
Other Direct Cost	7,156	8,587	10,160	25,903
Commodities/Equipment	10,300	17,848	7,092	35,240
Participants Costs	<u>3,062</u>	<u>3,368</u>	<u>3,706</u>	<u>10,136</u>
	<u>\$ 83,834</u>	<u>\$ 100,390</u>	<u>\$ 99,723</u>	<u>\$ 283,947</u>

March 6, 1975

OIC International
Ikare-Akoko Program
Budget Proposal
Personnel - Local Staff
Salaries and Fringe Benefits
For Period July 1975 Thru June 1978

<u>Positions/Salaries</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total</u>
Administrative				
Program Director	\$ 6,545	\$ 7,200	\$ 7,920	\$ 21,665
Fiscal Officer	4,235	4,659	5,125	14,019
Agriculture Specialist	13,410	14,785	16,300	44,495
Training Supervisor	4,356	4,792	5,271	14,419
Secretary	1,210	1,331	1,464	4,005
	<u>\$ 29,756</u>	<u>\$ 32,767</u>	<u>\$ 36,080</u>	<u>\$ 98,603</u>
Operations/Program				
Feeder Instructor	\$ 3,630	\$ 3,993	\$ 4,392	\$ 12,015
Feeder Instructor	3,630	3,993	4,392	12,015
Program Counselor	3,630	3,993	4,392	12,015
Vocational Instructor	3,850	4,235	4,659	12,744
Vocational Instructor	3,850	4,235	4,659	12,744
	<u>\$ 18,590</u>	<u>\$ 20,449</u>	<u>\$ 22,494</u>	<u>\$ 61,533</u>
Total Salaries	\$ 48,346	\$ 53,216	\$ 58,574	\$ 160,136
Fringe Benefits				
10% of Salaries	<u>4,835</u>	<u>5,322</u>	<u>5,857</u>	<u>16,014</u>
Total Salaries & Wages	<u>\$ 53,181</u>	<u>\$ 58,538</u>	<u>\$ 64,431</u>	<u>\$ 176,150</u>

OIC International
Ikare-Akoko Program
Budget Proposal
Travel and Transportation
For Period July 1975 Thru June 1978

<u>International Travel - Within Country</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total</u>
Per Diem, Local staff	\$ 1,135	\$ 1,249	\$ 1,374	\$ 3,758
Vehicle, Gas, Insurance and Maintenance	<u>9,000</u>	<u>10,800</u>	<u>12,960</u>	<u>32,760</u>
Total Travel & Transp.	<u>\$ 10,135</u>	<u>\$ 12,049</u>	<u>\$ 14,334</u>	<u>\$ 36,518</u>

Page 3

OIC International
Ikare-Akoko Program
Budget Proposal
Other Direct Costs
For Period July 1975 Thru June 1978

<u>Other Cost</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total</u>
Communication				
Bank Transfer, cable charges	\$ 720	\$ 864	\$ 893	\$ 2,477
Postage	360	432	518	1,310
Reproduction	240	288	346	874
Telephone	180	216	259	655
Janitorial & Maintenance	360	432	518	1,310
Insurance - Property	900	1,080	1,296	3,276
Office Supplies	2,980	3,576	4,291	10,847
Resource Materials	600	720	864	2,184
Space Rental	600	720	864	2,184
Utilities				
Electricity	144	173	208	525
Water	72	86	103	261
	<u>\$ 7,156</u>	<u>\$ 8,587</u>	<u>\$10,160</u>	<u>\$ 25,903</u>

OIC International
 Ikare-Akoko Program
 Budget Proposal
 Commodities and Equipment
 For Period July 1975 Thru June 1978

<u>Commodities</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total</u>
Consumables				
Agriculture		\$ 4,858	\$ 4,858	\$ 9,71
Non-Consumables	\$ 3,100	2,790	2,234	8,12
Equipment				
Offset Disc - Harron		900		90
Planter M/F		1,200		1,20
Projector	1,200			1,20
Plough M/F		1,200		1,20
Ridger M/F		900		90
Tractor		6,000		6,00
Vehicle	<u>6,000</u>			<u>6,00</u>
	\$ 7,200	\$ 10,200	\$ --	\$ 17,40
Total Commodities/Equip.	<u>\$ 10,300</u>	<u>\$ 17,848</u>	<u>\$ 7,092</u>	<u>\$ 35,24</u>

OIC International
Ikare-Akoko Program
Budget Proposal
Participants Costs
For Period July 1975 Thru June 1978

<u>Participants Costs (1)</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Total</u>
International Travel	\$ 1,544	\$ 1,698	\$ 1,868	\$ 5,11
Local Travel - U.S. Domes.	96	106	117	31
Lodging, while in training	120	132	145	39
OIC Training Cost	550	605	666	1,82
Subsistence	<u>752</u>	<u>827</u>	<u>910</u>	<u>2,48</u>
	<u>\$ 3,062</u>	<u>\$ 3,368</u>	<u>\$ 3,706</u>	<u>\$ 10,13</u>

(1) Consideration for one (1) person per year