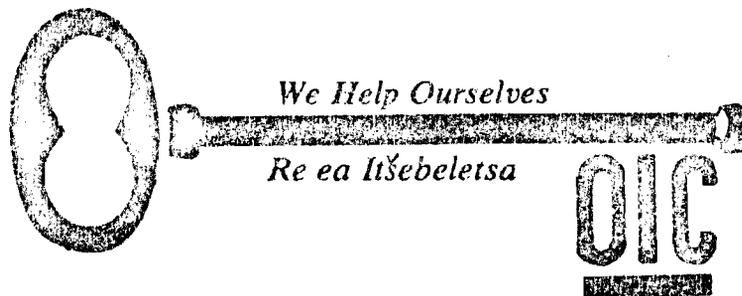


LESOTHO O.I.C.
(Lesotho Opportunities Industrialization Center)



IOIC/ADM/12
GOC/bm

June 12, 1979

Mr. Frank Campbell, Director
USAID Mission
MASERU, Lesotho
Southern Africa

Re: Grant Quarterly Report

This report is in accordance with no. AID/pha-G-1125, Amendment no. 12 - PIO/T no.: 932-0076-73-3289102 requiring submission on a quarterly basis.

This report covers the period of 1st October through 31st December 1978.

Sincerely,

GEORGE O. COOK
PROGRAMME ADVISOR

OPPORTUNITIES INDUSTRIALIZATION CENTRE INTERNATIONALOIC LESOTHO MANPOWER TRAINING PROJECTQUARTERLY REPORTPERIOD OCTOBER 1, 1978 THROUGH DECEMBER 31, 1978I ADMINISTRATIVE OVERVIEWA. General Statement

During the three month period of this report, 1st October - 31st December 1978, the Lesotho OIC Manpower Training Program has continued to make significant progress toward achieving the overall project goals and objectives. In accordance with the AID/pha/G/1125 Specific Support Grant, Amended No.: 18 PIO/T no.: 932-0076-73-3289102, Lesotho OIC is to establish a community-based non-formal educational institution offering free access to vocational entrepreneurial and management skills training for the most economically and educationally disadvantaged sector of the Lesotho population.

During this reporting period extensive preparation was being made for programme implementation of pre-vocational and vocational training scheduled to begin the last week of January.

During negotiations with the Government of Lesotho for training facilities the programme was given not only training facilities but included an existing Industrial Arts programme consisting of thirty-four trainees, four vocational instructors, equipment and tools. The trainees are first and second year students, seventeen of each.

The progress of the programme is ahead of schedule in terms of the above trainees being available for training. In light of this unexpected event, accepting these vocational trainees, it is expected to cause unexpected expenditures, initially, such as for expendable and non-expendable supplies including: Mortar, cement, wood, bricks.

II DESCRIPTION OF MAJOR TASK ACTIVITIESA. Personnel - Local

During this period I as the Executive Director was actively involved in the activities of operating a newly implemented OIC programme. I began to lay the ground work prior to receiving the trainees. There was much to be done in the short period of time before training began in January. Some of my activities involved:

1. Making direct contact with the Government of Lesotho to obtain the promised amenities such as training facilities and administrative offices.
2. To advertise, interview and select the required personnel.
3. Once selected, to develop the personnel through orientation.
4. To develop personnel policies and administrative procedures of operation.
5. To evaluate the condition of equipment and facilities contributed to the programme by the Lesotho Government.

Personnel Activities - TCT

The TCT activities included the planning for, identification, hiring, conducting orientation and pre-service training to all local personnel. Continual contacts were being made with members of the community respective of each TCT members area of speciality. The Pre-Vocational Specialist contacted personnel throughout the educational community.

Pre-Vocational

Orientation and in-service training was given to the Executive Director. The Pre-Vocational (Feeder) Specialist also spent time developing pre-service materials for the Pre-Vocational Instructors, working with each on the development of curriculum for their respective areas of instruction, and conducting pre-service training to each instructor. This TCT member also provided pre-service training to the Training Manager. The Training Manager reported for duty on 28th November.

The Counseling Specialist also conducted orientation and pre-service training to the Counseling personnel, Executive Director and Program Advisor.

The Vocational Specialist arrived 10th November and immediately began inventorying the contribution made to the LOIC programme by the Government in terms of equipment, tools, expendable and non-expendable supplies and materials. Planning and preparing for orientation and pre-service training for the assigned Vocational Instructors began the latter part of December.

The Finance and Administrative Specialist was involved in various activities including: purchasing, locating and processing documents for incoming shipments from the U.S. and Zambia. The Zambia shipment consisted of the personal effects of Dr. Bondi, the Finance and Administrative Specialist. These effects were received after overcoming problems with the shipper dating back to May of this year.

Conducting orientation and pre-service training to the Administrative Services Officer, developing the second year budget, assisting in the development of all management policies.

The Programme Advisor was involved in activities including:

Conducting continuous negotiations with the Lesotho Government, performing public relations, planning, development, administering and coordinating all activities pertaining to implementation of the LOIC Programme. Directed the development of personnel and Financial Management policies for the programme, in addition to the development and expansion Board of Directors and all other activities necessary for a successful LOIC Programme.

B. Training Activities (Programme and Assistance to Counterparts)

Programme training activities are scheduled to begin the last week of January. Except for the Program Advisor, the Finance/Administrative Specialist and the Vocational Specialist assistance to counterparts consisted of orientation and pre-service training to counterparts.

The Programme Advisor advised the Executive Director in the development of the various management policies what they should be, coordinations with GOL for various amenities, developing the Board of Directors, performing public relations, to name a few.

The Finance and Administrative Specialist advised his counterpart, the Administrative Services Officer, in coordinating all activities pertaining to developing personnel, financial records, purchasing activities, and other administrative activities.

The Vocational Specialist was involved in inventorying and determining the valuation of GOL contribution to the LOIC Programme.

C. Student Services Activities

There were no student services activities during this reporting period other than the preparation of counseling personnel for actual student intake.

D. Status of Work Plan/Projections:

Generally the work plan and projections were revised for one basic reason, the lateness in obtaining the Training and Administrative facilities until September and October, respectively. Following is the status:

1. Vocational Specialist scheduled to be on site in October came November 10, 1978.

2. ET/MD Specialist scheduled to be on site in October has been rescheduled for April 1979.
3. Renovations were to begin in October but have been delayed pending arrival of the Vocational Specialist and his evaluation.
4. The hiring process of local staff was delayed through this period due to the lateness in having acquired Administrative and Training facilities.
5. Trainee outreach recruitment process implemented during this reporting period due to a lack of training facilities.
6. Submission of 2nd year budget and work plan was delayed and will be completed by early January 1979.
7. Review OICI - GOL M.O.A. for review 2nd year. This is expected to be accomplished by February 1979.
8. Trainee intake orientation completion expected by January 1979 due to not having completed local staff orientation and pre-service training.
9. Trainee Counseling programme scheduled for late January when pre-vocational and vocational training begin.
10. Inaugural opening ceremony is scheduled for January when pre-vocational and vocational training begin.

A new work plan projection will be prepared for a thirteen month period to coincide with budget requirement. Expected completion time will be March 1979.

E. Status of Local Agreements:

The MOA is to be renewed as of 16th February 1979 one year from the date the programme was initially funded.

I do not expect any major changes to the MOA. I have been assured by the Deputy Permanent Secretary for Commerce and Industry that no problem is expected in GOL providing the amenities to accomplish the objectives of the specific support grant. All other amenities of the memorandum have been provided with the exception of adequate housing. GOL was able to provide three out of a need for six. The remaining three were obtained on the open market.

F. Status of Facilities

Administrative offices and Training facilities have been provided by

GOL per MOA. The Administrative offices are within a newly constructed prefabricated building located beside the Ministry of Commerce and Industry on Leabua Highway. The building is poorly constructed thus causing the Ministry of Works to make frequent repairs. The Training facilities are located at the Lerotholi Poly-technic Institute. The facilities consists of the following:-

1. Three classroom block in a newly constructed brick building.
2. Carpentry, Bricklaying and Sheet metal (to be converted into Plumbing) workshops of mature structure. Minimal renovations required.
3. One office attached to the above is being utilized as the Training Manager's office. Minimal renovations required.

A thirty two bed, two-story, newly constructed dormitory has been converted into an office to house the Pre-vocational, Vocational and Counseling staff. This is a temporary arrangement pending assignment to a more permanent facility.

G. Status of Equipment/Commodities:

LOIC has purchased basic equipment for office and training needs. Partial equipment for administrative and training has been received from the U.S. and purchased locally. The vocational equipment ordered in the U.S. has not, to date, been received.

GOL has contributed substantially including:

Equipment, tools and personnel. The specific identification of the contribution will be included in the following report upon completion of the inventory now in progress. The following list of items have been received either from the U.S. or purchased locally to date and are in serviceable condition:

Camera, Tripod and 11 rolls film (1 each).
Recorder, Tape/Casette Player (6 each).
Duplicator, Gestetner, Model 466 (1 each).
Projector, Overhead (4 each).
Screens Projector (4 each).
Typewriter, Adler, 13" (1 each).
Cabinets, filing, 4dr. (12 each).
Desk, Typist, type 2 (4 each).
Trays, in/out, plastic (6 each).
Typewriter, Olivetti, 13" (2 each).
Desk, Executive - medium (3 each).
Desk, Executive - small (2 each).
Desk, Secretary, (1 each).
Chair, straight back, (10 each)
Chair, Typist, (2 each).
Chair, visitor
Chair, Executive, (3 each).
Chair, Office, w/arms (8 each).
Chair, arm (5 each).

Management evaluating the accuracy and efficiency of Finance/Administration maintaining financial records and developing reports.

These evaluations are an attempt to insure a consistently smooth operation.

H. Summary of Internal Evaluations

A detailed programme evaluation was conducted in November by the Director of Planning and the Evaluation Officer from OIC International headquarters. The outcome is presently being formulated and is expected to be complete by the next reporting period.

An internal evaluation of the projects verifiable indicators indicated that eighty per-cent of the required programme actions have been completed during the reporting period.

III FISCAL MANAGEMENT

The final quarter of 1978 saw significant developments take place within the fiscal/admin. office. These developments took place in the areas of accounting, procurement, personnel and administration. The more outstanding developments were:

- a. The problems of receiving shipments from the Republic of South Africa to Maseru.
- b. A period of intensive in-service training relative to implementing previously developed finance and administrative procedures.

It was a period that provided additional information experience that will go a long way toward strengthening the organizational structure.

Accounting

An important development for first quarter of the new year was the submission of my request for an audit by Peat, Marwick, Mitchell and Co. There were also plans to further refine the existing system by changing the imprest fund reporting.

The Audit is expected to provide us with the answers to many questions that we have attempted to resolve during our first few months of operation.

We consider it fortunate indeed to have the benefit of this Audit before the OICI and USAID evaluations. We feel that there was a great need for an independent audit, preferably by a CA or ACCA, to be used in conjunction with the annual USAID Audit to ensure that not only are we within contract compliance, but are also utilizing

techniques to strengthen the control of funds and personnel efficiency. In addition, the Audit is welcomed as a measure designed to review our records for accuracy and completeness.

In view of our recordkeeping practices we are investigating the three following possibilities with the intended result being the saving of time and energy in keeping accurate records:

- a. Changing the TCT imprest fund reporting system through our general ledger account for USAID funds.
- b. To use a new disbursement system.
- c. The consolidation of certain forms, namely, the requisition and purchase order forms.

In view of the necessary staff developments, relative to assuring that personnel understand their duties and are able to perform them effectively, the finance/administrative office has been holding weekly staff meetings, aimed at improving overall performance within the office. We believe that these meetings have resulted in each staff member increasing their individual ability to perform their duty more efficiently.

We have been examining and revising our personnel policies to conform with the Government of Lesotho. Our revised personnel policies are awaiting the LOIC Board of Directors approval.

We have been working on a new salary and wage programme that is designed to make our salary administration consistent with the Government of Lesotho, parastatal and non-profit organizations salary scale. This salary and wage scale will be brought to the attention of OICI during April 1979. We hope that it can be approved speedily thus making our salaries more competitive with similar operations. Lesotho, as in all other developing nations, suffers from an inherent problem, a severe lack of skilled and professional manpower. This shortage is particularly acute here and thus making it a must to keep salaries competitive. As a direct result it is an accepted and unwritten policy for organizations to attempt to entice qualified personnel from each other.

We are continuing to solicit proposals for a local staff pension plan. Once these proposals are received and a suitable plan designated, as is our policy, approval from OICI will be requested.

Procurement

The two most significant events which occurred in this area are:

The receipt of the approval to purchase and the purchase of the programme vehicle (a ten seater Toyota Van). This act alone has

boosted an already high personnel morale and improved cost efficiency by allowing us to return the rented vehicle. The second event was the receipt of the overhead projectors and screen.

However, the two items that are needed very badly, in addition to the above, did not arrive due to the delay in receiving our copy of the bills of lading. The items in question are the Bell and Howell movie Projector and the IBM Typewriter.

Due to improved communications with OICI the original bill of lading are now sent to our agent in Durban, an original to our agent here, and an original to us. This is done so that the necessary approvals and any required waivers may be more rapidly obtained.

IV GENERAL SUMMARY AND CONCLUSION

The LOIC Programme is approaching a new year of operation with a more positive attitude toward reaching our objectives. This positiveness is caused by the fact that since arriving here, not knowing what to expect, we have achieved our objectives outlined above. With this experience, having overcome a number of obstacles, I feel we are better able and anxious to continue working toward our new and exciting objectives in this coming year. LOIC has made a very positive impact on this community thus far and I have every reason to believe that it will continue.

We eagerly await the challenges that lay before us in 1979 for we view them as opportunities to succeed.