

9320031/68
CRT A/E
IN-1321
PD-AAS-946

AMERICAN
O R T
FEDERATION

OVERSEAS HEADQUARTERS
3 RUE DE VAREMBE
1000 GENEVA 10 SWITZERLAND
TELEPHONE 73 30 30

1702

April 20, 1978

Ms. Joan Kain
Agency for International Development
Department of State
Washington D.C. 20523, USA

Dear Joan,

It is with mixed emotions that I enclose the Final Report on the Development Program Grant. I say mixed emotions because, as you know, there were frustrations and there were successes. On balance, if we had to do it all over again, I think we would follow exactly the same procedures.

As in all developmental activity, the results are slower in becoming visible than one would hope.

A good example of this is demonstrated by the Project Identification Mission that Simon Feldman and Richard Reid undertook to South Asia and the Far East, in early 1977. At that time a number of useful contacts were made, but the only concrete results of that mission were a few small survey missions financed by the ADB, together with a request from the Filipinos for a trip to Europe. However, within the past ten days we have received a firm request, from the Indian Ministry of Transport to carry out a Project Design Mission for training in the ports sector, to be financed with their own money. This is a relatively rapid development (only two years have elapsed) in the time frame of our field of activity. You will recall that the microtechniques training program in Turkey, which started up last year, was eight years in gestation.

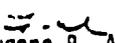
So I end this letter on an up-beat, since I am certain that the fall out, in the area of "increased scope of T.A. activities", will continue for many years to come.

George Weaver tells me that things have not quite been arranged with Jim Pines to come to Geneva for the evaluation. I look forward to hearing from you on this matter.

I plan to be in Washington as of June 1, and I do hope that we will have a chance to chat at that time.

Best personal regards.

Sincerely,


Eugene B. Abrams
Director Technical Assistance

Encl. ment.

MICROFILMED FROM BEST
AVAILABLE COPY

930.4231 / 68
151-1521
PD-AAJ-946

ORT

FINAL REPORT

AND

REPORT ON THE THIRD YEAR

of the

DEVELOPMENT PROGRAM GRANT

APRIL 1978

AMERICAN ORT FEDERATION

MICROFILMED FROM BEST
AVAILABLE COPY

TABLE OF CONTENTS

	<u>Page</u>
I. INTRODUCTION	1
II. SUMMARY	3
III. DPU ACTIVITIES	6
A. Project Identification	6
B. Project Design	8
C. Increased Scope of Technical Assistance Activities	10
D. Training for Women and the Poorest of the Poor in LDCs	12
E. Establish Contacts with New Sources of Funds	12
F. Establish and Strengthen Cooperation with other Private and Voluntary Organizations	15
G. Contribution to Program Process	
IV. IMPACT OF THE DPG ON ORT'S PROGRAM PROCESS	18
V. DEVELOPMENT PROGRAM UNIT EXPENDITURES	20

APPENDICES

APPENDIX A - ONGOING PROJECTS - TECHNICAL ASSISTANCE DEPARTMENT

APPENDIX B - POTENTIAL PROJECTS - TECHNICAL ASSISTANCE

UNIVERSITY OF THE PHILIPPINES
DIWATA

THIRD ANNUAL REPORT - DPU

I. INTRODUCTION

This Third Annual Report, which also serves as a final report, is concerned with the final implementation of AID/pha-G-1088, a Development Program Grant (DPG) made to the American ORT Federation on February 28, 1975. Under the terms of the Grant, the American ORT Federation established a Development Program Unit (DPU) so that the Organization for Rehabilitation through Training (ORT) could, particularly with respect to its technical assistance activities:

" improve its program and internal management capacity by identifying, conceptualizing, designing, implementing and evaluating its technical training programs ..."

At the end of the three-year Grant period, it was expected that ORT would have achieved the following goals:

1. A worldwide Technical Assistance program considerably expanded in scope and nature.
2. A strengthened program process and evaluation capacity.
3. A restructured internal organization, incorporating additional management and technical capability.

The specific objectives of the DPG were to allow ORT the flexibility required to:

- a) assist LDCs in analyzing their technical training needs;
- b) evaluate and assess the effectiveness of past and current technical training programs;
- c) identify additional programs in the areas of rural development and the training of women;
- d) establish new funding and cooperative relationships with development assistance agencies and other private voluntary organizations.

In compliance with the reporting requirements of the DPG, this document will detail ORT's fulfillment of its objectives.

The report will consist of the following sections:

- A Summary of the objectives attained in the course of the Development Program Grant.
- An account of the activities of the DPU staff in the identification of new projects and their design; the resultant increase in the scope of Technical Assistance activities; the establishment and strengthening of contacts with funding sources and with other private voluntary organizations.
- A concluding section assessing the impact of the DPG on the ORT program process capability.

II. SUMMARY

The availability of additional staff to ORT's Technical Assistance Department has resulted in significant progress toward the specific objectives of the Development Program Grant (noted in Attachment A of the DPG - Program Description)

1. Increasing ORT's capacity to assist LDCs in the analysis and formulation of policies and procedures to meet their technical and training needs (Attachment A, page 1 - Objective 2)

Since the start of the Grant, staff members from the ORT Development Program Unit have conducted seven identification missions: four to Africa, two to Latin America, and one to Asia. A total of thirty LDCs and medium-graduate countries were visited by ORT staff members, of which twenty-five were contacted by DPU personnel. These visits led to the identification of more than 100 training programs meeting the LDCs priorities of accelerating their industrialization policies or responding to the needs of their rural and urban poor.

Recipient government agencies have responded favorably to this enhanced ORT service capability, which has assisted them in formulating their developmental needs into pragmatic operational terms. Many of these countries have, in turn, looked to ORT for guidance in obtaining the necessary funding for the design and implementation of these projects. However, some donor agency procedures have frequently hampered effective response to the carefully defined manpower needs of these countries.

2. More attention focused on the training needs of women and the poorest of the poor (Attachment A, page 1 - Objective 6)

In both the identification and design of training programs, there has been a concerted effort to apply the basic ORT training

methodology of "training the trainers" in certain priority sectors. Particular emphasis has been placed in this regard on creating and strengthening indigenous training capability for meeting the basic needs of disadvantaged segments of the population -- women, rural and urban poor -- with the objective of bringing about an improvement in their earning potential.

3. Establishing new and potential sources of program funding (Attachment A, page 1 - Objective 5)

The reluctance of some funding agencies to respond favorably to LDC requests, as transmitted and formulated by ORT's new service capability, can be attributed in part to a preference for funding activities which have been identified and prepared by the agencies themselves. Nevertheless, LDCs, AID Field Missions, and the IBRD have responded favorably with respect to identification of training needs.

Moreover, field and headquarters-level actions by ORT staff members have been directly instrumental in the establishment of new contacts with the Canadian International Development Agency (CIDA), the United Nations Economic and Social Commission for Asia and the Pacific, the United Nations Development Program, UNESCO, the International Bank for Reconstruction and Development (IBRD), the German Federal Republic, and the Swiss Agency for Technical Cooperation, and, of equal importance, with the private sector.

4. Establish and strengthen cooperative relationships with other private voluntary organizations (Attachment A, page 4)

Since the beginning of the DPG, information-sharing contacts have been established and strengthened with the Lutheran World Federation, CARE, Catholic Relief Services, World Alliance of YMCAs, PACT, the Asia Foundation, The Ford Foundation, the Van Leer Foundation, the Christian Organization for Relief and Rehabilitation, World Education, the Pan-American Institute, the Centre for Development Studies of the University

of Wales, the Seventh-Day Adventist World Service, Opportunities Industrialization Centre, the Asian Confederation of Credit Unions, the Confederacion Latinoamericana de Cooperativas de Ahorro y Credito, International Planned Parenthood Federation, the Africa Cooperative Savings and Credit Association, the Association of Voluntary Agencies in Bangladesh, the University Christian Church, the International University Exchange Fund, and Christian Aid (in Rhodesia).

There have been discussions with over forty voluntary and non-governmental organizations - in Geneva, in the United States, and in the LDCs - for the purpose of exploring the possibility of joint implementation of projects with training components. The most advanced projects to date are the projected ventures with the YMCA in Senegal, in the training of unemployed urban youths, and with the Foundation for the Peoples of the South Pacific, to undertake programs in Tonga and Western Samoa.

During October and November 1977, an informal survey of some twenty voluntary agencies located in the U.S. and Geneva was undertaken. This survey identified the following areas of need in technical and training assistance:

- a) Assisting development agencies, local voluntary groups and associations in the LDCs in the identification of training needs, the design and management of programs and in the preparation of project documentation to be submitted to donor agencies in support of funding requests.
- b) Upgrading of field-level capabilities and training skills of voluntary agencies' staffs in the LDCs.
- c) Assisting in the implementation of technical and training program components by, among others, providing the necessary technical and pedagogical backstopping; assisting in the search, selection and recruitment of qualified staff; and assisting PVO staff in the monitoring and evaluation of technical and training program components.

III. DPU ACTIVITIES

During the Third Grant Year, the Development Program Unit has operated with a full professional and support staff complement. The professional staff consisted of:

Claude Salem	-	Development Program Executive
Susi Kessler	-	Development Program Executive
Isaac Mahmias	-	Development Program Training Coordinator
Vittorio Pavoncello	-	Development Program Training Coordinator
Arden Lampel	-	Development Program Training Coordinator
Henri Zeitoun	-	Development Program Training Coordinator

The goals set for Grant Year Three have been essentially reached in that period and it is expected that in the months following completion of the Grant, all of them shall have been attained.

A. Project Identification

Expected Output:

"Project identification missions will be carried out in no more than seven countries. This will bring to thirty the total number of LDCs visited for the purpose of assisting them in analyzing their training needs." (Second Annual Report)

Actual Output:

In view of the previous year's experience with the time lags between the stages of identification, design and implementation, it was decided to significantly curtail project identification activities in the Third Grant Year and to emphasize the design of programs previously identified.

In preceding year, twenty-three countries were visited by DPU personnel and over 100 projects were identified as meeting the LDCs' priorities and the program orientation of the Development Program Grant.

In the Third Year, an additional four countries were visited for the first time, and a total of six potential projects were identified in the education, transport and industrial sectors.

Jamaica

- An inventory of human resources and a survey of technical and vocational needs.

Costa Rica

- Rural Education: establishment of vocational technical schools in seventeen rural centers.
- Transportation: maintenance and repair of rural roads.

Honduras

- Industry: training needs connected with the establishment of a paper pulp factory.

Guatemala

- Technical Education: establishment of seven schools in various regions of that country.

Moreover, six of the countries which were visited in the course of previous project identification missions were revisited: Liberia, Ivory Coast, Cameroon, Bolivia, Panama and Mexico. These visits confirmed the continuing need for projects previously identified and for the early elaboration of thorough program design documentation for presentation to donor agencies.

8. Project Design

Expected Output:

"Project design work will be carried out at an accelerated pace on projects identified in the course of the Second Year Grant period. These are likely to include projects identified in Upper Volta, Swaziland, Togo, Ghana, India, the Philippines, the Dominican Republic and Guatemala. This work will involve all DPU members as well as external consultants, depending on the specialties required." (Second Annual Report)

Actual Output:

The accelerated preliminary groundwork of the previous two-year period called for a concentration in the Third Grant Year on the design formulation of projects previously identified in the course of country visits by DPU staff.

The following pre-implementation project designs were elaborated since March 1977:

1. Survey of Training Needs and Design of District Vocational Training Centers - Swaziland.
Project identified in September 1976. Design submitted to the Ministry of Education - October 1977.
2. Study of Training Needs in the Roads Branch of the Ministry of Power, Works, and Communications - Swaziland.
Project identified in September 1976. Design submitted to the Ministry of Works - September 1977.

3. Senior Staff Training for the Motors and Technical Division of the Union Trading Company - Nigeria.
Project identified in May 1976. Design submitted to the U.T.C. - February 1977.
4. Road Maintenance Training - Burundi.
Project identified in March 1976. Design submitted to the Ministry of Public Works - May 1977.
5. a) Project Proposal - Mali Rural Works.
b) Proposal for Agricultural Extension Agents Training Project in Mali.
Proposals submitted to USAID in January and February 1978.

Moreover, as a result of project identification missions and unsolicited requests from government agencies, the following pre-design project proposals were prepared, and, in some cases, implementation begun.

1. Proposal for a Project Design Mission for the reorganization of of personnel management and training for the Cameroon Railways (REGIFERCAM) - Cameroon. Submitted to REGIFERCAM in February 1978. Project implementation begun in April 1978.
2. Proposal to provide assistance to the Abidjan-Niger Railway (RAN) Ivory Coast. Submitted to RAN in February 1978.
3. Project Proposal - Rural Vocational Training Institutes Bangladesh. Submitted to the Asian Development Bank in February 1978.
4. Proposal for a Project Design Mission - Booker T. Washington Institute - Liberia. Submitted to USAID in January 1978. Implementation began in March 1978.

5. Proposal for ORT Participation in the Rehabilitation and Improvement of the Tanzanian Trucking Industry - Tanzania. Submitted to the Tanzanian Government's National Transport Company in March 1978.
6. Proposal to carry out a project design mission for human resource planning in the transport sector - Guinée-Bissau. Submitted to the Comissariado de Estado do Comercio e Artisanato in December 1977.
7. Survey Mission Report - Project Proposals for Agricultural and Vocational Training Needs in Togo . Submitted to the Ministries of Education and of Agriculture and Rural Development in June 1977 and to AID and CIDA.

C. Increased Scope of Technical Assistance Activities

Expected Output:

"Implementation will have started on seven projects previously identified and designed in Chad, Senegal, Nigeria and the Malagasy Republic." (Second Annual Report)

Actual Output:

The implementation of the Chad program, designed in late 1976 and submitted to AID in January 1977, has been postponed indefinitely. However, in Senegal, discussions are continuing between USAID, the YMCA and ORT toward an early start of the Youth Job Development project in Dakar.

As a result of ORT familiarity with conditions in Senegal - due in part to DPG-related activities and surveys in that country requested by AID - a significant new project was started in 1978. ORT is currently providing sixteen technical and agricultural teachers to Senegal's secondary schools in Ziguinchor, St. Louis and Dakar.

In Nigeria, a new five-year project for the training of personnel at the PEUGEOT car assembly plant at Kaduna started in November 1977. This project results from the DPU project identification mission of May 1976. It currently employs two ORT trainers and it is expected that ten ORT training specialists will be in post by end-1978. It is estimated that over 3,000 staff will have been trained upon completion of the project and the replacement of ORT instructors by local counterparts.

In the Malagasy Republic, a new project has been underway since October 1977. Two ORT staff are now in post in Tananarive to establish a Production Center of teaching materials for use in secondary school physics and chemistry classes and to train the local personnel for that Center.

Negotiations are now underway for the implementation of road maintenance training programs in Rwanda and Burundi, which were designed in 1973 and 1974 respectively.

Since 1974, the scope of ORT Technical Assistance activities has been considerably broadened. In that year, eight training programs were underway, employing seventy-three trainers. During 1977, ORT carried out thirty-four projects with 110 field-level trainers.

Moreover, while in 1974 ORT provided either training or planning services to nine countries, by 1977 the number of countries receiving ORT assistance had increased to seventeen.

D. Training for Women and the Poorest of the Poor in LDCs

Expected Output:

"Rural development and women's training programs will receive continued strong emphasis. However, the needs of the urban poor and small and medium-scale industries will be additional areas of concern." (Second Annual Report)

Actual Output:

The focus on the training needs of the rural and urban poor has been implicit in the design of ORT programs and the proposals for ORT implementation. One need only mention the proposals for the design of rural vocational centers in Bangladesh and the design of District Vocational Centers in Swaziland. Additionally, the improvement and maintenance of road networks in the LDCs cannot but have an impact on the rural populations concerned.

As of the date of this report the major activity in this area will probably be the Mali Rural Works Program.

E. Establish Contacts with New Sources of Funds

Expected Output:

"Contact and cooperation with funding agencies will be intensified. At the end of the Third Year, programs will have been designed or will be in the process of implementation with funds from the IBRD, the European Development Fund, the UNDP, the Asian Development Bank, the Latin American Development Bank, the Swiss Agency for Technical Cooperation, CIDA, the German Federal Republic Assistance program, SIDA, the French Cooperation and Assistance program, as well as from AID.

Efforts will also be intensified to design and implement training programs for the private sector in medium-graduate countries. (Second Annual Report)

Actual Output:

In the Third Grant Year period, discussions and negotiations have been ongoing on a number of projects in various stages of elaboration and development:

- with CIDA for potential projects in the training of road maintenance personnel as well as the management of heavy equipment and spare parts procurement for Zaire, the training of health personnel in Ghana, the training of urban industrial workers in Senegal, the training of road maintenance personnel and village-level primary health care workers in Mali, the training of ports personnel in India and roads personnel in India and Nepal;
- with the UN Economic and Social Commission for Asia and the Pacific for the training of ports and harbor personnel in that region;
- with the UNDP for a training materials development project in the Philippines and a motor bicycle assembly plant in Niger;
- with UNESCO for a teacher training project in Thailand;
- with the IBRD for projects in the production of teaching materials in the Malagasy Republic, the planning of rural vocational training centers in Swaziland, road maintenance in Burundi, and the training of municipal workers in the two major cities of Upper Volta;
- with the Asian Development Bank for the planning of technical and vocational programs in Nepal and the production of teaching materials in Bangladesh.

The strengthened relationship with the Asian Development Bank through project design missions holds great promise for an expansion of ORT's activities in that region.

Other sources include the German Federal Republic, whose development assistance representatives have expressed interest in supporting projects in Ghana, and the Swiss Agency for Technical Cooperation, which has expressed an interest for ORT projects in the Malagasy Republic, Upper Volta, and is currently funding a significant project in the Education Sector in Senegal, as well as training of technical teachers and supervisory personnel at the Central ORT Institute.

The following table indicates the greater diversification in the sources of funds for ORT training programs, surveys and design projects.

FUNDING OF ORT TECHNICAL ASSISTANCE PROGRAMS
(Percentage of Total Amount of Contracts being Implemented)

SOURCES	1970	1974	1975	1976	1977
LDC Governments	34	13	9	-	-
Bilateral:					
U.S.	34	52	10	6	6
Other	28	15	11	9	9
Multilateral:					
IBRD	-	16	45	57	56
Other	-	-	1	1	4
Private Sector	4	4	24	27	26

F. Establish and Strengthen Cooperation with other Private and Voluntary Organizations

Expected Output:

"Contacts and cooperation with other Private and Voluntary Organizations will be broadened along the lines of the current relationship with the YMCA in Senegal and the assistance provided to the Overseas Program of the League of Women Voters." (Second Annual Report)

Actual Output:

There have been a considerable number of requests to ORT from other Private and Voluntary Organizations for technical assistance to both their administrative and field program staff in the identification, organization and management of technical training programs.

Unsolicited requests have come from varied sources: from a parish in Andha Pradesh, India; from the Collège des Travailleurs in Yaounde; and from Christian Aid in Rhodesia, to mention a few. Requests from larger agencies were related to the improvement of indigenous training capabilities and reflected the increasing acceptance and recognition of the cost-effectiveness of training-of-trainers efforts.

An informal survey of some forty voluntary agencies in the U.S. and Geneva during the last months of 1977 indicated the extent of need felt by those agencies themselves, but more importantly by the LDC-based voluntary agencies.

Based on the field experience of the DPU staff and on the above-mentioned survey, ORT has identified the following activities as responsive to the needs of LDC-based development agencies:

1. Assistance to the field staff of indigenous development agencies, community groups and associations in the definition of training needs, in the design of programs, and in the preparation of technical documentation and specifications to be submitted to donor agencies in support of funding requests.
2. Assistance in the monitoring of training components, in the evaluation of voluntary agency training activities, and in the assessment of their technical services requirements.
3. The organization of national or regional seminars and workshops for upgrading the skills of indigenous trainers in various aspects of:
 - a. didactic methods for formal and on-the-job training programs;
 - b. management and implementation of training programs, including methods for monitoring progress in achieving objectives;
 - c. the production and methodical use of audio-visual materials in specific sectors of development assistance and in specific skills training programs.
4. Assistance in the prompt identification and selection of technically qualified staff required for the expanding development programs of PVOs. ORT's current recruitment network would be extended to meet the staff needs of these agencies and would cover the entire range of technical and training skills.
5. The organization of training techniques workshops, focusing on in-service methods, for PVO staff located in the LDCs and desirous of acquiring the skills necessary for in-service training of their counterparts.

6. The organization of appropriately designed, and individualized, courses of training (both technical and managerial) for the counterparts of expatriate PVC field staff personnel and the staff of indigenous development agencies.
7. The provision of specific technical and training services required to achieve LDC program objectives.

These activities will be the basis of a forthcoming proposal to USAID for the provision of Training and Technical Services to the Voluntary Agency Community.

IV. IMPACT OF THE DPG ON ORT'S PROGRAM PROCESS

As a direct result of the project identification missions undertaken in the 1975 to 1977 period, under the Development Program Grant, new contacts with donor agencies and private sources of funding were established and strengthened. These contacts have resulted in a significant number of new training projects.

Whereas in 1974, two-thirds of training program funds came from the U.S. and other bilateral sources; at the end of the DPG period, over eighty percent of all training program funds were the result of contracts with the IBRD and private sector companies with operations in the LDCs.

Although there is no sufficient evidence to establish a direct causal relationship between the DPG and this shift in the sources of funding for training projects, it should be noted that the visibility of ORT in the LDCs has been considerably improved by the availability of five new professionals for project identification and design missions.

The participation of three DPU staff members in the AID Design and Evaluation Seminar has also permitted adaptation of ORT's successful approach to harmonize with the system employed by AID, as well as with the program requirements of the IBRD.

Documentation produced by DPU staff members and consultants has been instrumental in providing ORT with the basic tools for the diffusion, to other agencies and development groups, of the experience gained in initiating and operating successful training programs in the LDCs.

The restructuring of ORT's own internal organization to incorporate additional management and technical capability has resulted from the findings of a baseline resource "audit" completed in 1975. In a similar "audit", to be conducted in the months following completion of the Development Program Grant, the restructuring of ORT's program process will be assessed. It will, among other management dimensions, focus on the potential impact of a long-range planning and evaluation capability to:

1. provide new program approaches on a continuing basis;
2. contribute to the technical education school network;
3. provide consultation to the 4,000 educational staff engaged in multi-sectoral and multi-functional activities.

The other significant dimensions of a post-DPG resource "audit" would be an analysis of the innovative methods used in achieving:

- a) the in-service training of newly-recruited DPU staff in the norms and procedures of ORT operations, and
- b) the phased integration of DPU staff members into the ongoing backslapping and project coordination functions of technical assistance personnel.

V. DEVELOPMENT PROGRAM UNIT EXPENDITURES

	ACTUAL EXPENDITURES YEAR ONE	ACTUAL EXPENDITURES YEAR TWO	ACTUAL EXPENDITURES YEAR THREE	TOTAL THREE YEARS
Salaries and Fringe Benefits	171,542	312,657	197,701	681,900
Consultants	66,188	45,000	22,348	135,536
Travel and Per Diem	39,462	63,140	45,576	148,178
Other	78,311	80,257	56,147	214,715
Total Expenditures	357,503	501,054	321,772	180,329
DPG Funds	250,000	300,000	200,000	750,000
ORT Contribution	30%	40%	38%	36

First-year budget projections for ORT and AID participation in the funding of the DPU were based upon a 30% ORT and 70% AID breakdown. Actual expenditures in that year for DPU operations met this target.

Second-year projections called for a 36% participation by ORT. This target has been reached with a 40% contribution by ORT to DPU expenditures.

It was expected that in the third year of operations, the enlarged workload taken on by the Development Program Unit would increase ORT overall backup and support expenses by 20% and that the ORT share of

DPU expenditures would increase to more than 60% by the end of the Grant Year.

As can be seen from the above table, in each of the three Grant Years ORT either met or exceeded its projected financial support of the DPU.

ONGOING PROJECTS - ORT TECHNICAL ASSISTANCE DEPARTMENTFEBRUARY 1978CHADROAD MAINTENANCE TRAINING

Start-up Date: June 1975
Local Sponsoring Agency: Ministry of Public Works
Funding Source: IBRD
ORT Chief of Party: Mr. Guy Lechelon

Project Status:

Four ORT training specialists are working out of a training center in N'Djamena in a program which aims at training approximately 150 road maintenance personnel, including supervisors, mechanics and equipment operators.

A large number of training materials has been prepared. Targets for training have currently been 75% achieved. Discussions are underway for extension and expansion of the project to include a larger training center, and two training/production units for reconstruction of a number of main roads.

GUINEACOMPAGNIE DES BAUXITES DE GUINEE

Start-up Date: September 1975
Local Sponsoring Agency: C.B.G.
Funding Source: C.B.G.
ORT Training Coordinator: Mr. H. Levy

Project Status:

Skill upgrading and on-the-job training in mining and related operations is being provided in 50 different skill areas (for ports, railways, etc.) to the employees of this large bauxite enterprise. The project represents an extension of the activities carried out between 1968 and 1975 in Conakry.

A large Industrial Training Center in Kamsar has recently been completed and equipped. Three additional ORT instructors are expected to join the 12 on site within the next one to two months.

MALICENTRAL VETERINARY LABORATORY

Start-up Date:	December 1972
Local Sponsoring Agency:	C.V.L.
Funding Source:	USAID
ORT Specialist:	Mr. H. Ruimy

Project Status:

Training the personnel of the modern vaccine-producing Central Veterinary Laboratory in Mali in operation, maintenance and repair of laboratory equipment, as well as renovation and upkeep of C.V.L. buildings, is the objective of this project. The project has been extended till August 1977.

MADAGASCARPRODUCTION OF EDUCATIONAL MATERIALS

Start-up Date:	October 1977
Local Sponsoring Agency:	Ministry of Education
Funding Source:	IBRD
ORT Chief of Party:	Mr. Roger Prelaz

Project Status:

A national Center for Production of physics and chemistry equipment is being created in Tananarive. ORT first evaluated the country's needs and current resources in this area, and is now providing two specialists to set up the Center and start the production of needed educational materials. Local counterparts will be trained to run the Center and its manufacturing functions. In addition, local teachers will receive training in the use of the materials.

NIGERTRANSPORT LOGISTICS

Start-up Date:	October 1975
Local Sponsoring Agency:	Office des Produits Vivriers
Funding Source:	UNDP
ORT Specialist:	Mr. G. Stegmann

Project Status:

This project is concerned with the organization and supervision of a motor pool for heavy-duty trucks involved in food transportation in the Sahel. It will continue until August 1977. One ORT specialist is involved.

NIGERIAROAD MAINTENANCE TRAINING

Start-up Date:	July 1974
Local Sponsoring Agency:	Ministry of Public Works & Housing/Kampsax
Funding Source:	Government of Nigeria
ORT Chief of Party:	Mr. Georges Garbi

Project Status

In cooperation with Kampsax, a Danish civil engineering firm, a project to train 200 instructors in all aspects of highway maintenance is under way. Instructors are being prepared for 52 planned country-wide training/production units, capable of supervising 10,000 skilled road maintenance workers.

Six ORT instructors are working out of centers in Lagos, Kaduna, and Ugoncki, instructing trainees in various aspects of civil engineering, mechanics, administration, and provision of supplies. The centers are currently being expanded, including provision of facilities for 120 boarding students at each training site.

BANKING OPERATIONS TRAINING - U.B.A.

Start-up Date:	July 1975
Local Sponsoring Agency:	Nigeria Industrial Training Board/ United Bank for Africa Ltd.
Funding Source:	Government of Nigeria and U.B.A.
ORT Chief of Party:	Mr. G. Philip

Project Status:

The contract for training and upgrading of the Bank's 2,000 personnel continues. Two additional trainers - a specialist in tending and securities and one in management - will supplement the corps of six currently providing formal and on-the-job training. Courses have been developed in a wide range of banking operations, including general orientation, savings, securities billing, credits, foreign exchange, payroll procedures, computer techniques, training and supervision methods. Schedules have been established to provide training for 726 workers in 1977, 603 in 1978, and 589 in 1979. Negotiations for contract extension are now under way.

Two regional training centers are being planned, one in the East - Port Harcourt (September 1977) - and one in the North - Karo (January 1978).

Counterpart trainers have received additional training in Europe and Geneva, spending time in Geneva to work with staff of the TA Department and visit Swiss installations.

(NIGERIA cont.)

BANKING RECRUITMENT - U.B.A.

Start-up Date:	July 1976
Local Sponsoring Agency:	Nigeria Industrial Training Board/ United Bank for Africa Ltd.
Funding Source:	Government of Nigeria and U.B.A.
ORT Chief of Party:	Mr. G. Philip

Project Status:

In response to UBA's request to recruit some 26 staff for management positions, ORT has established a recruitment structure in London, New York and Washington, which seeks to identify competent Nigerians who are abroad. Through a variety of employment inducements, the Bank offers incentives to these workers to return to their country. The project, designed to counteract the consequences of "brain drain", seeks to augment the Bank's corps of qualified personnel and thus speed up the Nigerianization process.

TRAINING OF CAR ASSEMBLY PLANT PERSONNEL

Start-up Date:	November 1977
Local Sponsoring Agency:	PEUGEOT Automobiles Nigeria (PAN)
Funding Source:	PEUGEOT and PAN
ORT Chief of Party:	Mr. Pierre Jaccoud

Project Status:

Following identification of this project in May 1976, a survey of the training needs of the PEUGEOT car assembly plant was conducted in March 1977. Two ORT training specialists are now in post and it is expected that by 1982 the number of trainers will go up to nine.

ORT is also undertaking the recruitment of future Nigerian trainers as well as of the technical and middle-management staff of PAN.

SENEGALAGRICULTURAL AND TECHNICAL EDUCATION

Start-up Date:	October 1977
Local Sponsoring Agency:	Min. de l'Education et Min. de l'Enseignement Supérieur
Funding Source:	Swiss Agency for Technical Cooperation
ORT Chief of Party:	Mr. Ernest Schaltegger

Project Status:

Subsequent to a request to the Swiss Government by the President of Senegal and as a result of the Swiss Agency for Technical Cooperation's request to ORT, an assessment of Senegal's needs in agricultural and technical teaching staff was undertaken in May 1977. Since October of that year, ORT has provided sixteen teachers in six of Senegal's technical and professional schools: three agricultural institutions in Ziguinchor and St. Louis, two technical institutions in St. Louis and Dakar, and the Institut Universitaire de Technologie in Dakar. The courses taught include agronomy, forestry, water management, cattle raising, civil and mechanical engineering, general mechanics and electricity.

TANZANIAROAD MAINTENANCE TRAINING

Start-up Date:	December 1976
Local Sponsoring Agency:	Ministry of Public Works
Funding Source:	IBPD
ORT Chief of Party:	Mr. E. Barjosef

Project Status:

The objectives of this project, which began five months ago, is to plan and supervise road maintenance and reconstruction for the Tanzanian Ministry of Works, to train all categories of road maintenance personnel and establish a permanent training structure. The entire southern half of Tanzania is covered by the project.

ORT is providing 21 specialists, sixteen of whom are already in Tanzania. Despite numerous difficulties, the setting-up phase is almost completed. A training center at Morogoro is being equipped and staffed by ORT.

TURKEYMICROTECHNIQUES

Start-up Date:	May 1977
Local Sponsoring Agency:	Ministry of Education
Funding Source:	O.E.C.D.
ORT	Mr. Beat Liver

Project Status:

A contract has been signed for a four-year project to develop a training center in Ankara for technicians in microtechniques, including the fabrication, upkeep and repair of instrumentation for medical and navigation purposes.

When operating at full capacity, the center will train 30 higher-level technicians and approximately 80 other workers. Two ORT specialists will devote the first year to preparing the program and establishing and equipping the center. Plans call for later inclusion of micro-electronics, data processing, and computer sections.

ZAIRES.G.M.T.P.

Start-up Date:	January 1975
Local Sponsoring Agency:	Office des Routes
Funding Source:	Government of Zaire/IBRD
ORT Chief of Party:	Mr. O. Deillon

Project Status:

This three-year project, which grew out of a previous road maintenance training project undertaken by ORT in Zaire between 1971 and 1975, has established an equipment and maintenance network service for the Government's road program. Sixteen specialists are operating a central spare parts and supply depot and five regional service centers.

Considerable parts and equipment procurement is being done through the project. Negotiations for contract renewal beyond December 1977 are underway.

(ZAIRE cont.)

ONATRA - TRANSPORTATION

Start-up Date:	January 1975
Local Sponsoring Agency:	National Transportation Office (ONATRA)
Funding Source:	Government of Zaire/IBRD
ORT Chief of Party:	Mr. J. Isaffo

Project Status:

This project to train some 2,000 employees of the National Office of Transport currently has eight ORT specialists, with two more being recruited. River and Port activities are a major focus.

Preparations are underway to provide training to naval captains and marine mechanics at the Government Navigation School (Ecole de Navigation).

Major emphasis is being given to counterpart trainer training, with a number of trainees receiving additional training in Europe. A series of training methods seminars were held in Zaire by a member of the Geneva ORT staff.

S.I.B. - FERRY MAINTENANCE

Start-up Date:	May 1976
Local Sponsoring Agency:	Office des Routes
Funding Source:	Government of Zaire/IBRD
ORT Chief of Party:	Mr. A. Koniakine

Project Status:

Organization and implementation of a training system to insure adequate operation and maintenance of the country's network of ferries is the goal of this project. Four ORT specialists have initiated training activities in maintenance and supply procedures.

Operating out of Kinshasa, the team and their Zairian counterparts make frequent trips to sites around the country where repairs are required or difficulties encountered.

A Central Spare Parts Depot is being organized.

CENTRAL ORT INSTITUTE

1. Training Automobile Mechanics Instructors

16 trainees from six African countries finished an 18-month program in June 1976 to prepare them as automobile mechanics instructors and garage foremen.

15 new trainees from five countries arrived in November to begin a similar program. The Swiss Government is sponsoring the programs.

2. Training in Road Equipment Maintenance

10 Zairians, trained to become directors of heavy road equipment repair and maintenance centers completed a 10-month program in June 1976 and have been reintegrated into the activities of the Ministry of Works, Zaire.

3. Training for Road Construction

5 Chadians began a 7-month program in November, under a World Bank program. On termination, they will be integrated into the Chad Roads Project. Another program for a group of Chadian instructors in maintenance and repair of roads is planned for early 1978.

4. Seminars for African Training Coordinators and Directors from Nigeria, Zaire and Tanzania

Seminars were organized as a part of study programs in Europe for the following officials:

- a. Nigeria - 3 UDA counterparts slated to take over the management of the UBA Training Center.
- b. Director of Training, ONATRA.
- c. Tanzania - 2 officials of the Ministry of Works.

5. Upgrading of African Instructors

Four-to-six-month upgrading programs for African instructors, both at the Institute and in European industry, are being provided for:

- a. Zaire - ONATRA: six instructors (river navigation, stevedoring, repair of engines).
 - b. Guinea - C.B.G.: three instructors (fire fighting and accident prevention, maintenance of mining engines, maintenance and repair of office machines).
6. Orientation and Preparation of ORT Instructors Departing for Field Assignments

11 ORT instructors have received orientation and preparation in training methods prior to taking up their assignments in ORT projects.

APPENDIX B

POTENTIAL PROJECTS - TECHNICAL ASSISTANCE

REGIONS \ SECTORS	Rural & Community Development Agriculture	Public Health Hospital Maintenance	Small Industries	Industrial Projects	Transport	Education Vocational Training
<u>AFRICA</u>						
Western	8	3	-	3	3	6
Central	2	1	-	-	4	1
Southern	-	1	-	-	1	1
Eastern	-	1	-	-	1	1
<u>AMERICAS</u>						
Central	2	3	-	1	2	3
South	1	-	1	2	1	1
<u>ASIA & PACIFIC</u>	2	-	-	-	6	2
TOTAL	15	9	1	6	18	15
DPU INITIATED	10	7	1	4	14	13