

WHO shows outside PHA but not PPC?
 PHA?

I. PROJECT IDENTIFICATION

1 PROJECT TITLE: *GRANT Funding to Opportunities Industrialization Centers, International (OICI) PD-AAK-256-B1*

APPENDIX ATTACHED: YES NO

2. PROJECT NO. (M.O. 1095.2): *932-13-690-076*

3 RECIPIENT (specify):
 COUNTRY _____
 REGIONAL _____ INTERREGIONAL _____

4. LIFE OF PROJECT
 BEGINS FY: *1975*
 ENDS FY: _____

5. SUBMISSION
 ORIGINAL _____ DATE _____
 REV. NO. _____ DATE _____
 CONTR. PASA NO. _____

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMOD- ITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENT RATE \$ US <i>na</i> (U.S. OR YED)	
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT	(2) COOP COUNTRY
1 PRIOR THRU ACTUAL FY	-	-	-	-	-	-	-	-	-		
2 OPRN FY	<i>2,100</i>										
3 BUDGET FY											
4 BUDGET +1 FY											
5 BUDGET +2 FY											
6 BUDGET +3 FY											
7 ALL SURJ. FY											
8 GRAND TOTAL	<i>9,100</i>										

3. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT
<i>?</i>		

III. ORIGINATING OFFICE CLEARANCE

1 DRAFTER	TITLE	DATE
<i>ERWIN W. IVENDT</i>		
2 CLEARANCE OFFICER	TITLE	DATE
<i>CLEO F. SHOOK</i>		

IV. PROJECT AUTHORIZATION

1 CONDITIONS OF APPROVAL

CFS - We will need an Action Memorandum, Crowley to Parker right?

2 CLEARANCES

BUR. OFF.	SIGNATURE	DATE	BUR. OFF.	SIGNATURE	DATE
PHA/PVC	<i>J. A. Winski</i>		IA/MSRD	<i>Donor Lion</i>	
PHA/PVC	<i>P. Farley's</i>		PPC/DDR	<i>A. Handley</i>	
IFR/DP	<i>Robt. Guessmann</i>		PH/PRS	<i>Mc Mabin</i>	
3 APPROVAL AAS OR OFFICE DIRECTORS	SIGNATURE	DATE	4 APPROVAL AID (See M.O. 1025.1 V.1)	SIGNATURE	DATE
	<i>H S CROWLEY</i>			<i>Daniel PARKER</i>	

ADMINISTRATOR AGENCY ON INTERNATIONAL DEVELOPMENT

INTRODUCTION

The first Opportunities Industrialization Center (OIC) was launched in Philadelphia by the Reverend Leon H. Sullivan in 1963. Originally a non-formal program of employment preparation, job training and placement in the industrial and services sector of Philadelphia, the OIC program concentrated on inner city Blacks incorporating to the extent practicable the black community's self-help activities. Since then, the program has been replicated in some 110 centers in 43 of the United States of America. Since its initiation, the OIC program in the U.S. has also incorporated a program for the encouragement of and assistance to possible small business entrepreneurs.

The OIC philosophy is "We Help Ourselves." The OIC program begins, typically, with a survey to locate jobs which need filling and then goes on to train the unemployed to fill those jobs. The program seeks to attract the "unemployables" by a sympathetic appeal to pride and the worth of the individual; it provides counselors from among the established members of the community to help solve individual problems as well as interviewing for latent abilities and job targets. After placement, an OIC maintains an interest in the individual through the "Feeder Program" providing follow up with employee and employer to insure that new attitudes and skills are applied on one hand ^{and} appreciated on the other.

The OIC concept and methodology has been publicized widely here and abroad. The Reverend Sullivan considered that interested community leaders in the developing African countries were prone to receiving and cooperating with Americans of African descent to assist them in dealing with African capital city unemployment and underemployment. As a result of an affinity of race and mutually expressed desire for progress through job training and gainful employment, an easy relationship between OIC headquarters in Philadelphia and several overseas African leaders took place. The Africa Bureau of AID was persuaded as far back as August 1969 to cause the drafting of a Basic Ordering Agreement whereby OIC could establish a new unit for its newly-acquired African tasks to be called "Opportunities Industrialization Centers, International" which would provide assistance in accordance with defined conditions and limited terms to African country-based Opportunities Industrialization Centers.

In accordance with its agreed practise, OICI was able to enlist the support of important community leaders in the capital cities of Ghana, Nigeria, Ethiopia and Kenya as Boards of Directors and to encourage them to accept the idea that during an agreed period, the developed local job training institution would become increasingly self sufficient at which time OICI would step out of the picture. Assumed

also was that the local and successful job training institution, developed through the intermediarityship of OICI, would bring new hope to other communities within the country and that civic committees or similar groups would seek the establishment of such an institution in their community and would be willing to share the costs with some higher national entity.

Other aspects of the projects in Africa have not in all cases lived up to expectations. Only in Ghana has there been created a job training institution at Accra which has turned out graduates for which there was a ready market. In Ghana too, the local authorities have indicated they will assume 100% of the costs of the training institution by the end of the project period: 12/31/76. In Nigeria local self sufficiency is projected for achievement by 6/30/76. While these projections for Ghana and Nigeria are somewhat uncertain, there is yet no concrete indication that they cannot be achieved. It appears that there are sources of local financial support in Ghana and Nigeria that can be expected to assume continuing costs if they understand that AID support will definitely phase out according to agreed schedules. With the Africa Bureau, PHA will monitor progress towards the achievement of agreed goals.

With this history of OICI's performance both in their domestic and international programs, AID has proposed a new relationship with OICI. The PHA Bureau in AID has recently been given the responsibility to monitor the OICI Central Office operation and to be responsible to control the funds budgeted both for the Central Office operations and OICI field program activity.

PHA feels that close coordination and counselling with OICI will, during the next two years, improve the program design and evaluation process of the organization similar to that required under a DPG so that future program field activities can be expected to improve.

RATIONALE

From the foregoing, it is apparent that the large degree of success (certainly in terms of the multiplication of OIC's) recorded in the U.S. did not find fertile soil in which to take hold and expand in African countries. Even in Ghana, the most successful of the four overseas OICs established, host country progressive assumption of costs has faltered from time to time.

On the plus side, OIC in the U.S. has directed its programs to the school dropouts, the "unemployables" with marked success, although the funding for training which originally came from civic-spirited employers and the black community has been rapidly transferred to government agencies at various levels, now reaching over 80% of all OIC costs in U.S. installations. It is, however, this limited segment of school dropouts and "unemployables" in the population that is the particular if not the unique target of OIC, both in the U.S. and abroad. The distinctive feature of the OIC system (or model) provided along with the vocational training is the special attention given to the individual's self importance, to the individual's

participation in a responsible way in an emerging group. This special attention is called the "Feeder System" whereby the jobless are sought out, an interest demonstrated in them and their future, and personal and job counseling furnished to clarify their aspirations as well as the solving of attitudinal problems. The "Feeder System" takes its name from the follow-up of the individual placed with the employer, assuring to the extent possible that a "drop out" employee or a disgruntled employer are furnished an intermediary and the problems faced, either at home or at the job.

AID, during its six year relationship with OICI has provided generously of its funds and of its talents in providing the means under the BOA and Task Order whereby OICI overseas establishments and the home office ("OICI Central") could, on the whole, function successfully. As referred to briefly above, successes have been sparse and cost per person equipped for a low paying job have been high. Nevertheless, the basic function of this Private Voluntary Organization accords with and provides support for a basic focus of AID; assistance to the poor majority. The "Congressional Mandate" further includes education (and non-formal education/training) as a target for AID programs. Thus, since OICI's aims, target audience and methods are fundamentally harmonious with AID's objectives this fact alone serves to support a decision to continue this PVO activity on a somewhat different setting to be described below. Finally, direct Congressional interest in this project as its idea of an example of linking a "grass roots" U.S. private voluntary agency to overseas community groups and local government further impels AID to find ways in which to make the project work.

PROGRAM DESCRIPTION

A. Purpose of Grant

The purpose of this Grant is to provide partial support for programs of formal and non-formal learning in less developed countries (LDCs) of the world.

B. Specific Objectives

The specific objectives of this Grant are as follows:

1. To provide assistance in the organization, development, and operation of Opportunities Industrialization Centers (Grantee) programs in selected LDCs.
2. To assist in the development of LDC based small business enterprises and other programs directly related to or an outgrowth of Grantee programs.
3. To establish and maintain contact and coordinate plans with international organizations interested in the development of Grantee programs.

4. To provide both permanent and temporary U.S. and local staff to plan and administer LDC programs.

C. Implementation

To achieve these objectives, the Grantee shall carry out the following activities with funds provided by this Grant:

1. Recruit, select, and employ adequate permanent and temporary headquarters staff in Philadelphia to plan and provide administrative support for overseas programs.
2. Visit selected LDCs and international organizations for the purpose of developing Grantee programs.
3. Provide the Grantor with individual "Activity Proposals" for new LDC activities. Funding for approved new activities will be provided by amendment to this Grant.
4. Plan and implement training and orientation activities for selected technical and non-technical personnel for overseas assignments including appropriate members of their families.
5. Provide U.S. training at Grantee headquarters in Philadelphia for selected LDC personnel involved in local programs.
6. Provide overall coordination of LDC program planning and implementation.
7. Provide for the development, preparation and reproduction of necessary instructional materials, aids, and other related materials necessary to meet program objectives.
8. Plan and make provision for supplying the necessary basic commodities and basic equipment for instructional purposes not readily available from LDC sources.

D. Reporting

1. Program

The Grantee will provide AID with semi-annual status reports for each approved program activity. They will include quantitative and qualitative assessments of progress against targets set forth in individual activity plans, including phasing of U.S. and local personnel, increases in local financial support, and status of training and other efforts. In addition, a semi-annual report will be provided on home office activities including status of staffing, training, and program development.

Course of Action. The terms and conditions which we plan to apply to the funds obligated following the approval of this Project Proposal are as follows:

(A) Respecting the Headquarters Costs of OICI Central: OICI/Central is located in Philadelphia, Pennsylvania, and has the central planning, management, and backstopping responsibility for the overseas activities of OICI and for familiarization and/or training of participants from overseas centers while they are in the U. S. Immediately following the authorization of this project, it is expected that OICI will submit a proposal for home-office and management support, which will include salaries and benefits, consultants, office support costs, travel and indirect costs. When a suitable proposal from OICI is received and processed by AID, a grant covering OICI/Central will be concluded. In the interim, funding of the existing OICI/Central staff will be continued, but it is anticipated that OICI/Central may make some inter-staffing and management adjustments which we anticipate will be reflected in the proposal to be submitted to AID.

(B) Respecting Overseas Country-Based Costs. These costs will be comprised of maintaining existing overseas programs, funding feasibility studies leading to possible new overseas programs, and the life-of-project costs attached to agreed new overseas projects. All OICI activities will be reviewed and approved individually by AID.

AID will receive project proposals from OICI in accordance with accepted procedures and will require such necessary additional project

development information as will insure the feasibility and anticipated success of the proposed project. Until such AID examination and approval of the proposed project is obtained, no funds for proposed country projects will be released by AID to OICI/Local.

The PROPs and accompanying work plans for country programs will contain at least the following information: (See Attachment #1.)

- (a) An analysis of LDC vocational training needs;
- (b) The types of training to be offered;
- (c) A time-phased schedule of training magnitudes and placement;
- (d) A schedule for the phase-in and phase-out of U. S. personnel, and the phase-in of local personnel;
- (e) A time-phased schedule for the total phase-in of local funding support, including an explanation of proposed sources;
- (f) A plan for developing the local board.

Evaluation Plan. An annual fiscal and program audit and evaluation would be made at OICI Philadelphia, and at all OICs to determine progress against planned targets, and whether funds have been expended in accordance with USC regulations. Private auditing and evaluation firms would be used for this purpose. Audit and evaluation results would be reviewed prior to the obligation of any additional funds.

Activity Title:

Total Request: \$ _____

Activity Location:

Date of Submission to A.I.D:

I. Project Purpose and Description

- Describe project purpose and target group of beneficiaries
- General description of project
- Conditions expected at end of project

II. Project Background

- History of proposal development including: problems and development objectives addressed citing any relevant studies.
- Briefly describe your prior experience in project and related areas.
- Host country activity in project/program areas - past, present and proposed.

III. Project Analysis

A. Statement of the economic effects of the project 1) on its major intended beneficiaries, 2) on related groups, and 3) the potential to reach large numbers of people at low per capita cost. Such effects would include increased income and employment; enhanced job opportunities through encouragement of labor intensive; low cost systems of production and services; improved literacy; and better forms of education and training to help people qualify for opportunities.

B. Statement of the technology to be used and ability of implementing organization and beneficiaries to implement that technology. This would also include an examination of available appropriate manpower, other inputs, market opportunities, delivery facilities, and other possible project constraints, and methods to overcome them.

C. Statement of pertinent socio-cultural factors and implementing agency environment. Describe and assess impact of project on socio-cultural traditions and values. Particular attention should be given to the role of women and the impact of the project on women. This section should also address, as appropriate, the degree to which the project strengthens: host country or local capability in provision of services which help the poorest majority of people to experience better diets, better health and child care, more manageable family size, constructive income producing work and improved purchasing power; and, contributes to increasing production, processing, nutritive value and distribution of food.

D. Statement of project relationship to Guidelines Governing Funding for Private and Voluntary Organizations in Connection with Development Assistance Under the Foreign Assistance Program and directness of project impact upon people who constitute the poorest majority and are often beyond the reach of public services; tie-in with other programs which answer complementary efforts (or plans to do so); potential interest and capacity of PVO or other organization to spread the program to large numbers of people over an extended period of time; potential for the project to become self-sustaining, and, potential for wide scale application of the project based on domestic resources.

B. Measurement and Evaluation of Project Accomplishment

The proposal should contain a schedule of planned accomplishment, giving target dates, data as to conditions at start of project, and as expected at periodic intervals until project ends. This schedule of accomplishment is distinct from the schedule of implementation action above in that it enumerates the development changes to be achieved (using measurable indicators where possible) rather than the application of resources and effort.

In addition to internal evaluation by the PVO, AID expects to provide for external evaluation of accomplishments by contractor or AID staff, performed either independently or together with the PVO.

C. Logical Framework Matrix

The proposal should include a project matrix. A sample of the AID matrix worksheet has been attached. Information presented in this matrix should be derived from and conform with the proposal narrative.

V. Financial Plan

Budgets should be calculated by estimated cost per given period of time (year or half-year) for the entire life of the project itself, not only the costs of the organization undertaking the project. Costs are defined as accrued value of goods/services as they are procured (goods) or actually performed (services) or used up. This should not be confused with disbursements (payment of bills).

In addition, the budget should be broken down by source of funds with proposed AID funding attributed by major cost component (i.e., I, II, III, IV). See below.

We strongly recommend that detailed budget breakdowns be available for negotiations of a grant agreement.

1. Personnel Costs (including Indirect Salary Costs and Benefits) by \$s and man months.

E. The PVO shall present a realistic plan showing that the proposal activity has a reasonable chance to be institutionalized with domestic resources. This should include training of local staff to assume all project responsibilities by the time donor support terminates. An important component to the institutionalization is the means by which financing will become available to make the activity independent of external donor financing, normally starting with substantial local support at the outset of the project to assure local interest and participation.

IV. Project Design and Implementation

A. Implementation Plan

The plan should include:

- a description of how the project will be carried out, and whether or not sub-grants or contracts will be made.
- how the PVO plans to provide for technical assistance, i.e., through the use of volunteers, paid staff, and/or consultants, the use of commodities, etc.
- basic assumptions about the availability and PVO management of resources.
- proposed disbursement and procurement procedures, and related controls.
- a schedule of actions required, their timing and inter-relationship, and the points of responsibility for carrying them out.

Proposals should contain assurances that periodic evaluation by the PVO will be made of progress against the implementation plan and reports on these evaluations sent to the local USAID Mission or AID Washington.

- A. U.S. Technicians, etc.
 - B. Third Country Personnel
 - C. Local Personnel
2. Training Costs (including Transportation & Subsistence) by \$s and man months.
- A. Training in U.S.
 - B. Training in Third Countries
 - C. Local Training
3. Commodity Costs
- A. U.S. procured
 - B. Third Country procured
 - C. Locally procured
4. Other Costs (Illustrative)
- A. Cost of land, office rentals, etc.
 - B. Fuel
 - C. Transportation Costs
 - D. Other Support Costs

VI. Conditions

- 1. Evidence that the project's requirements for supportive resources other than that requested of AID will be available.
- 2. Explicit evidence of approval of the proposed project by the host country government, including information on the point of reference in the host government.

I. PROJECT IDENTIFICATION

1 PROJECT TITLE Grant Funding to Opportunities Industrialization Centers, International (OICI) PD-AAK-256-C1		APPENDIX ATTACHED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
2 RECIPIENT (specify) <input type="checkbox"/> COUNTRY _____ <input type="checkbox"/> REGIONAL _____ <input checked="" type="checkbox"/> INTERREGIONAL _____		3 PROJECT NO. 932-13-690-076 (3)
4 LIFE OF PROJECT BEGIN FY 1975 END FY 1976		5 SUBMISSION <input type="checkbox"/> ORIGINAL _____ DATE _____ <input type="checkbox"/> REV. NO. _____ DATE _____ CONTR. PASA NO. _____

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A FUNDING BY FISCAL YEAR	B TOTAL \$	C PERSONNEL		D PARTICIPANTS		E COMMOD- ITIES \$	F OTHER COSTS \$	G PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE \$/S (U.S. OWNED)		
		11 \$	12 MM	11 \$	12 MM			11 \$	12 MM	11 U.S. GRANT LOAN	12 COOP COUNTRY	
1 PRIOR THRU ACTUAL FY	-	-	-	-	-	-	-	-	-			
2 OPRN FY 75	0.850											
3 BUDGET FY 76	1.250											
4 BUDGET +1 FY												
5 BUDGET +2 FY												
6 BUDGET +3 FY												
7 ALL SUBJ FY												
8 GRAND TOTAL	2.100											

9 OTHER DONOR CONTRIBUTIONS

1 NAME OF DONOR	2 KIND OF GOODS SERVICES	3 AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1 DRAFTER Erwin W. Wendt <i>Erwin W. Wendt</i>	TITLE Program Development Officer	DATE 6/6/75
2 CLEARANCE OFFICER Cleo F. Shook <i>Cleo F. Shook</i>	TITLE Associate Director	DATE 6/6/75

IV. PROJECT AUTHORIZATION

CONDITIONS OF APPROVAL:

DAA/PHA, Allan R. Furman *AF*

1 SIGNATURE	2 DATE	3 DIR OFF.	4 SIGNATURE	5 DATE
PHA/PVC John A. Ulinski <i>John A. Ulinski</i>	6/11/75	LA/MSRD	Donor Lion <i>Donor Lion</i>	6/11/75
PHA/PVC Penelope Farley <i>Penelope Farley</i>	6/11/75	PPC/DPR	Arthur Handley <i>Arthur Handley</i>	6/11/75
PH/PPC Susanmann <i>Susanmann</i>	6/12/75	PHA/PRS	C. David McMakin <i>C. David McMakin</i>	6/12/75
APPROVAL & AUTHORITY		6/25/75 <i>John C. Furman</i>		
Deputy Administrator		John C. Furman DAA/PHA 6/25/75 Deputy Administrator		

INTRODUCTION

The first Opportunities Industrialization Center (OIC) was launched in Philadelphia by the Reverend Leon H. Sullivan in 1963. Originally a non-formal program of employment preparation, job training and placement in the industrial and services sector of Philadelphia, the OIC program concentrated on inner city Blacks, incorporating to the extent practicable the black community's self-help activities. Since then, the program has been replicated in some 110 centers in 43 of the United States of America. Since its initiation, the OIC program in the U.S. has also incorporated a program for the encouragement of and assistance to possible small business entrepreneurs.

The OIC philosophy is "We Help Ourselves." The OIC program begins, typically, with a survey to locate jobs which need filling and then goes on to train the unemployed to fill those jobs. The program seeks to attract the "unemployables" by a sympathetic appeal to pride and the worth of the individual; it provides counselors from among the established members of the community to help solve individual problems as well as interviewing for latent abilities and job targets. After placement, an OIC maintains an interest in the individual through the "Feeder Program" providing follow up with employee and employer to insure that new attitudes and skills are applied on one hand and appreciated on the other.

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In accordance with its agreed practise, OICI was able to enlist the support of important community leaders in the capital cities of Ghana, Nigeria, Ethiopia and Kenya as Boards of Directors and to encourage them to accept the idea that during an agreed period, the developed local job training institution would become increasingly self sufficient at which time OICI would step out of the picture. OICI also assumed that the local and successful job training institution, developed by OICI, could help other communities within the country and that civic committees or similar groups would seek to establish similar institutions in their communities and share the costs with some higher national entity.

After some years of program operation in Africa, AID has proposed a new relationship with OICI. The PHA Bureau in AID has recently been given the responsibility to monitor the OICI Central Office operation and to oversee generally the Central Office operations. Management responsibility for OICI field projects will be vested in the Regional Bureaus.

PHA feels that close coordination and counselling with OICI will, during the next two years, improve the program design and evaluation process of the organization similar to that required under a DPG so that future program field activities can be expected to improve.

RATIONALE

The basic function of this organization accords with and provides support for a basic focus of AID: assistance to the poor majority. The "Congressional Mandate" further includes education (and non-formal education/training) as a target for AID programs. Thus, since OICI's aims, target audience and methods are fundamentally harmonious with AID's objectives this fact alone serves to support a decision to continue this organization's activity on a somewhat different setting to be described below.

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A. Purpose of Grant

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B. Specific Objectives

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1. To provide assistance in the organization, development, and operation of Opportunities Industrialization Centers (Grantee) programs in selected LDCs.
2. To assist in the development of LDC based small business enterprises and other programs directly related to or an outgrowth of Grantee programs.
3. To establish and maintain contact and coordinate plans with international organizations interested in the development of Grantee programs.
4. To provide both permanent and temporary U.S. and local staff to plan and administer LDC programs.

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To achieve these objectives, the Grantee shall carry out the following activities with funds provided by this Grant:

1. Recruit, select, and employ adequate permanent and temporary headquarters staff in Philadelphia to plan and provide administrative support for overseas programs.
2. Visit selected LDCs and international organizations for the purpose of developing Grantee programs.
3. Provide the Grantor with individual "Activity Proposals" for new LDC activities. Funding for approved new activities will be released by amendment to the Grant.
4. Plan and implement training and orientation activities for selected technical and non-technical American personnel for overseas assignments, including appropriate members of their families.
5. Provide U.S. training at Grantee headquarters in Philadelphia for selected LDC personnel involved in local programs.
6. Provide overall coordination of LDC program planning and implementation.
7. Provide for the development, preparation and reproduction of necessary instructional materials, aids, and other related materials necessary to meet program objectives.
8. Plan and make provision for supplying the necessary basic commodities and basic equipment for instructional purposes not readily available from LDC sources.

D. Reporting

1. Program

The Grantee will provide AID with semi-annual status reports for each approved program activity. They will include quantitative and qualitative assessments of progress against targets set forth in individual activity plans, including phasing of U.S. and local personnel, increases in local financial support, and status of training and other efforts. In addition, a semi-annual report will be provided on home office activities including status of staffing, training, and program development.

COURSE OF ACTION:

The terms and conditions which we plan to apply to the funds obligated following the approval of this Project Proposal are as follows:

(A) Respecting the Headquarters Costs of OICI Central:

OICI/Central is located in Philadelphia, Pennsylvania, and has the central planning, management, and backstopping responsibility for the overseas activities of OICI and for familiarization and/or training of participants from overseas centers while they are in the U.S. Immediately following the authorization of this project, it is expected that OICI will submit a proposal for home-office and management support, which will include salaries and benefits, consultants, office support costs, travel and indirect costs. When a suitable proposal for such support is received from OICI and processed by AID, a sub-grant covering OICI/Central will be concluded. In the interim, funding of the existing OICI/Central staff will be continued, but it is anticipated that OICI/Central may make some interim staffing and management adjustments which we anticipate will be reflected in the proposal to be submitted to AID.

(B) Respecting Overseas Country-Based Costs:

These costs will be comprised of maintaining existing overseas programs, funding feasibility studies leading to possible new overseas programs, and the life-of-project costs attached to agreed new overseas projects. All OICI activities will be reviewed and approved individually by AID.

AID will receive project proposals from OICI in accordance with accepted procedures and will require such necessary additional project development information as will insure the feasibility and anticipated success of the proposed project. Until such AID examination and approval of the proposed project is obtained, no funds for proposed country projects will be released by AID to OICI/Central.

The PROPs and accompanying work plans for country programs will contain at least the following information: (See Attachment #1).

- (a) An analysis of LDC vocational training needs;
- (b) The types of training to be offered;
- (c) A time-phased schedule of training magnitudes and placement;
- (d) A schedule for the phase-in and phase-out of U.S. personnel, and the phase-in of local personnel;
- (e) A time-phased schedule for the total phase-in of local funding support, including an explanation of proposed sources;

(f) A plan for developing the local board.

EVALUATION PLAN

An annual fiscal and program audit and evaluation would be made at OICI Philadelphia, and at all overseas OICs to determine progress against planned targets, and whether funds have been expended in accordance with USG regulations. Private auditing and evaluation firms would be used for this purpose. Audit and evaluation results would be reviewed prior to the obligation of any additional funds.

Activity Title:

Total Request: \$ _____

Activity Location:

Date of Submission to A.I.D:

I. Project Purpose and Description

- Describe project purpose and target group of beneficiaries
- General description of project
- Conditions expected at end of project

II. Project Background

- History of proposal development including: problems and development objectives addressed citing any relevant studies.
- Briefly describe your prior experience in project and related areas.
- Host country activity in project/program areas - past, present and proposed.

III. Project Analysis

A. Statement of the economic effects of the project 1) on its major intended beneficiaries, 2) on related groups, and 3) the potential to reach large numbers of people at low per capita cost. Such effects would include increased income and employment; enhanced job opportunities through encouragement of labor intensive; low cost systems of production and services; improved literacy; and better forms of education and training to help people qualify for opportunities.

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C. Statement of pertinent socio-cultural factors and implementing agency environment. Describe and assess impact of project on socio-cultural traditions and values. Particular attention should be given to the role of women and the impact of the project on women. This section should also address, as appropriate, the degree to which the project strengthens: host country or local capability in provision of services which help the poorest majority of people to experience better diets, better health and child care, more manageable family size, constructive income producing work and improved purchasing power; and, contributes to increasing production, processing, nutritive value and distribution of food.

D. Statement of project relationship to Guidelines Governing Funding for Private and Voluntary Organizations in Connection with Development Assistance Under the Foreign Assistance Program and directness of project impact upon people who constitute the poorest majority and are often beyond the reach of public services; tie-in with other programs which answer complementary efforts (or plans to do so); potential interest and capacity of PVO or other organization to spread the program to large numbers of people over an extended period of time; potential for the project to become self-sustaining, and, potential for wide scale application of the project based on domestic resources.

E. --The PVO shall present a realistic plan showing that the proposal activity has a reasonable chance to be institutionalized with domestic resources. This should include training of local staff to assume all project responsibilities by the time donor support terminates. An important component to the institutionalization is the means by which financing will become available to make the activity independent of external donor financing, normally starting with substantial local support at the outset of the project to assure local interest and participation.

IV. Project Design and Implementation

A. Implementation Plan

The plan should include:

- a description of how the project will be carried out, and whether or not sub-grants or contracts will be made.
- how the PVO plans to provide for technical assistance, i.e., through the use of volunteers, paid staff, and/or consultants, the use of commodities, etc.
- basic assumptions about the availability and PVO management of resources.
- proposed disbursement and procurement procedures, and related controls.
- a schedule of actions required, their timing and inter-relationship, and the points of responsibility for carrying them out.

Proposals should contain assurances that periodic evaluation by the PVO will be made of progress against the implementation plan and reports on these evaluations sent to the local USAID Mission or AID Washington.

b. MEASUREMENT AND EVALUATION OF PROJECT ACCOMPLISHMENT

The proposal should contain a schedule of planned accomplishment, giving target dates, data as to conditions at start of project, and as expected at periodic intervals until project ends. This schedule of accomplishment is distinct from the schedule of implementation action above in that it enumerates the development changes to be achieved (using measurable indicators where possible) rather than the application of resources and effort.

In addition to internal evaluation by the PVO, AID expects to provide for external evaluation of accomplishments by contractor or AID staff, performed either independently or together with the PVO.

c. Logical Framework Matrix

The proposal should include a project matrix. A sample of the AID matrix worksheet has been attached. Information presented in this matrix should be derived from and conform with the proposal narrative.

v. Financial Plan

Budgets should be calculated by estimated cost per given period of time (year or half-year) for the entire life of the project itself, not only the costs of the organization undertaking the project. Costs are defined as accrued value of goods/services as they are procured (goods) or actually performed (services) or used up. This should not be confused with disbursements (payment of bills).

In addition, the budget should be broken down by source of funds with proposed AID funding attributed by major cost component (i.e., I, II, III, IV). See below.

We strongly recommend that detailed budget breakdowns be available for negotiations of a grant agreement.

1. Personnel Costs (including Indirect Salary Costs and Benefits) by Es and

non-personnel

- A. U.S. Technicians, etc.
 - B. Third Country Personnel
 - C. Local Personnel
2. Training Costs (including Transportation & Subsistence) by \$s and man months.
- A. Training in U.S.
 - B. Training in Third Countries
 - C. Local Training
3. Commodity Costs
- A. U.S. procured
 - B. Third Country procured
 - C. Locally procured
4. Other Costs (Illustrative)
- A. Cost of land, office rentals, etc.
 - B. Fuel
 - C. Transportation Costs
 - D. Other Support Costs

VI. Conditions

- 1. Evidence that the project's requirements for supportive resources other than that requested of AID will be available.
- 2. Explicit evidence of approval of the proposed project by the host country government, including information on the point of reference in the host government.

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT PAPER FACESHEET TO BE COMPLETED BY ORIGINATING OFFICE	1. TRANSACTION CODE ("X" appropriate box) <input checked="" type="checkbox"/> Original <input type="checkbox"/> Change <input type="checkbox"/> Add <input type="checkbox"/> Delete	PP <hr/> DOCUMENT CODE 3
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2. COUNTRY/ENTITY OICI - CORE	3. DOCUMENT REVISION NUMBER
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4. PROJECT NUMBER 932-13-690-076	5. BUREAU a. Symbol PHA b. Code 5	6. ESTIMATED FY OF PROJECT COMPLETION FY 7 7
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7. PROJECT TITLE - SHORT (stay within brackets) <input type="checkbox"/> Grant Funding to OICI <input type="checkbox"/>	8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION a. INITIAL ^{mo.} 06 ^{yr.} 79 b. FINAL FY 7 5
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9. ESTIMATED TOTAL COST (\$000 or equivalent, \$1 =)						
a. FUNDING SOURCE	FIRST YEAR FY <u>75</u>			ALL YEARS		
	b. FX	c. L/C	d. Total	e. FX	f. L/C	g. Total
AID APPROPRIATED TOTAL	814		814			814
(Grant) 814	(814)	()	(814)	()	()	(814)
(Loan)	()	()	()	()	()	()
Other						
1.						
U.S.						
2.						
HOST GOVERNMENT						
OTHER DONOR(S)						
TOTALS						

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS (\$000)										
a. Approp-riation (Alpha Code)	b. Primary Purpose Code	c. Primary Tech. Code	FY <u>75</u>		FY _____		FY _____		ALL YEARS	
			d. Grant	e. Loan	f. Grant	g. Loan	h. Grant	i. Loan	j. Grant	k. Loan
EH	690	212	814							
TOTALS			814							814

11. ESTIMATED EXPENDITURES	814
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12. PROJECT PURPOSE(S) (stay within brackets) Check if different from PID/PRP

To provide funds for OICI central office support staff and certain project activities such as feasibility studies and temporary assignments.

13. WERE CHANGES MADE IN BLOCKS 12, 13, 14, or 15 OF THE PID FACESHEET? IF YES, ATTACH CHANGED PID FACESHEET.

Yes No

14. ORIGINATING OFFICE CLEARANCE				15. Date Received in AID/W, or For AID/W Documents, Date of Distribution			
Signature Fred O. Pinkham				mo. day yr. 0 6 46 75			
Title Assistant Administrator							
				Date Signed mo. day yr. 			

SPECIFIC SUPPORT GRANT

OPPORTUNITIES INDUSTRIALIZATION CENTERS, INTERNATIONAL

PROJECT IMPLEMENTATION

ZAMBIA

TABLE OF CONTENTS

	PAGE NO.
I. INTRODUCTION	1
II. GRANT SUMMARY	2
III. BACKGROUND	3
IV. PROJECT GOAL	6
V. PROJECT PURPOSE	8
VI. PROJECT OUTPUTS	9
VII. RATIONALE	11
VIII. IMPLEMENTATION PLAN	15
A. FIRST YEAR	18
B. SECOND YEAR	20
C. THIRD YEAR	21

APPENDICES

- A. LOGICAL FRAMEWORK
- B. BUDGET
- C. EVALUATION PLAN
- D. PROGRAMATIC ADDENDUMS
- E. PRESS CLIPPINGS

Opportunities Industrialization Centers, International - Zambia Proposal

I. Introduction

1. Opportunities Industrialization Centers (OIC) began in 1964 as a self-help community action movement in Philadelphia promoted by Reverend Leon H. Sullivan and designed initially to elicit greater employment opportunities for blacks. This led to the formation of vocational training programs in Philadelphia for underskilled blacks and successively, to blue collar positions identified prior to schooling, for the trainee. The magnetism of leadership and the success of the initial program succeeded in attracting federal and corporate support for OIC, permitting the organization to expand into approximately 100 cities in the United States.

2. In 1969, OIC received a substantial A.I.D. contract to establish vocational training programs in Nigeria and Ghana. The descriptive title, OICI - Opportunities Industrialization Centers International - was then cast to differentiate the national from the international operations. In 1971 this contract was broadened to include Ethiopia and Kenya.

3. As a follow on to the original OICI international programs, a four-person OICI team visited Zambia in April 1975 and established an interim OIC Zambia Board of Directors. This group visit and

a subsequent one by Leon Sullivan in June 1975, resulted in a formal OICI project proposal for implementation in Lusaka, Zambia.

II. Grant Summary:

The Grant herein proposed is to provide resources for functional manpower training programs through which means the urban poor can enter the progressive labor market. In addition, this activity is designed to demonstrate to the Zambian Government, innovative methods of instituting labor market skills training.

III. Background:

1. One of Zambia's most persistent problems is the number of young people who cannot find work when they leave school. Predominantly, Zambian schools produce elite, white collar workers, of those for whom school places are available. According to the Ministry of Education, since independence (1964) primary school output rose from 13,000 to approximately 64,000 in 1970; however, in 1971, close to 48,000, or four out of five primary school students were unable to go beyond because of insufficient numbers of middle school places. By 1978, the number unable to continue education is expected to reach 100,000. As these forceably omitted students accumulate, the labor force burgeons. In 1969, labor statistics recorded a 1.3 million labor force which was projected to increase to 1.8 million by 1976. On the other hand, the Ministry of Labor estimated an

accumulation of 97,800 school leavers who would be without jobs by the end of 1976.

2. Shortage of skills is identified as one of the reasons for the inability to find work. Although the Ministry of Education offers some skill training - a total 77 courses - the prerequisite for 76 of these courses is the completion of Form III and above formal education (equivalent to approximately U. S. 10th grade and above). The 77th course, farm machinery operation, is available for those with less than Form III. There are private vocational and technical schools in Zambia but these too, expect the same academic prerequisites as do the Government Schools. The ILO Representative in Zambia, advising the National Training Institute, confirmed that little or nothing was being done for school leavers below Form III.

3. A Ministry of Labor and Social Services Survey (1975) categorizes the Zambian labor force as follows: 34% working; 18% available for work; but 47% not economically active. Yet the survey identified potential blue collar work assignments for more than half the 47%. The constraint to placement was the unskilled status of the potential employee.

4. The disparity between the products of the Zambian school system and the labor market demand appears to be one, if not the major cause, of inequality in income distribution between Africans and non-Africans in Zambia. In the public sector, 1971, non-Africans earned Zambian

Kwacha 3,785 per annum while Africans earned K 854 pa. In the private sector, the ratio was K 6,137 for non-Africans and k 1,053 for Africans. The implications of this imbalance are far reaching.

5. Unfortunately, the shortage of skills is not the only reason for unemployment in Zambia today. Part is due to the current recession. The price of copper - the major source of Zambian revenue - is half the level it was approximately a year ago. Agriculture, upon which three in five Zambians depend as a source of livelihood despite copper, contributes less and less to the gross product, according to The Journal of Commerce. In addition the Embassy reports that many private firms are facing uncertain futures because of the tight foreign exchange situation and transport bottlenecks which have caused serious shortages of imported equipment and materials. In consequence, planned expansion programs have been temporarily cancelled and some commercial firms are conducting business at less than full capacity. The Ministry of Labor announced in January 1976, that approximately 9,000 workers in Commerce and Industry had lost jobs to economic reverses.

6. However, the Embassy states "We do not, at present, regard the Zambian recession to be so severe as to make the OICI proposal unfeasible, but we do believe that program goals may need to be re-evaluated carefully and if necessary adjusted to

match economic realities" (Lusaka 0095, January 16, 1976).

The Embassy's position was supported during a meeting with Miss P. Kawandami, the Vice Chairman of the Zambian Central Committee (this Committee supercedes the Cabinet and is presided over by Head of State, Kaunda) who stated when questioned about the unemployment in Zambia, "We have that now under control ... unemployment will not have a bearing on the OIC program." Both the Embassy and Miss Kawandami stressed the shortage of Zambians with skills that OIC offers.

7. It is the judgment that Zambia's present recession will not affect OIC's proposed training program for two reasons. The first is the intent of the proclamation of Zambianization and the other is the emphasis on diversification, both now vigorously pursued by Government. If Zambianization and diversification are to take root, the present shortage of skills will need be abated.

8. Cognition of both the shortage of functional skills and political thrust to Zambianize and diversify, OIC restructured its skills training to better match present-day Zambian realities. The World Bank recently approved a loan of approximately U.S. \$40 million for housing, street construction, water and electricity service to selected squatter compounds in and near Lusaka. Sensibly, OIC restructured its proposal to begin with masonry and carpentry. It is fully expected that these trainees will be

immediately as ready, absorbed by this large scale construction project. As soon as equipment arrives, secretarial skills training will begin. Reportedly there are 100 clerical openings right now in Zambia. Plumbing and electricity will start-up in the second year in order to match pace with the World Bank/GOZ funded construction program. This phase-in appears complementary to the expected rate of labor needed for the housing project. The third scheduled phase of activity will be to begin auto mechanic training. There are four automobile dealerships in Zambia - Toyota, Datsun, Modern Motors, and Fiat with an assembly plant in Livingston. Each dealership has small training units as part of their commercial outlets. These firms encouragingly expressed willingness to transfer their training responsibilities to OIC, of course with remuneration.

9. Even though there may be some fairly grim economic realities associated with Zambia today, there is, nonetheless, an apparent need for fruitful use of the abundant non-specific manpower which seems to increase in number yearly in Zambia. The OIC planned activity could, then, be a real start to minimizing the wastage of human resources resulting from insufficient functional manpower programs in Zambia.

IV. Project Goal

A. Statement of Project Goal

Reduce the wastage of human resources by training out of school Zambian youths and in so doing diversify and Zambianize the

national economy.

B. Measures of Goal Achievement

- a. growth of industries other than copper
- b. lessened dependence on copper revenues
- c. number of Zambians trained
- d. rapidity of Zambia job placement
- e. Zambian access to previously denied employment
- f. decrease in need for non-Zambian employees
- g. introduction of new industries
- h. level of cooperation from government, industry business and commerce

C. Means of Verification

- a. compare copper revenues with revenues of other industries
- b. assess change in Zambians employed
- c. compare number of non-Zambians employed before and after start of the process to Zambianize
- d. assess productivity of new industries
- e. assess retention of trainees
- f. statistical compilation of Zambian job placement

D. Assumptions

- a. Suitable candidates are available
- b. There is Zambian capability to bring about diversification

- c. There are sufficient resources in Zambia to allow diversification
- d. There is in Zambia the undeterrable will to diversify
- e. Zambianization is essential to national to progress

V. Project Purpose

A. Statement of Purpose

Institutionalize a practical approach to non-formal manpower training techniques suitable for replication throughout Zambia

B. End of Project Status

- a. A minimum of 300 previously unemployed youths now in productive employment
- b. An established acceptable system of non-formal labor market skills training
- c. Increased annual income for completed trainees
- d. Concrete plans drawn by the local government or designee to expand or replicate the OIC prototype in Lusaka principally at local expense

C. Means of Verification

- a. Physical count of employed trainees
- b. Third party appraisal of the acceptability of the OIC process in Zambia
- c. Third party assessment of local plans for expansion and/or replication
- d. Comparison of trainee earned income before and after training

D. Assumptions

- a. That there is a national requirement for increase in skills among the disadvantaged in Zambia
- b. That the OIC process can be functionally integrated into Zambia's course of action to diminish unemployment among the disadvantaged
- c. That the capability for continued dispatch of the OIC process will be available at the time of U. S. withdrawal
- d. That there will be considerable participation from Zambians whose assistance is essential to project progress.

VI. Project Outputs

A. Outputs

- a. A specified number (approximately 100 each of the initial three years) of youths with capability to secure and retain employment to which there was no access prior to training

- b. A methodology for non-formal skills training, functional in the
Zambian context
- c. Measurable level of increase in the trainee's well being
- d. A local cadre, about 20 in number, efficient at instructing and
administering a non-formal manpower skills training program
- e. A citizens group capable of managing a non-formal manpower skills
training program (OIC/Zambian Board of Directors)
- f. An established approach to voluntary fund raising techniques
- g. Community (business, government, citizenry) recognition of
community interdependence
- h. A cadre capable of locating job opportunities

B. Magnitude of Outputs

- a. Trainees in employment as targeted
- b. Seven ongoing technical classes including two **general education**
classes
- c. Expansion of the Lusaka program or one replication of the OIC
technique outside Lusaka
- d. Increase by five, the citizen's group (Board of Directors)
active in furthering man power skills training
- e. Local financial contribution for 25% of the program cost
- f. A registration wait list of 200 new applicants yearly

C. Verification

- a. Reports from OIC/Zambia, host country, and the Embassy, Lusaka
- b. Observation
- c. Third party appraisal

- d. Assessment of completed trainees' well being
- e. Reduction in U. S. inputs by 25%

D. Assumptions

- a. Jobs for those admitted to training are available
- b. The OIC method is applicable to Zambia
- c. That all selected trainees are from among disadvantaged
Zambians
- d. There is in Zambia, persons capable of mastering the OIC teach-
ing concept and technique.
- e. The OIC/Zambia Board of Directors has capacity as managers
- f. That there is the opportunity for fund raising in Zambia
- g. That the concept of community interdependence is not universally
accepted in Zambia

VII. Rationale

1. It is reported that both the public and the private sectors in Zambia still rely heavily on expatriate employees even though there has been, since independence (1964) a political drive to Zambianize the work-force. (There are approximately 186,000 expatriates in Zambia out of a total population of 4,056,995.) The reliance on expatriate employment is supposedly due to the scarcity of skilled, experienced local personnel. Rapid acceleration of skill capability among Zambian Nationals is doubtful because the National School System, as it is now operated, appears incapable of singularly correcting the dependence on expatriate labor no matter the desire to do so. The school system's limitation is linked to a psychological predisposition

toward and traditional preference for formal education, and there is not sufficient classroom space to accommodate all qualifying students. There is technical education available in Zambia in both the private and public schools but these, too, generally follow the more formal educational pattern requiring extensive academic achievement of prospective students and prolonged theoretic learning. Yet, youths who have not completed fifth form education (approximately equivalent to 12th grade education by US standards) or acquired a skill, are generally not employable in the modern sector. Some, of course, manage to arrange an acceptable lifestyle but the majority are relegated to the most menial of tasks or simply remain unemployed depending upon the extended family for support.

2. Estimates of manpower requirements for the period 1969 -- 1976, according to the Ministry of Development and Planning show a projected yearly requirement for approximately 70,000 qualified new labor market entrants. The out-turn of qualified national candidates is expected to be only 29,758 candidates in 1976. Of course the projection for candidates should now be adjusted to accommodate conditions brought on by the most recent recession in Zambia, nonetheless, it is clear that Zambia does not produce sufficient skilled manpower for its own needs. More specifically, the Ministry of Planning and Development, in December 1973, estimated the country's average skilled and semi-skilled demand for and supply of the types of training OIC is interested in as follows:

<u>Occupation</u>	<u>Average Demand - 1976</u>	<u>Expected Supply 1976</u>	<u>Percentage Shortfall</u>
Typists, office machine operators, clerical workers	288	108	62.5%
Electrical fitters, electronics and related workers	255	93	63.5%
Plumbers, welders, metal preparers	457	103	77.5%
Bricklayers, masons tile setters	798	66	91.7%
Carpenters, joiners	123	72	41.5%

The percentage of shortfall appears to justify the need for additional manpower training effort.

3. The project proposed herein qualifies not only by means of demonstrated increased need for qualified manpower but also because of the linkage of the OIC project with an established Zambian agency. Unlike in its other countries of operation, OIC in Zambia has joined forces with a community development organization in Lusaka called SAIL (Social Action in Lusaka). SAIL is a voluntary, non-political, non-profit organization whose aims are "to develop the city's human resources, to organize self help community projects, and promote adult education for community action". SAIL invited OICI to co-sponsor a skills training center initially in Lusaka. SAIL identified the target population and has made acceptable presentation of the course of action to the Zambian Government. SAIL has been in organization since 1970 and during the time engaged in community projects that primarily

focused on squatters' settlements. This focus resulted in a community hall constructed with self help, now used as a pre-school center and a self help constructed meeting room, now used by local groups such as the YWCA; a weekly radio program called "Squatter Forum", and the publication of a newsletter discussing development issues; restoration of inadequate housing; provision of water pipes, and drainage systems. The linkage of OIC with SAIL has attracted public acceptance and if the local press statements (see Attachment E) can be considered valid, the OIC/SAIL union has already generated considerable enthusiasm even before actual start of the training component of the linkage.

4. Not only is there apparent private approval of OIC in Zambia, so is there also governmental acceptance. The Permanent Secretary, Ministry of Education, has prepared a letter of recommendation to the Central Committee in early March and it is expected that by now written confirmation has been delivered.

5. Finally, the composition of the OIC/Zambia Board could be interpreted as yet another form of Zambian approval of OIC. The present 15 person Board is composed of the Chairman of SAIL who is also Director of Youth, Ministry of Education. The OIC Vice Chairman, the Secretary, and the Treasurer are also members of SAIL. In addition, the General Manager of the National Export-Import Commission is on the OIC Board as is the Permanent Secretary, Ministry of

Planning; the Town Clerk; a Bank manager; a University of Zambia professor; the Director of the YWCA; a representative from Zambia Airways; and the Secretary to the Young Woman's Catholic League. It appears that active participation of persons of the stature of the present OIC Board Members will handsomely augment OIC's capability in Zambia.

VIII - Implementation

A. First Six Months Start-up (January 1976 - June 1976)

1. Prior to actual implementation of course work, there is much to be accomplished, hence the first 6 months are fully devoted to preparation for implementation. Location of the training site is likely to come first. OIC/Zambia expects to initially use three buildings among a complex of buildings located on what is called the "Show Ground". Buildings on the "Show Ground" are owned by the private sector-banks, construction companies, and the like -- who use the buildings two weeks yearly for commercial and industrial fairs. Because of shared utilization, rent for the three buildings is minimal. The "Show Ground" site is currently housing Portugese refugees from Angola who are being ferried out of Zambia daily. An offer of site is also under consideration by the Ministry of Education, which expects to vacate one of its administrative buildings. If the Ministry's offer materializes, OIC can select the better locale.
2. Local staff recruitment is likely to follow. For the first year the local staff recruited will be:

One Program Director
One Training Coordinator
One Finance/Administrative Officer
Two Feeder Instructors
One Clerical Instructor
One Masonry Instructor
One Carpentry Instructor
Two Counselors
One Job Developer
One Mis Officer (6 months only)
Two Secretaries
One Driver
One Security Guard
One Custodian

- a. The Local Program Director will counterpart the American Program Advisor in providing major administrative support to full program implementation. He will also assist in locating and attracting sources of local input both in cash and kind.
- b. The Local Training Manager has the primary responsibility of coordinating the operational activities of the full program. He is to act also as overseer of the physical plant, and as supervisor to the local staff.
- c. The Finance/Administrative Officer assists in managing the local program fiscal system, including fund raising, general financial management and logistics.

d. The Feeder Instructors and Counselors will be responsible for the development of the literate curriculum, for co-ordinating this curriculum with local standards, for personal trainee guidance, and basic teaching. The Feeder Instructors will, of course, take on the responsibility of teaching basic skills, while the counselors will undertake student preparation for attitudinal job readiness. Each function will be coordinated with the other.

e. The MIS Officer, to be employed for six months only, will be responsible for organizing the implementation of the Management Information System, (MIS). This is a reports system recently developed for OICI in order to bring clarity and uniformity to its fiscal and programatic reporting. Once the system is established (approximately 6 months) this position will be abolished.

f. Job Descriptions of the remaining local staff are self evident.

4. The skills of the TCT staff (Technical Cooperating Team) match the local team except that there will be only four TCT's. The Program Advisor (TCT) counterparts the local Program Director and supervises the local Training Co-ordinator particularly, and all other aspects of operations, generally.

The Finance Specialist (TCT) supervises and instructs the local finance/ administrative officer, and the Vocational Specialist will supervise (and instruct if needed) local instructors in preferred teaching methods.

B. First Year of Full Implementation -- July 1976 - June 1977

1. The preliminary works having been accomplished, project implementation will proceed with trainee recruitment. Selective recruitment for the OIC/Zambia program is targeted for youths, 16 years minimum age, who are not presently enrolled in school, but who have completed grade VII. Statistical evidence indicates that this category of youths has the greatest difficulty entering the job market because they lack both academic status by Zambian standards, and marketable job skills. At the completion of recruitment, intake counseling begins. This includes personal counseling, selection of technical course, and leads to orientation, the first step in redefining the trainee's self-image so as to disavow attitudes of uselessness generally perceived by those unable to find satisfactory means of employment.

2. Start-up of Feeder (prevocational) classes mark the start of the prescribed technical program for each trainee. These classes precede the technical classes and are designed to assure the literate skill required for the technical training. Equally important in the Feeder activity will be an attempt to convey a spirit of hope, confidence, and self reliance among the trainees. Specifically, the Feeder course includes communication skills (basic language arts); computation skills (those directly related to and required for successful completion of the technical course training); Personal Development (i.e. instruction in acceptable employment behavioral expectations); and Consumer Education, designed to teach the trainee general business transactions

necessary for everyday life such as budgeting income, conduct of banking activities, need for insurance and saving, and relevant community and national economic factors. Simultaneous with the Feeder and throughout the technical training, there will be group and individual counseling sessions. From the Feeder, the trainee moves on to a specific technical class.

3. The original plan to teach automotive repair, office skills, masonry and entrepreneurial and management development, in that order, has been modified to better match current needs and economic conditions in Zambia. Because there are, reportedly, numerous government vacancies for secretarial skills, the first technical class is designed to teach entry level knowledge of typing, shorthand, filing, and receptionist skills as well as related office activities such as office machine operation and basic bookkeeping. Next will come building trades with masonry and carpentry as start-ups and plumbing and electricity following at the end of the first year or start of year two. The determination to phase-in technical training is a consequence of two factors. First, as stated above, there are identified positions for secretaries, carpenters, and masons within the governmental complex. The secretaries are for vacancies in governmental agencies and ministries and the carpenters and masons are for the soon to be started World Bank funded low cost housing scheme. The second reason for phase-in of skills has to do with anticipated lead time for shipment of

training equipment procured in the U.S. Ocean freight designated for Zambia, as of this writing, is limited to two ports of entry. These are from Ports Beira and Maputo in Mozambique by rail to Malawi, then by road to Zambia. The other is via the port of Dar es Salaam and then by road to Zambia. Although the Dar route is open, the port is congested and it is reported that movement of Zambian freight is often not as expeditious as expected. This situation should be alleviated once the Tan Zam Railroad becomes fully operational in approximately October 1976. Other customary routes - Port Lobito, Angola and/or rail from South African ports through Rodesia - are, as of this writing, unavailable for Zambian freight.

B. Second Year of Implementation (July 1977 - June 1978)

1. The second year is to be a continuation of first year activities with auto mechanic training as an add-on. These trainees, as of now, are destined for jobs with one of the automotive outlets in Zambia - Toyoto, Datsun, Modern Motors, or Fiat, which has its own assembly plant in Livingston.
2. This will be the year also when consequential pledges of local funds are to be identified if not identified already. See Attachment D.
3. It will be in this year, too, that first secretarial job placements will occur, as should masonry and carpentry placements. See Attachment D.

4. Recruitment for Feeder classes, advancement to technical classes, and in-job placement should continue this year on an as-ready basis.

C. Third Year of Implementation (July 1989 - June 1979)

All activities should be in full operation, barring unforeseen events.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 1975 to FY 1979
Total U.S. Funding \$1,138,049
Date Prepared: March 30, 1976

Project Title & Number: OICI, Non-Formal Labor Market Skills Training - Zambia

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>Reduce the wastage of human resources by training out of school Zambian youths and in so doing diversify and Zambianize the national economy</p>	<p>Measures of Goal Achievement:</p> <ul style="list-style-type: none"> a) growth of industry other than copper b) lessened dependence on copper revenues c) number of Zambians trained d) rapidity of Zambian job placement e) Zambian access to previously denied employment f) decrease in need for non-Zambian employees g) introduction of new industries 	<ul style="list-style-type: none"> a) compare copper revenues with revenues of other industries b) assess change in Zambians employed c) compare number of non-Zambians employed before and after start of Zambianization d) assess productivity of new industries e) assess retention of trainees f) statistical compilation of Zambian job placement 	<p>Assumptions for achieving goal targets:</p> <ul style="list-style-type: none"> a) availability of suitable candidates b) capability to diversify c) sufficient resources for diversification d) unterrable will to diversify and Zambianize e) Zambianization is essential
<p>Project Purpose:</p> <p>Institutionalize a practical approach to nonformal manpower training techniques suitable for replication throughout Zambia,</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ul style="list-style-type: none"> a) minimum of 300 youths trained and employed b) an established system of nonformal labor market skills training c) increased annual income for employed trainees d) concrete plans to expand or replicate OIC prototype 	<ul style="list-style-type: none"> a) physical count of employed trainees b) third party appraisal of acceptability of OIC process in Zambia c) assess plans for expansion or replication d) compare change in trainee income e) assess social consequences f) measure duration of post training job retention 	<p>Assumptions for achieving purpose:</p> <ul style="list-style-type: none"> a) National will for continued decrease in unemployment b) OIC process functionally adaptable c) reasonable participation from essential Zambians d) Zambian capacity to perpetuate progress
<p>Outputs:</p> <ul style="list-style-type: none"> a) 100 trained youths yearly b) methodology for nonformal skills training c) efficient skills training instructors d) efficient Board of Directors e) voluntary fund raising technique f) sense of community interdependence 	<p>Magnitude of Outputs:</p> <ul style="list-style-type: none"> a) trainees employed as targeted b) seven ongoing classes c) program expansion or replication d) increase in Board of Directors by five e) local contribution of 25% of cost f) wait list of 200 new applicants yearly 	<ul style="list-style-type: none"> a) observation of community response b) third party appraisal of achievement of desired outputs c) physical count of trainees employed 	<p>Assumptions for achieving outputs:</p> <ul style="list-style-type: none"> a) sufficient jobs available b) all trainees are Zambians c) capability of mastering OIC concept d) Board of Directors are competent managers e) fund raising capability f) lack of acceptance of concept of community interdependence
<p>Inputs:</p> <ul style="list-style-type: none"> a) grant support by A.I.D. b) technical teaching equipment c) volunteered services d) paid staff and administrators e) local in-kind contributions f) guidance from A.I.D./Embassy and GCZ 	<p>Implementation Target (Type and Quantity)</p> <p>See Implementation Plan in PROP.</p>		<p>Assumptions for providing inputs:</p> <ul style="list-style-type: none"> a) grant funded at proposed level. b) moral commitment does not diminish

OIC/ZAMBIA BUDGET - EXPENDITURES

	<u>YEAR ONE</u>	<u>YEAR TWO</u>	<u>YEAR THREE</u>	<u>TOTAL</u>
1. Personnel				
a. U.S. (salary and benefits)	95,202	99,972	104,958	300,132
b. Local (salary and benefits)	84,346	121,869	127,598	333,813
2. Overseas Allowances	97,112	63,045	65,077	225,234
3. Travel and Transportation	43,670	19,995	6,075	69,740
4. Other Direct Costs	20,000	25,220	24,420	69,640
5. Commodities/Equipment	54,000	25,700	16,000	95,700
6. Participant Costs	6,838	6,838	5,114	18,790
7. Major Evaluation	<u>-</u>	<u>-</u>	<u>25,000</u>	<u>25,000</u>
	401,168	362,639	374,242	1,138,049

To be obligated as follows:

FY 1976 600

FY 1977 -

FY 1978 538

EVALUATION PLAN

At the end of the first 18 months (6 months start-up, 12 months operation) there is to be an informal progress review conducted by either PHA/PVC, the Embassy Lusaka, the AID Regional Development Office, Mbabane, or a combination thereof,

Modifications as appropriate will be suggested for the second year. A second informal review will be conducted at the end of the second year under arrangements similar to the first year's review. During the months prior to June 1979 (probably April/May) a major evaluation will be conducted using the services of an independent evaluator. During the course of these three years, OIGI will independently evaluate the progress of the OIG/Zambia program as part of its own system of program management.

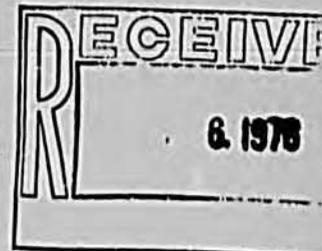
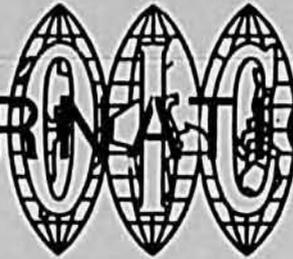
PROGRAMATIC ADDENDUM REQUIRED

The program proposal does provide statements about job placement after training, local funding, licensing after training thoroughness. It is requested, therefore, that OICI and OIC/Zambia provide a proposal addendum with as much specificity as possible on the following:

1. An assessment of local capacity to generate substantive contributions in cash or kind in view of the recent grim economic turn of events in Zambia.
2. Provide proof that the Ministry of Education or some other responsible body will license the OIC/Z trainees once course training is completed.
3. Identify potential job placements in addition to those referred to in this document.
4. Describe what real scope there is for OIC/Z to successfully undertake entrepreneurial development at the initial stage of project implementation. Pending acceptable design, entrepreneurial activities, other than those to accrue funds for project use, are not herein authorized.

Response to the above is to be forwarded to A.I.D. Washington no later than July 30, 1976.

INTERNATIONAL



240 WEST TULPEHOCKEN STREET — PHILADELPHIA, PA. 19144
United States of America
Telephone: Area Code 215 - 842-0220

DATE: August 2, 1976

Mrs. Vivian Anderson
TO: Project Manager, PHA/PVC

FROM: Dr. Odumah Godwin
Asst. Director Planning/Evaluation

REF.:

SUBJECT: Response to Attachment D - Programatic Addendum Required

1. a) OIC/Zambia was set up in conjunction with the local
Zambian organization, Social Action in Lusaka (SAIL).
This formal affiliation assures the complementary
efforts necessary to provide appropriate assistance
to the designated target groups. It should be noted
that SAIL's scope of operation is currently within
the second National Development Plan (1972-76) of
the Government of Zambia. A salient aspect of the
SAIL organization is its ability to focus "community
action" concerns on the major problems, coupled with
its efficiency in mobilizing adequate resources from
government, parastatal agencies, religious organiza-
tions, businesses and individuals for its several
self-help development projects. The demonstrated
ability of SAIL, to raise funds and to gain commitment
from the government and community, constitutes an
important asset for OIC/Zambia in its efforts to
achieve self-sufficiency. Furthermore, the current
SAIL-OIC/Zambia association will enhance the amalga-
mation of resources and capabilities needed to strenghten
the implementation of manpower development projects.
- b) The planned strategy for eventual self-sufficiency of
OIC/Zambia is additionally assured by OICI's Industrial
Advisory Committee (IAC), whose function is to assess,
and assist in development of potential business ventures
that are supplementary to our basic projects. Presently,
the IAC is composed of the Board Chairmen of several
leading multi-national corporations:
 - 1) Mr. Frank T. Cary, IBM Corporation
 - 2) Mr. John T. Dorrance, Campbell Soup Company
 - 3) Mr. Donald M. Kendall, Pepsico, Inc.
 - 4) Mr. Thomas A. Murphey, General Motors
Corporation
 - 5) Dr. Jerry McAfee, Gulf Oil Corporation, and
 - 6) Mr. Gilbert W. Humphrey, Hanna Mining Company

Utilizing the resources of the IAC, a team of economic development specialists will be conjoined to perform a feasibility study and assimilate a business package proposal for implementation by the end of the third project year for OIC/Zambia.

- c) Previous experiences of OICI in international development assistance have indicated that firm financial and resource commitments from local government and the private business sector can be well defined only subsequent to successful implementation of the project. The modus operandi of OICI is predicated on the assurance that local support is inevitable after a period of time when the benefits of the training program are distinctly visible and has made its own personal impact in the target community and host government are convinced that the scope of operations is within the grasp of the local people and financial conditions to absorb with facility and efficiency.
 - d) To further ensure that the planned strategy for financial self-sufficiency stays on target, a local hire will be recruited to fulfill the specific functions related to fund development and continued community support. It is believed that this emphasis on local fund-raising from the outset will greatly facilitate the scheduled phase-out of OICI financial assistance.
 - e) It is of significant importance to note the fact that Zambia is recovering from the grim economic conditions forced upon it a year ago by a stagnant world economy. An unprecedented rapid ascension in world demand for copper was occasioned by new expansionary policies on the part of the industrial countries, and resulted in a marked rise in prices. Since the copper industry accounts for a major portion of Zambia's export earnings, this situation has contributed substantially to reducing the full impact of the economic slump. The most recent reports of the World Bank and other international agencies which monitor the world economic scene suggest a positive outlook for the Zambian economy.
2. In reference to the licensing of OIC/Zambia trainees; an official document is presently under preparation by the Zambian Ministry of Education which will explicitly define the standards of training and level of skill achieved by each OIC/Zambia graduate. This document will be forwarded at a later date as a supplement to the present addendum.

3. SAIL-OIC/Zambia has developed extensive linkages with both the public and private sectors for the purpose of identifying potential job placements. It was estimated that 60.0% of the trainees will be absorbed by private local industries while the rest will be distributed equally between parastatal and miscellaneous private employment sources. As stated earlier (Para. 1 Sec. c) the nature of OICI activities is such that the commitment from both the public and private sectors can be well defined only after implementation start-up. Thus the acceptance of OIC/Zambia trainees by the local government, businesses and industries will be a demonstrative effect rather than a pre-condition to the proposed training program. This again is part of the modus operandi of OICI. Meanwhile the projected aggregate demand for OIC/Zambia trainees still remains accurate as substantiated by the results of extensive consultations with local government authorities, businessmen and industrialists. It must be noted additionally that local professional members from both the public and private sectors will be involved in planning curricula and syllabi for OIC/Zambia. This ensures further the relevance of training and the feasibility of job placement.
4. OICI recognizes the absence of a substantial scope to successfully undertake entrepreneurial development at the initial stage of project implementation. Thus pending additional positive indicators from the current economic recovery, entrepreneurial activities will be phased in during the second or third year of the project. A proposal for this undertaking will be submitted in due time as an addendum to the current program.



Zambia
Daily Mail

The Zambia Daily Mail published by the Proprietors Zambia Publishing Company Limited, of Longolongo Road, P.O. Box 1421, Lusaka Zambia. Registered at the GPO as a newspaper.

April 28, 1975

ONE of Zambia's most persistent problems is the number of young people who cannot find work when they leave school. As a rule the majority drift to centres on the line of rail, and either live with relatives or try to scratch a living by petty theft.

As the population grows, and as the race for education becomes more competitive, this problem is likely to grow more serious.

The report that an American-based organisation is trying to do something about the problem is, therefore, very welcome.

The organisation, Opportunities Industrialisation Centre International, is to set up a scheme to train Grade Seven and Form Three school leavers in business management, TV repairs, office skills, mechanics, tailoring and various building trades.

Naturally, this scheme will be greeted with enthusiasm by anyone who has the welfare of young jobless people at heart.

Just last week the Permanent Secretary in the Ministry of Education, Mr Sundie Kazunga, attacked aspects of the educational system which tend to produce an elite with a white collar mentality. This tendency, he said, militates against the social and economic goals of a developing country.

Indeed, even the developed countries recognise this problem, and they are more severely affected than Zambia because the system and the white collar mentality itself is more firmly entrenched than it is in Zambia.

This country has a chance to discourage the white collar mentality, and it is good to see that this organisation is offering training in trades like carpentry and bricklaying.

It is to be hoped that this training will be adapted to suit Zambian needs and conditions.

There is one other point which the organisation might consider before the training starts. Zambia urgently needs a considerable return to the land.

For too long now people from the rural areas have been drifting to the urban centres. Young people in particular are attracted by the bright lights and tales of high wages, but end up jobless, and a worry either to their families or to the authorities.

It is noticeable that most of the training mentioned by OICI covers skills which are more marketable in the urban areas - TV repairs, and office skills, for example.

Perhaps as the team considers the establishment of the scheme they could shift the emphasis to skills which would be of more use in rural areas. Poultry farming is a business which requires relatively little capital, an attraction which should appeal to the younger man or woman. But it does call for considerable knowledge.

Almost any agricultural course on these lines would be of tremendous benefit not only to school leavers themselves, but to the nation as a whole.

Mention should also be made about the Zambia National Service scheme to train jobless young people in agricultural skills.

Administrators in that organisation could surely offer advice on what skills would be of most use to the nation. The point has been made before in general terms that training given by foreign organisations is sometimes wasted because facilities used in the training are not available in this country, or because the skills themselves simply will not work in Zambia.

Help from any foreign country is always appreciated, but Zambia's particular needs and conditions should be carefully researched before any training plans are laid down.

If they are not, the expense of the training course will be wasted, and those who have been trained will feel frustrated because they are left with a skill they cannot put to use.

School for drop-outs to open in August

OICI

2/25/76

By Times Reporter

A VOLUNTARY manpower training centre is expected to open to school leavers by August this year.

The centre is being built in Lusaka.

Project advisor to the Opportunities Industrialisation Centre International Mr Valfoulaye Diallo said in Livingstone recently after a tour of factories and schools that the centre was determined to reduce problems faced by young Zambians who could not go to further education.

He said he was determining the cost of the project and checking on industries to find out what kind of people were employed as well as to know the immediate problems affecting school leavers in the country.

The OICI which has several manpower training centres in the USA, China, Nigeria and Ethiopia has already had a backing from the Central Committee Youth and Sports chairman, Mr Andrew Muteba who has recommended for approval from the Secretary-General of the Party, Mr Grey Zulu.

So big

He said the problem of school leavers was so big that it was important for voluntary organisations to help the Government to ensure that the unfortunate youngsters had some training background of some sort.

"Our training will emphasise on good work for a good day's pay as it has been found out that most people lose their jobs because of their attitude to work," he said.

Mr Diallo said the project, which would have courses in secretarial science, masonry, carpentry and other skills, would be jointly financed by SAIL, and O.I.C.I. which would have a small number of American personnel to start the project.

THURSDAY, FEBRUARY 19, 1976

Mutemba supports SAIL centre plan

By Mail Reporter

THE Youth and Sports Committee has supported the proposal to have a Skills Training Centre for Grade Seven school leavers and recommended the idea to the Party Secretary-General, Mr Grey Zulu, for approval.

Central Committee Member, Mr Andrew Mutemba, who is also chairman of the Youth and Sports Committee, said in Lusaka yesterday that his committee was awaiting Mr Zulu's approval of the centre to be set up in Lusaka by Social Action in Lusaka (SAIL) in conjunction with the Opportunities Industrial Centre (OIC) of America.

Mr Mutemba said as far as his committee was concerned, it had agreed to the setting up of the centre in principle but that it would first have to be approved by the Secretary-General before SAIL and OIC could start working on it.

"As far as we are concerned we have agreed to the project in principle just like the Ministry of Education has done. We feel that as many people as possible should come forward and help us on the question of Grade Seven school leavers who cannot go for further education," he said.

Announcing plans of the proposed centre in November last year, SAIL chairman, Mr Chambo Kawonga said that according to a feasibility study about 120 students will be enrolled at the centre each year.

The students will be trained in skills like masonry, carpentry, office work and vehicle maintenance. Other skills, especially in the field of agriculture, would be added as the need arose.

SAIL may train school leavers

By Mail Reporter 1/30/76

SOCIAL Action in Lusaka (SAIL) still seeks Party and Government approval on the proposed Skills Training Centre for Grade Seven school leavers who cannot go for further education.

Chairman for SAIL, Mr Chambo Kawonga, said in Lusaka yesterday that while awaiting the approval, SAIL will also look for office accommodation.

The Skills Training Centre will be built in Lusaka in conjunction with the Opportunities Industrialisation Centre (OIC) in America.

Mr Kawonga said offers for office accommodation have been made in the council and showground areas but SAIL still has to identify other areas.

SAIL will start recruiting Grade Seven school leavers for training as soon as the Party and Government approve the joint project.

"The training programme for the centre has already been worked out and we plan to recruit about 120 students for a training each year," he said.

According to the training programme, three separate courses will be run at the centre. These are: automechanics, construction trades, secretarial and office management.

OIC
1/30/76

BEST AVAILABLE DOCUMENT

SAIL and OIC to the rescue of school leavers

Skills training centre planned for Lusaka

By Mail Reporter

A SKILLS Training Centre for Grade VII school leavers who cannot go for further education, is to be set up in Lusaka by Social Action In Zambia (SAIL) in conjunction with the Organisation for International Co-operation Centres (OIC) in America.

Announcing this yesterday, chairman for SAIL, Mr Clombu Kawonga said that work on the centre could start as soon as the Party and Government approve the joint project between SAIL and OIC.

He added, however, that SAIL had already taken the necessary steps in seeking Party and Government approval while the OIC on their part had made contacts with the US government for clearance.

Mr Kawonga said that as a result of a feasibility study carried out in Zambia by OIC officials early this year, a programme for the Skills Training Centre had been drawn up by OIC.

The chairman said that according to the programme about 120 students would be enrolled each year for training in skills like masonry, carpentry, office work and vehicle maintenance. Other skills, especially in the field of agriculture would be added as the need arises, he added.

Mr Kawonga also said that OIC also suggested that a leader system geared towards the orientation and motivation of entrants to good working habits and to technology involved in the skills to be offered should be introduced in the proposed centre.

The chairman said that it was also proposed that the programme also include the updating

the entrants standard of education and their communication skills which would be very vital in their training.

Mr Kawonga said that OIC also plans to send technical staff in areas of counselling, management and motor mechanics, adding that, Zambians identified by SAIL and OIC management board in Zambia, would undertake these experts.

It is planned that after six years Zambians would take over complete control of the Skills Training Centre from the American experts.

The chairman also said that a conservation budget has been prepared for the operation of the centre and OIC has requested for an initial K153,258 from the US Agency for International Development. He added that, SAIL and OIC management board in Zambia would also raise fund from the community, business concerns and individuals.

He said that SAIL would like to start the training centre in a building donated by Government, business concerns or the Lusaka City Council.

OIC like SAIL is a non-profit making organisation and all its efforts are directed at helping the disadvantaged sector of the community to lead a fuller life like everybody else. It has centres in Nigeria, Ethiopia and Ghana.

I. PROJECT IDENTIFICATION

1 PROJECT TITLE: **Opportunities Industrialization Centers, International**

2 RECIPIENT (specify):
 COUNTRY **Togo**
 REGIONAL _____ INTERREGIONAL _____

3 APPENDIX ATTACHED:
 YES NO

4 LIFE OF PROJECT:
 BEGINS FY: **1976**
 ENDS FY: **1981**

5 SUBMISSION: **5/25/76**
 ORIGINAL
 REV. NO. _____
 CONTR. PASA NO. **AID/pha 1125**

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A FUNDING BY FISCAL YEAR	B TOTAL \$	C PERSONNEL		D PARTICIPANTS		E. COMMOD- ITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE \$ US _____ (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY	
										(A) JOINT	(B) BUDGET	
1 PRIOR THRU ACTUAL FY												
2 OPRA FY 76	336	176	52	--	--	65	95	336	52			
3 BUDGET FY 77	407	210	336	9	6	96	92	407	336			
4 BUDGET 1 FY												
5 BUDGET 2 FY												
6 BUDGET 3 FY												
7 ALL SUBJ. FY												
8 GRAND TOTAL	743	386	388	9	6	161	187	743	388			

9 OTHER DONOR CONTRIBUTIONS

10 NAME OF DONOR	11 KIND OF GOODS/SERVICES	12 AMOUNT

III. ORIGINATING OFFICE CLEARANCE

13 NAME	14 TITLE	15 DATE
Vivian L. C. Anderson, PHA/PVC <i>8/5/76</i>	Project Manager	
Maurice Kohan, PHA/PVC <i>8/24/76</i>	Section Chief	

IV. PROJECT AUTHORIZATION

AFR/SFWA: Frederick Gilbert *[Signature]*
 AFR/SFWA: Bob Gee *[Signature]*
 AFR/DP: Dwight Wilson *[Signature]*
 AFR/DR: Lloyd Clyburn *[Signature]*

16 OFFICE	17 NAME	18 DATE	19 DIV. OFF.	20 SIGNATURE	21 DATE
PHA/PVC	Clayton F. Shook <i>[Signature]</i>	6/24/76	AFR/DP	Robert Huesmann <i>[Signature]</i>	6/23/76
PHA/PVC	John A. Ulinski, Jr. <i>[Signature]</i>		GC/TFHA	Jan Miller <i>[Signature]</i>	6/22/76
PRP/OPR	John Walby <i>[Signature]</i>	6/24/76	PHA/PRG	C. David McMakin <i>[Signature]</i>	6/24/76
22 APPROVAL BY ASSISTANT ADMINISTRATOR		23 DATE	24 SIGNATURE		
Fred Q. Pinkney <i>[Signature]</i>					
Assistant Administrator					

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT PAPER FACESHEET TO BE COMPLETED BY ORIGINATING OFFICE		1. TRANSACTION CODE ("X" appropriate box) <input checked="" type="checkbox"/> Original <input type="checkbox"/> Change <input type="checkbox"/> Add <input type="checkbox"/> Delete		PP DOCUMENT CODE 3
2. COUNTRY/ENTITY <p style="text-align: center;">OICI</p>		3. DOCUMENT REVISION NUMBER		
4. PROJECT NUMBER 932-13-690-076	5. BUREAU a. Symbol PHA b. Code 5	6. ESTIMATED FY OF PROJECT COMPLETION <p style="text-align: center;">FY 8 1</p>		
7. PROJECT TITLE - SHORT (stay within brackets) <p style="text-align: center;">Grant Funding to OICI <input type="checkbox"/></p>		8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION a. INITIAL ^{mo. yr.} 6 75 b. FINAL FY 8 1		

9. ESTIMATED TOTAL COST (\$000 or equivalent, \$1 =)

a. FUNDING SOURCE	FIRST YEAR FY <u>75</u>			ALL YEARS		
	b. FX	c. L/C	d. Total	e. FX	f. L/C	g. Total
AID APPROPRIATED TOTAL	850*		850*	2288		2288
(Grant) 2288	(850)	()	(850)	(2288)	()	(2288)
(Loan)	()	()	()	()	()	()
Other 1.						
U.S. 2.						
HOST GOVERNMENT						
OTHER DONOR(S)						
TOTALS	850		850	2288		2288

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS (\$000)

a. Approp-riation (Alpha Code)	b. Primary Purpose Code	c. Primary Tech. Code	FY <u>75</u>		FY <u>76</u>		FY _____		ALL YEARS	
			d. Grant	e. Loan	f. Grant	g. Loan	h. Grant	i. Loan	j. Grant	k. Loan
EH	690	212	850*		900					2288
TOTALS			850*		900					2288

11. ESTIMATED EXPENDITURES 1050 700

12. PROJECT PURPOSE(S) (stay within brackets) Check if different from PID/PIIP

[To show consolidated support to OICI including Core, feasibility studies, temporary assignments and project implementation.]

13. WERE CHANGES MADE IN BLOCKS 12, 13, 14, or 15 OF THE PID FACESHEET? IF YES, ATTACH CHANGED PID FACESHEET.

Yes No

14. ORIGINAL OFFICE CLEARANCE Fred O. Pinkham <i>Ellen P. Ferman</i> Assistant Administrator		15. Date Received in AID/W, or For AID/W Documents, Date of Distribution Date Signed: mo. day yr. 0 6 24 7 6 mo. day yr. 0 6 24 7 6	
--	--	---	--

AID 1304 (7-75) *Core obligation = \$814,000
 Logo obligation = \$ 36,000

8/20/76

SEP 14 1976

ACTION MEMORANDUM FOR THE DEPUTY ADMINISTRATOR

THRU: ES *FD-AAA-256-61*

9320076

5

FROM: AA/PPC, *Philip Birnbaum*

Problem: Request for Authority to continue A.I.D. grant support to Opportunities Industrialization Centers, International (OICI)

Discussion: A Project Paper, approved 6/30/75 authorized a total expenditure of \$2.1 million for Opportunities Industrialization Centers, International (OICI). It is our considered belief that OICI now qualifies for continued assistance beyond the originally authorized amount.

Since the June 30, 1975 authorization, OICI has completed an internal reorganization which has considerably transformed its International Office from that of reputed ineptitude to the realm of professionalism capable of good management and effective institution building.

OICI's progress has shown consistent accomplishment in designing and planning projects; in personnel and financial management; and in inspiring host country support. Just recently, the Auditor General's Office had occasion to commend OICI on its progress at clearing-up recommendations of previous audits. This revision reflects recommendations made in a June 1975 evaluation (see attachment B). Since its inception, OICI has trained and secured jobs for at least 3,662 disadvantaged persons in Ghana, Nigeria, and Ethiopia. Reports indicate that there is close to 98% job retention. While this project requires no standard formula for host country contribution, our experience has been that host country contributions in cash and kind have increased substantially as each activity matures.

We believe the dramatic change in OICI's behavior, performance and international acceptance warrants continued support from A.I.D. The attachment elaborates this belief.

Recommendation: That you sign this Action Memorandum indicating approval of the revised OICI Project Paper facesheet and that you approve the related recommendations as stated on page 2.

Attachments:

Approved: *[Signature]*

Disapproved: _____

Date: *9/15/76*

Clearance:

AA/PHIA: FOP Inkhram Date *9/15/76*
DAV/AIR: HNorth *[Signature]* Date *8-24-76*
GC/THA: ARRichstein *[Signature]* Date *8-26-76*
GC/GMorgan *[Signature]* Date *8-26-76*

PHIA/PVC: VCAnderson:fg:8/23/76:X20561

Summary

1. OICI operates under an umbrella authority to which sub-projects are added on merit basis up to the total amount of approved funds. As of this date, nine OICI country projects plus headquarter costs, feasibility studies, and an appropriate reserve, form OICI's prospective portfolio through 1981 as follows:

(Obligations in \$000)							
<u>Sub-Projects</u>	<u>FY 75/76</u>	<u>T.Q.</u>	<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>
A. <u>Approved</u>							
Ghana	--	500*	500	500	200	200	--
Zambia	600	--	--	538	--	--	--
Togo	300	--	400	250	200	129	--
B. <u>Proposed</u>							
Sierra Leone	--	300	300	300	--	300	300
Lesotho	--	400	400	400	266	267	--
The Gambia	--	--	300	300	--	--	--
Botswana	--	--	500	500	400	300	300
Haiti	--	--	300	200	200	150	150
Liberia	--	--	--	300	--	300	300
Feasibility Studies	--	--	100	--	--	100	--
Headquarter Costs	850	--	550	550	550	550	500
Reserve	--	--	350	--	--	--	--
Total	1,750	1,200	3,700	3,838	1,816	2,296	1,550

Note: Advice to the Congress for \$1.2 million during the Transitional Quarter was furnished. The PHA/PVC proposed FY 1978 Annual Budget Submission identifies use of \$3.7 million for OICI in FY 1977 and \$3.8 million in FY 1978.

*PP approved. Obligation pending authority for program continuance.

2. The above summarizes all the known OICI project proposals either authorized or pending. All of the above proposals were initiated when OICI was under Africa Bureau management. Because of the poor quality of previous proposals for the projects under "B", PHA has requested revisions. The revised proposals will be judged on merit alone.

3. PHA is requesting additional funding authority from the Transition Quarter through FY 1978 only. On the basis of the outcome of evaluations scheduled for FY 1977 and 1978, PHA will make a judgment about request for funds for FY 1979 through FY 1981 on a case-by-case basis.

Recommendations:

1. That the revised Project Paper be approved to authorize additional funding of the activities identified above from the T.Q. through fiscal year 1978, totalling \$8,738 million. This will result in total authorized funding from FY 1975 through FY 1978 of \$10,450,000 for OICI. Each country activity, however, is to be approved only on the basis of merit.

Approved: _____



Disapproved: _____

Date: 9/15/76

2. That A.I.D. will judge the number of activities OICI undertakes with A.I.D. funds on the basis of individual merit of the proposed project; performance of ongoing A.I.D. funded OICI activities; and the availability of A.I.D. funds.

Approved: _____



Disapproved: _____

Date: 9/15/76

ESSENTIALS OF PROJECT PAPER AMENDMENT

Background

1. Major operational change within OICI's management structure has moved the organization's potential for success from the realm of questionable possibility to that of substantial probability. OICI originally came to A.I.D. at a time when its capacity was limited by its inability to plan appropriate projects, to maintain fiscal accountability, to apply management and personnel selection standards, and to relate to host country counterparts. In consequence, OICI's initial pursuit of institution building, the organization's project purpose, became easy target for concerted reproach. The question of A.I.D.'s continued support required inordinate thought, time and energy from a variety of interested A.I.D. parties who, after considerable discussion, proposed that if OICI's shortcomings could be corrected, A.I.D.'s support would be continued.

2. During this period of probation, evidence emerged indicating that the organization had turned itself around. The most significant indications were:

- a. The appointment of a new, qualified Director;
- b. The acquisition of professional staff;
- c. Adherence to A.I.D. regulations and guidance;
- d. Major modification in financial management;
- e. Substantial change in quality of project proposals; and
- f. The application of team-work attitude in dealing with host country programs.

These, among other accomplishments of lesser collective impact, are evidence of substantial growth for OICI in a rather short period of time. Further, the attainment of purpose among ongoing projects in Ghana, Nigeria and even Ethiopia, attest to the transferability of the OICI concept. The continuing growth pattern and the overseas successes, then, encourage continued A.I.D. support.

Project Issue

1. Even though at this time OICI as a private agency is almost totally dependent upon A.I.D. funds, its capacity to change the quality of life of persons forced to live economically and socially isolated from the main stream is a rational basis for the allocation of A.I.D.'s resources. OICI has trained and located jobs for more than 3,500 disadvantaged youths in Ghana, Nigeria and Ethiopia, and reports indicate a near 98% job retention.
2. Grass-roots development is what OICI is all about. Its purpose -- institution building -- is complex in that attempts at implanting institutional roots are never free of impingement of external variables. In consequence, OICI required substantial A.I.D. subsidies during the initial phases of its undertakings. This is not all bad, however, because as each project matures, it attracts almost voluntary host country financial and moral support. In Ghana, local input for the first five years amounted to only \$158,000. There is now commitment for local support up to at least \$1.5 million at the time of complete withdrawal of U.S. resources. Nigeria unquestioningly accepted termination of U.S. support at the same time it committed approximately \$300,000 for FY 77 program continuation in Lagos and areas beyond. Although substantive support was withdrawn from Ethiopia in FY 1975, OICI Ethiopia expects to accrue approximately \$120,000 for the OICI/Ethiopia program in FY 77 in spite of the domestic turmoil.
3. These examples reinforce the optimistic hypothesis that change in existing conditions is possible, but the examples also infer that change depends on demonstrated results. To demonstrate results in the OICI context requires considerable time and money. Overall, however, A.I.D. is in an ambiguous position. There is the inability to predict how fast non-A.I.D. funds will come, but at the same time the continuance of A.I.D. funds creates other source donors. It, therefore, behooves A.I.D. to consider its grant funds to OICI as both a direct means for developing specialized institutions in LDC's and as a catalyst for stimulating other donor contributions.

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT PAPER FACESHEET
 TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE ("X" appropriate box)
 Original Change
 Add Delete

DOCUMENT CODE
 PP
 3

2. COUNTRY (ONLY)
Opportunities Industrialization Centers

3. DOCUMENT REVISION NUMBER
 /1

4. PROJECT NUMBER
932-13-690-076

5. BUREAU
 a. Symbol **PHA** b. Code **5**

6. ESTIMATED FY OF PROJECT COMPLETION
 FY **81**

7. PROJECT TITLE AND SHORT (try within brackets)
 Grant Funding to OICI

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
 a. INITIAL **6/75** b. FINAL FY **81**

9. ESTIMATED TOTAL COST (\$000 or equivalent, \$1 =)

a. FUNDING SOURCE	FIRST YEAR FY 75			ALL YEARS		
	b. FX	c. L/C	d. Total	e. FX	f. L/C	g. Total
AID APPROPRIATED TOTAL	850*		850*	10.450		10.450
(Grant) 10.450	850		850	10.450		10.450
(Loan)						
Other						
U.S.						
HOST GOVERNMENT	**			**		**
OTHER DONORS						
TOTAL	850		850	10.450		10.450

10. ESTIMATE COSTS/AID APPROPRIATED FUNDS (\$000)

a. Appropriation (Alpha Code)	b. Primary	c. Other	FY 75-76		FY 77		FY 78		ALL YEARS	
			d. Grant	e. Loan	f. Grant	g. Loan	h. Grant	i. Loan	j. Grant	k. Loan
EH	760	920	2.950		3.700		3.800		10.450	
			2.950		3.700		3.800		10.450	
11. ESTIMATED TOTAL			1.000		2.100		2.800			

12. PROJECT JUSTIFICATION (see instructions) Check if different from PID/PRP

To show total cost of all OICI activities from 6/30/75 through 9/30/78

13. WITH CHANGES TO SECTIONS 12, 13, 14, or 15 OF THE PID FACESHEET? IF YES, ATTACH CHANGED PID FACESHEET.
 Yes No **N.A.**

14. ORIGINATING OFFICE CLEARANCE

Signature: **Shirley D. Patterson** *Shirley D. Patterson*
 Title: **Acting Director, PHA/PVC**
 Date Signed: **6/8/20/76**

15. Date Received in AID/W, or For AID/W Documents, Date of Distribution
6/8/20/76

AID 1226-7 (10-75)

*Core obligation = \$814,000; Togo obligation = \$36,000

**Negotiated on project by project basis