

INTERNATIONAL DEVELOPMENT PROJECT DATA SHEET		1. TRANSACTION CODE <input type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	Amendment Number	DOCUMENT CODE 3
2. COUNTRY/TERMINALITY GHANA		3. PROJECT NUMBER 641-0108		15N 44840
4. BUREAU/OFFICE AFR		5. PROJECT TITLE (maximum 40 characters) OICI III Opportunities Industrialization Centers		
6. PROJECT ASSISTANCE COMPLETION DATE (PACD) MM DD YY 09 30 84		7. ESTIMATED DATE OF OBLIGATION (Under 'B' below, enter 1, 2, 3, or 4) A. Initial FY 82 B. Quarter 4 C. Final FY 82		

8. COSTS (\$000 OR EQUIVALENT \$1 = ₵2.75)

A. FUNDING SOURCE	FIRST FY 82			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	852	520	1,372	852	520	1,372
(Grant) OPG	(852)	(520)	(1,372)	(852)	(520)	(1,372)
(Loan)	()	()	()	()	()	()
Other U.S. 1.						
Other U.S. 2.						
Host Country		508	508		1,042	1,042
Other Donor(s)		15	15		35	35
TOTALS	852	1,043	1,895	852	1,597	2,449

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EH	601	613				1,372		1,372	
(2)									
(3)									
(4)									
TOTALS						1,372		1,372	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each) 612 650 840 920				11. SECONDARY PURPOSE CODE 713	
12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)					
A. Code	BU	PVOU	PVON	TNG	
B. Amount					

13. PROJECT PURPOSE (maximum 480 characters)

The purpose of this Operational Program Grant is to institutionalize a viable, cost effective, community based non-formal training program primarily for school leavers and dropouts in Ghana.

14. SCHEDULED EVALUATIONS			15. SOURCE/ORIGIN OF GOODS AND SERVICES		
Interim	MM YY	MM YY	Final	MM YY	MM YY
				10 83	
			<input type="checkbox"/> 000 <input type="checkbox"/> 941 <input type="checkbox"/> Local <input checked="" type="checkbox"/> Other (Specify) 935		

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment)

000092

17. APPROVED BY	Signature <i>Larry Sifers</i>	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
	Title Larry Sifers Acting Director, USAID/GHANA	
	Date Signed MM DD YY 09 17 82	MM DD YY

PROJECT AUTHORIZATION ACTION MEMORANDUM

TO: The Acting Director, USAID/Ghana, Mr. Larry Sainers

FROM: PRM, Gerald G. Graf 

I. ISSUE: Your approval is required to authorize the issuance of a Grant of \$1,372,000 from the EHRD appropriation to the Opportunities Industrialization Centers, International (OICI) for the OICI Phase III Operational Program Grant (OPG) under Project No. 641-0108. It is planned that the entire amount of \$1,372,000 will be obligated in FY 1982.

II. DISCUSSION:

A. Project Description

1. Project Purpose: The purpose of this Grant is to institutionalize a viable, cost effective, community based non-formal training program primarily for school leavers and dropouts in Ghana.

Phases I and II of OICI's Ghana program focused on the development and demonstration of an indigenous vocational training program which would offer an effective and efficient alternative to the traditional vocational education approaches generally pursued by government-sponsored institutions. This third and final phase is aimed at completing the institutionalization of Opportunities Industrialization Centers of Ghana (OICG) and, in particular, to bring the Ghana program to a state of financial viability which will make further A.I.D. assistance unnecessary. While it is requested that the grant be authorized initially for a period of two years, an additional three year authorization may be considered after an evaluation has been conducted in FY 1984 to determine the progress being made in achieving financial viability.

2. Conformance to A.I.D. Country Strategy: Support for this project was anticipated in the FY 1983 CDSS under both the low and high option strategies (see Section II, C, 4, d -- Page 53 -- of the FY 1983 CDSS). This activity fits particularly well into the A.I.D. low option strategy to "maintain an A.I.D. presence through small development assistance programs" since it is a popular, high visibility activity in Ghana and is closely identified with United States assistance.

3. Project Beneficiaries: The primary beneficiaries of the project will be the school leavers and dropouts and those sent by their employers to upgrade skill levels, who will be trained and/or placed in jobs during the two years of the Grant. However, since the purpose of the project is to complete the institutionalization and establish the financial viability of OICG, the ultimate beneficiaries will be

the trainees who will utilize OICG's established training capacity in the years to come. Conservatively, over the next years this should amount to some 5,000 young Ghanaians from the lower income brackets who will be made productively employable.

B. Financial Summary

1. Total Project Cost -- \$2,449,000

- a. A.I.D. -- First year funding of \$1,372,000 will cover all A.I.D. financing for the life-of-project.

Host Country and Other Inputs --

- (1) Ghana Government -- \$1,042,000 local currency equivalent for local program costs, commodities and supplies.
- (2) OIC/Ghana Fund Raising -- \$35,000 local currency equivalent.

2. Tabular Summary -- A.I.D. Inputs

Budget Category	Year 1	Year 2	LOP
1. Technical Assistance	\$ 41,000	\$ 62,000	\$ 103,000
2. Participant Training	11,000	12,000	23,000
3. Vehicles	83,000	-	83,000
4. Commodities/Supplies	180,000	190,000	370,000
5. Local Program Support	250,000	270,000	520,000
6. Contingency	25,000	25,000	50,000
7. Indirect Costs	105,000	118,000	223,000
	<u>\$ 695,000</u>	<u>\$ 677,000</u>	<u>\$1,372,000</u>

Line item flexibility of plus/minus 15 percent will be allowed between Line Items 1,2,3,4 and 6 without reference to A.I.D.

C. Socio-Economic, Technical and Environmental Description:

This project is the culmination of a 10 year A.I.D. assistance effort which has received a high degree of social acceptability in Ghana and has produced impressive results in raising the economic status of the beneficiaries. Human rights implications are positive; productivity and income generating capacity of lower class school leavers and dropouts are enhanced through this project. The project is technically sound. There are no environmental implications stemming from or impacting on this project.

D. Other Concerns:

The OICI program in Ghana was initiated in Accra in 1971 and has gone through two prior phases of development and geographic expansion to Kumasi and Takoradi and additional vocational skill areas. The program has been highly successful technically (i.e., in the training of skilled workers) and is well regarded by the Government of Ghana (GOG) and the public in general as a worthy and effective community-based service. Two major weaknesses which have been identified, however, are in the areas of management operations and in establishing an acceptable level of financial viability. The GOG and USAID are the only significant sources of support at the present time. OICG believes it has established a long-term understanding with the GOG for the continuation of budgetary support to cover personnel and some expendable supply costs. It is developing other sources of support such as the VALCO Fund and plans to pursue other revenue generating activities to increase its state of financial self-reliance.

A proposal for a Phase III project was submitted by OICI through AID/W to USAID/Ghana in September, 1981 (meanwhile, Phase II terminated in December, 1981). The proposal requested a total of \$7,034,345 from A.I.D. over a five year period, with 68 percent of the total cost being borne by A.I.D., 29 percent by the GOG and three percent by OICG. The Mission rejected the original proposal for the following reasons: (1) it placed too much emphasis on U.S. technical assistance at a point where, the Mission felt, OICG has already established its track-record in the technical area; (2) it did not address the issue of OICG's financial viability and the need to diversify its financial base and particularly to phase out its financial reliance on A.I.D.; (3) it envisaged a major geographical expansion of the program (to Kpandu) at a time when consolidation appeared to be in order; and (4) it focused an inordinate proportion of total resources on local cost financing (e.g., construction and renovations of facilities) under economic conditions unacceptable to A.I.D. (i.e., the grossly overvalued cedi).

After considering the Mission's position, OICI sent a representative to Ghana in December, 1981, to prepare a revised proposal, which was received by the Mission in January, 1982. While the revised proposal did cut drastically (to \$3.8 million) the requested level of A.I.D. funding, it still included a heavy element of local cost financing, an extremely costly (\$8,000 per beneficiary) activity at Kpandu, and certain questionable aspects regarding the procurement of commodities. After reviewing the revised proposal, AID/W informed the Mission in April 1982 that the project, if authorized by the Mission Director, should be limited to two years with the subsequent three year extension to be contingent on the findings of an evaluation to be conducted during the second year. After consultations involving the Mission, AID/W and OICI in May 1982, OICI submitted another revision of its proposal which reflected the two year limitation proposed by AID/W and a budget calling for \$1,372,000 in AID inputs, about 56 percent of the total budget.

The Project Description included in the attached draft PIO/T is extracted from OICI's revised proposal.

1. Conditions and Covenants: It is recommended that the following Conditions Precedent (CPs) and one Covenant be included in the Grant:

Condition: (1) Prior to first disbursement of funds under the operational program grant, or to the issuance of any commitment documents with respect thereto, the Grantee shall furnish in form and substance satisfactory to A.I.D., evidence that the Government of Ghana intends to provide over two years the level of financial support projected in the proposal submitted by Opportunities Industrialization Centers, International.

Since OICG's operations are totally dependent upon GOG funding for personnel costs, the above CP is a sine qua non to A.I.D. financing.

Condition: (2) Prior to disbursement of funds for the procurement of any commodity (ies) under the Grant, the Grantee will provide to A.I.D., with respect to each such procurement, in form and substance satisfactory to A.I.D., the following:

(A) An inventory of all existing equipment and supplies at the National Headquarters and at all training centers of Opportunities Industrialization Centers of Ghana;

(B) Evidence that OICG has adequate storage facilities and security capability for its existing equipment and supplies and for those it proposes to procure under the Grant; and

(C) A detailed listing and description of any such commodity (ies) to be procured.

In reviewing OICG operations, Mission staff learned that OICG has no current inventory of its equipment and supplies. Thus, it was difficult to determine in other than a broad sense whether the commodities requested were reasonable or necessary. OICG has just completed its first physical inventory, and the results are expected to be available shortly.

Also, the proposal contained a wide variety of different brands of the same type of equipment (e.g., five brands of typewriters). With the shortage of parts and limited after-sale service situations in Ghana we believe OICG should standardize its equipment on makes for which parts and service are reasonably available locally.

Condition: (3) Prior to the disbursement of funds for local OICG program support, the Grantee will provide to A.I.D., in form and substance satisfactory to A.I.D., an executed memorandum of agreement between OICI and the OICG National Board of Directors which sets forth the basic working agreements and understandings between these parties as it relates to OICG Phase III operations and which includes, inter alia, provisions requiring that OICG use funds provided by OICI under this Grant in accordance with all the terms and conditions of this Grant.

This C.P. was proposed by REDSO/WA during the authorization concurrence process. It originally included the Government of Ghana as a party to the Memorandum of Agreement but the Mission took exception to the inclusion of the GOG as a controlling influence in a PVO project and REDSO agreed to drop the condition that the GOG also be a signator.

Covenant: The Grantee covenants that at the end of the first year of the project and at six-month intervals thereafter, OICI/OICG will submit to A.I.D., in form and substance satisfactory to USAID, progress reports on the following:

- (1) The degree to which OICG's National Board of Directors and local program committees are organized, trained and actively engaged in providing for the financial support and policy of the programs supported by the project;
- (2) The degree to which all phases of OICG operations are effectively managed and operated by trained, competent Ghanaian administrators and technical staff;
- (3) The degree to which there is a broad awareness and acceptance of OICG by diverse segments of the community;
- (4) The degree of financial viability of OICG and degree to which self-help, fund-raising activities have been carried out to obtain local community participation in the financing of the on-going costs of OICG's activities; and

- (5) The number of persons trained under the project, by field, the duration and costs of training, and the trainers' employment following training.

The purpose of the project is to complete the institutionalization of OICG. Since the key constraint to this is the establishment of OICG's financial viability, the Mission believes that continuing appraisal of OICG's progress in this area must be maintained to provide an important indicator on the degree of success of the Grantee in achieving its objectives.

2. Issuance of waivers for office equipment and vehicles will be done on a case by case basis in order to assure appropriate procurement under changing circumstances, and will be done in the field under Delegation of Authority 140 (Revised).

3. Implementation Plan: Implementation activities reflected in the revised proposal's Project Performance Tracking System and realistic and acceptable. Project implementation will begin according to the proposal's prescribed sequence on or about September 1, 1982.

4. Implementing Agencies: The project will be implemented by OICI through OICG and the three OICG training centers in Accra, Kumasi and Takoradi.

E. Committee Action and Congressional Apprisement:

1. The Mission Project Review Committee recommends authorization of this project.

2. The FY 1983 Congressional Presentation (Annex I, Africa Regional, Page 287) projects FY 1982 obligations of \$1,372,000 for OICI III (641-0108). Therefore, no CN is required. The \$750,000 requested in the CP for FY 1983 will not be required for this project since it is being fully funded from FY 1982 obligations.

F. Section 611(a):

Requirements of Section 611 (a) of the Federal Amendment Act of 1961 as amended have been satisfactorily met in the proposal.

G. Implementation:

Mr. James Washington, Education and Human Resources Development Officer, Office of Development Administration, USAID/Ghana, will have primary responsibility for project implementation in the Mission with the assistance of representatives of other Mission offices. AID/W support will be provided by AFR/DR/COWAP and AFR/CWA/G.

H. GOG Letter of Non-Objection:

A GOG Letter of Non-Objection dated August 12, 1982, was received on August 17, 1982.

I. Initial Environmental Examination:

A negative Initial Environmental Examination determination has been received from AID/W per 82 State 217222 dated August 4, 1982.

J. Section 620 (q) Restriction:

The Government of Ghana is currently in violation of Section 620 (q) of the Foreign Assistance Act. An Action Memorandum for the Administrator determining that continuation of assistance to the OICI project in Ghana is in the national interest under Section 123 (e) of the FAA is currently awaiting approval. The Authorization of this project contains a Condition Precedent to Obligation of Funds which prohibits any obligation of funds until such time as the Administrator approves such Action Memorandum.

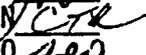
III. RECOMMENDATION:

That you sign the attached Project Authorization and thereby approve life-of-project funding of \$1,372,000 for a two-year Operational Program Grant to the Opportunities Industrialization Centers, International, subject to the restriction set forth in paragraph II. J. above.

Attachments:

1. Project Authorization and Project Data Sheet
2. Project Implementation Order/Technical Services
 - a. Project Description
 - b. Illustrative Budget
 - c. Justification for Non-Competitive Procurement
3. OICI Phase III Proposals
 - a. Original Proposal Submitted in September, 1981
 - b. Revised Proposal submitted in May, 1982.
4. GOG Letter of Non-Objection dated August 12, 1982.

CLEARANCES:

ODA 
CON 
EXO 

(Concurrence of REDSO/WA Director received
82 ABIDJAN 9827 dated August 3, 1982.)

DRAFTED BY: PRM:GGRAF:9/17/82

PROJECT AUTHORIZATION

NAME OF COUNTRY: GHANA NAME OF PROJECT: OPPORTUNITIES INDUSTRIALIZATION
CENTERS, INTERNATIONAL (OICI)
PHASE III

PROJECT NUMBER: 641-0108

1. Pursuant to Section 105 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Opportunities Industrialization Centers, International, Phase III Project (The "Project") to be carried out in the Republic of Ghana through an operational program grant to the Opportunities Industrialization Centers, International (OICI, The "Grantee"), 240 West Tulpehocken Street, Philadelphia, Pa. 19144, in an amount not to exceed U.S. \$ 1,372,000 (The "Grant") over a two year period from the effective date of such operational program grant, subject to the availability of funds in accordance with the A.I.D. OYB allotment process, to help in financing foreign exchange and local currency costs of the project.
2. The Project consists of a program to complete the institutionalization of a viable, cost effective, community-based non-formal employment training program primarily for school leavers and drop-outs in Ghana. This will be achieved through the provision of technical assistance, training, commodities and local program budget support to the Opportunities Industrialization Centers of Ghana (OICG) through the Opportunities Industrialization Centers, International. Details of the Project are contained in "OIC Ghana Supplement To Phase III Proposal, July 1, 1982 - June 31, 1984" (sic.), dated May 13, 1982.
3. The Grant agreement, which may be negotiated and executed by the Officer to whom such authority is delegated in accordance with A.I.D. Regulations and Delegations of Authority, shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate:

A. Source And Origin Of Goods And Services

Goods and services financed by A.I.D. under the Project, including ocean shipping, shall have their source and origin in Ghana or the United States, except as A.I.D. may otherwise agree in writing.

B. Conditions Precedent

The operational program grant shall contain the following Conditions Precedent:

(1) Prior to first disbursement of funds under the operational program grant, or to the issuance of any commitment documents with respect thereto, the Grantee shall furnish in form and substance satisfactory to A.I.D., evidence that the Government of Ghana intends to provide over the two years the level of financial support projected in the proposal submitted by Opportunities Industrialization Centers, International.

(2) Prior to disbursement of funds for the procurement of any commodity (ies) under the Grant, the Grantee will provide to A.I.D., with respect to each such procurement, in form and substance satisfactory to A.I.D., the following:

(a) an inventory of all existing equipment and supplies at the National Headquarters and at all training centers of the Opportunities Industrialization Centers of Ghana;

(b) evidence that the Opportunities Industrialization Centers of Ghana has adequate storage facilities and security capability for its existing equipment and supplies and for those it proposes to procure under the Grant; and

(c) a detailed listing and description of any such commodity (ies) to be procured.

(3) Prior to the disbursement of funds for local OICG program support, the Grantee will provide to A.I.D., in form and substance satisfactory to A.I.D., an executed Memorandum of Agreement between OICI and the OICG National Board of Directors which sets forth the basic working agreements and understandings between these parties as it relates to OIC Ghana Phase III operations and which includes, inter alia, provisions requiring that OICG use funds provided by OICI under this Grant in accordance with all the terms and conditions of this Grant.

C. Covenant

The Grantee covenants that at the end of the first year of the Project and at six-month intervals thereafter, OICI/OICG will submit to A.I.D. in form and substance satisfactory to A.I.D., progress reports on the following:

9

(1) The degree to which OICG's National Board of Directors and Local Program Committees are organized, trained and actively engaged in providing for the financial support and policy of the programs supported by the project;

(2) The degree to which all phases of OICG operations are effectively managed and operated by trained, competent Ghanaian administrators and technical staff;

(3) The degree to which there is a broad awareness and acceptance of OICG by diverse segments of the community;

(4) The degree of financial viability of OICG and degree to which self-help, fund-raising activities have been carried out to obtain local community participation in the financing of the on-going costs of OICG's activities; and

(5) The number of persons trained under the project, by field, the duration and costs of training, and the trainees' employment following training.

D. Condition Precedent to Obligation of Funds:

No funds shall be obligated under this Project until a determination has been made by the Administrator of AID that continuation of assistance to the OICI project in Ghana is in the national interest under Section 123 (e) of the Foreign Assistance Act.

Date September 17, 1982



Larry Sifers
Acting Director, USAID/Ghana

REDSO/WA Director's Concurrence
given per 82 ABIDJAN 09827 dated
August 3, 1982.

PIO/T	UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES		1. Cooperating Country GHANA	Page 1 of 3 Pages
			2. PIO/T No. 641-0108-3-20016	3. <input checked="" type="checkbox"/> Original or Amendment No. _____
			4. Project/Activity No. and Title 641-0108 Opportunities Industrialization Centers, International (OICI) Phase III	
DISTRIBUTION	5. Appropriation Symbol GDA-82-21641-EG13		6. Allotment Symbol and Charge 245-50-641-00-69-21	
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document		8. Project Assistance Completion Date (Mo., Day, Yr.) September 30, 1984	
	9. Authorized Agent AID/W		10. This PIO/T is in full conformance with PRO/AG N/A Date _____	
	11a. Type of Action and Governing AID Handbook <input type="checkbox"/> AID Contract (HB 14) <input type="checkbox"/> PASA/RSSA (HB 12) <input checked="" type="checkbox"/> AID Grant (HB 13) <input type="checkbox"/> Other		11b. Contract/Grant/PASA/RSSA Reference Number (If this is an Amendment)	
	12. Estimated Financing (A detailed budget in support of column (2) is attached as attachment no. 2)			
		(1) Previous Total	(2) Increase	(3) Decrease
Maximum AID Financing	A. Dollars		\$1,372,000	
	B. U.S.-Owned Local Currency			\$1,372,000
13. Mission References	14a. Instructions to Authorized Agent <p style="text-align: center;">Agent is requested to negotiate an operational Program Grant with the Opportunities Industrialization Centers, International, Inc., 240 West Tulpehocken Street, Philadelphia, Pa. 19144, for a period of 24 months commencing on or about September 1, 1982, and terminating on or about August 31, 1984, for services described in Attachment No. 1 of this PIO/T. Justification for non-competitive procurement is set forth in Attachment No.3 of this PIO/T.</p>			
	14b. Address of Voucher Paying Office <p style="text-align: center;">Controller, USAID/Ghana Accra (ID), Department of State Washington, D.C. 20520 .</p>			
15. Clearances—Include typed name, office symbol, telephone number and date for all clearances.				
A. The project officer certifies that the specifications in the statement of work are technically adequate ODA <i>J.K.D. [Signature]</i>		Phone No. Date 9/17/82	B. The statement of work lies within the purview of the initiating and approved agency programs PRM <i>[Signature]</i> Date 9/17/82	
C. EXO <i>[Signature]</i>		Date 9/17/82	D. Funds for the services requested are available CON <i>[Signature]</i> 9-17-82	
E.		Date		
16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature Not Required Date _____			17. For the Agency for International Development <i>[Signature]</i> Signature Larry Sifers Date 9/17/82 Title Acting Director, USAID/Ghana	

AID 1350-1 (10-79)	1. Cooperating Country GHANA	2. PIO/T No. 641-0108- 3-20016	Page 2 of 3 Pagus
	4. Project/Activity No. and Title 641-0108 Oppornunities Industrilization Centers, International (OICI) Phase III		

SCOPE OF WORK

18. THE SCOPE OF TECHNICAL SERVICES REQUIRED FOR THIS PROJECT ARE DESCRIBED IN ATTACHMENT NUMBER 1 HERETO ENTITLED ~~STATEMENT OF WORK~~ "Project Description".

19. SPECIAL PROVISIONS

- A. LANGUAGE REQUIREMENTS (SPECIFY) None
(IF MARKED, TESTING MUST BE ACCOMPLISHED BY AID TO ASSURE DESIRED LEVEL OF PROFICIENCY)
- B. ACCESS TO CLASSIFIED INFORMATION WILL WILL NOT BE REQUIRED BY TECHNICIAN(S).
- C. DUTY POST(S) AND DURATION OF TECHNICIANS' SERVICES AT POST(S) (MONTHS)
- D. DEPENDENTS WILL WILL NOT BE PERMITTED TO ACCOMPANY TECHNICIAN.
- E. WAIVER(S) HAVE BEEN APPROVED TO ALLOW THE PURCHASE OF THE FOLLOWING ITEM(S) (COPY OF APPROVED WAIVER IS ATTACHED)
- F. COOPERATING COUNTRY ACCEPTANCE OF THIS PROJECT (APPLICABLE TO AID/W PROJECTS ONLY)
 - HAS BEEN OBTAINED HAS NOT BEEN OBTAINED
 - IS NOT APPLICABLE TO SERVICES REQUIRED BY PIO/T
- G. OTHER (SPECIFY)

20. BACKGROUND INFORMATION (ADDITIONAL INFORMATION USEFUL TO AUTHORIZED AGENT)

Included in attached OICI Phase III proposal and supplement.

21. SUMMARY OF ATTACHMENTS ACCOMPANY THE PIO/T (INDICATE ATTACHMENT NUMBER IN BLANK)

- 2 DETAILED BUDGET IN SUPPORT OF INCREASED FUNDING (BLOCK 12)
- _____ EVALUATION CRITERIA FOR COMPETITIVE PROCUREMENT (BLOCK 14)
- 3 JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT (BLOCK 14)
- 1 STATEMENT OF WORK (BLOCK 18)
- _____ WAIVER(S) (BLOCK 19) (SPECIFY NUMBER)

18

PIO/T

4. Project/Activity No. and Title 641-0108
Opportunities Industrialization Centers, International (OICI) Phase III

22. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

In cooperation with the Director, USAID/Ghana, or his designee, the Grantee will collaborate with the Board of Directors and Staff of the Opportunities Industrialization Centers of Ghana.

B. Cooperating Country Liaison Official

Mr. J.A. Keelson, Executive Director, OIC/Ghana.

C. AID Liaison Officials

The Director, USAID/Ghana, and/or his designee; the Human Resources Development Office, Office of Development Administration, USAID/Ghana; and in AID/Washington the Africa Bureau Offices designated AFR/DR/CCWAP and AFR/CCWA/G.

LOGISTIC SUPPORT

23. Provisions for Logistic Support

A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY GRANTEE
	AID	GRANTEE	AID	COOPERATING COUNTRY	
(1) Office Space		X			
(2) Office Equipment		X			
(3) Housing and Utilities N/A					
(4) Furniture N/A					
(5) Household Equipment (Stoves, Refrig., etc.) N/A					
(6) Transportation In Cooperating Country		X			
(7) Transportation To and From Country					X
(8) Interpreter Services/Secretarial		X			
(9) Medical Facilities					
(10) Vehicles (official)		X			
(11) Travel Arrangements/Tickets					X
(12)					
(13)					
(14)					
(15)					

(OTHER SPECIFY)

B. Additional Facilities Available From Other Sources

APO/FPO

PX

COMMISSARY

OTHER (Specify, e.g., duty free entry, tax exemption)

Grantee's TDY personnel will have access to food and lodging accommodations at the U.S. Mission Guest House in Accra (the American Club)

PROJECT DESCRIPTION

A. OBJECTIVE

The objective of this Operational Program Grant is to complete the process of institutionalization of the Opportunities Industrialization Centers of Ghana. Specifically, this will involve the improvement of OICG's administrative and financial management operations, the provision of commodity support needed to establish OICG's administrative and training capacity in the foreseeable future (i.e., over the next five years), budgetary support for OICG's administrative and training program operations over the next two years, and assistance to OICG in developing new sources of revenue which will make it financially viable in subsequent years.

The OICG program includes three training centers located in Accra, Kumasi and Takoradi, and the National Headquarters of the organization, located in Accra. The Phase III Grant will support OICG's efforts in conducting 21 vocational training courses (13 in Accra and four each at Kumasi and Takoradi) in 11 different subjects, including, inter alia, carpentry, masonry, plumbing, electricity, office skills and automotive mechanics and auto body repair.

By the end of the second year of the Grant, OICG should be able to demonstrate that significant progress has been achieved in reaching the following indicators of objectives achievement:

- 1) OICG's National Board of Directors and Local Program Committees will be organized, trained and actively engaged in providing for the financial support and policy guidance of the programs;
- 2) All phases of OICG operations will be effectively managed and operated by trained, competent Ghanaian administrators and technical staff;
- 3) There will be a broad awareness and acceptance of OICG by diverse segments of the community, and
- 4) Demonstrated self-help fund raising activities will be carried out to obtain local community participation in the financing of the on-going costs of OICG's activities.

B. SCOPE OF WORK:

1. General Description

This Operational Program Grant constitutes the third and final phase of assistance provided by A.I.D. to the Opportunities Industrialization Centers of Ghana (OICG) through the Opportunities Industrialization Centers, International (OICI). The first two phases focused on the establishment and expansion of the OICG program. Phase III, which covers a two year period, is aimed at completing the institutionalization of OICG and establishing a level of financial viability that will enable it to continue operation without further A.I.D. assistance.

In accomplishing this, OICI will provide to OICG a limited amount of: (1) Technical Assistance aimed at improving OICG's management and financial operations, training procedures and curriculum effectiveness and in establishing a continuous evaluation system; (2) observational participant training for OICG officers and staff; (3) vehicle and commodity support; and (4) local program budget support.

2. Technical Assistance

All technical assistance provided by OICI will be on a short-term basis. The following categories of technical assistance will be provided:

a. Finance Officers-- Two OICI finance specialists will each spend up to 19 days (one trip) each year assisting OICG in the following tasks:

- (1) Conducting on-site audits at the three OICG training centers and at OICG headquarters;
- (2) Reviewing and making improvements on OICG fiscal records and Management Information Systems reports;
- (3) Establishing an internal audit system, including an inventory of fixed and capital assets;
- (4) Establishing a standardized budget system, including both expenditures and revenue details;
- (5) Training OICG finance staff; and
- (6) Developing financial procedures for the OICG Board of Directors' fund-raising programs.

16

b. Management Operations Officers-- An OICI management specialist will spend up to 19 days (one trip) the first year and 19 days the second year and a senior management specialist will spend up to 5 days the second year assisting OICG in the following tasks:

- (1) Develop management planning systems (e.g., annual implementation, procurement, training, financial, travel and staff development plans;
- (2) Identify potential sources of revenue and develop proposals for donor consideration;
- (3) Develop a system for inventorying potential employers of OICG trainees and improving OICG's placement procedures; and
- (4) Assist OICG to identify management weaknesses and develop remedial approaches to resolve them.

c. Training Consultants -- OIGI will procure the services of appropriate skill training consultants for up to 30 days (two trips) each year to assist OICG in improving its various training courses and teaching techniques. Particular emphasis will be given to courses in carpentry, masonry, plumbing and automotive repair. Specific tasks will include:

- (1) Review, update and upgrade OICG curricula;
- (2) Establish criteria for the evaluation of instructors' performance;
- (3) Identify and recommend remedial action relevant to specific training problems; and
- (4) Assist in developing an in-service training program to upgrade instructors' training skills.

116

d. Evaluation Officer -- During the second year of the Grant an OICI evaluation specialist will spend up to 28 days (one trip) evaluating progress of OICG in achieving its objectives of reaching institutional and financial viability and in collaborating with OICG and A.I.D. in an overall evaluation of OICI Phase III. Specific tasks will include the following:

- (1) Participate in the overall program evaluation during year two;
- (2) Conduct a comprehensive audit of the implementation of the Management Information Systems program;
- (3) Provide OICG staff with training in evaluation methodology; and
- (4) Provide OICG staff with guidance in the preparation of periodic and annual reports.

3. Participant Training

Up to three person-months (six trips) of observational training in the United States will be provided for OICG staff and officers to attend seminars and conferences and observe OIC training operations in the United States during the two years. The purpose of this training will be:

- a. To reinforce and expand understanding of OIC concepts and methods through on-site visits and tours to selected OIC locations in the U.S.;
- b. To obtain information and experiences on the techniques and systems used by OICI and other U.S. PVOs in fund raising operations.
- c. To participate in appropriate OICI management program operations training programs and seminars.

Commodity Procurement

Goods and services financed by A.I.D. under the project, including ocean shipping, shall have their source and origin in Ghana or the United States, except as A.I.D. may otherwise agree in writing.

The following data are provided for illustrative purposes:

- a. Vehicles -- Subject to issuance of specific waivers by the Director, USAID/Ghana, under Delegation of Authority No. 140, Revised, vehicles may be procured from Geographic Code 935 countries under source/origin waiver in compliance with applicable Federal Procurement Regulations according to provisions set forth in Section 1.U.5., Chapter 1, A.I.D. Handbook No. 13. OICG will provide pro forma invoices for such procurement

11

and USAID/Ghana will, upon request by OICI and Mission clearance, request issuance of an appropriate foreign exchange check to the supplier. OICI will be responsible for the procurement, clearances, transport and registration of such vehicles. The number of vehicles to be procured shall not exceed the following levels:

	<u>Station Wagons</u>	<u>Crew-Cab Pick-ups</u>	<u>Carry-all Vans</u>
OICG Headquarters	1		2
Accra Center		3	
Kumasi Center		2	
Takoradi Center		2	

b. Equipment and Supplies -- The Grantee shall arrange for the procurement and shipping of equipment and supplies for the administrative and training program operations of OICG,

(1) Typewriters/Office Machines -- Source/origin waivers may be issued by the Director, USAID/Ghana, under Delegation of Authority No. 140, Revised, for the procurement of non-U.S. manufactured typewriters and other office machines of a make and model for which parts and service are readily available in Ghana. The number of typewriters and allocation within OICG shall not exceed the following levels:

	<u>Electric (Office Use)</u>	<u>Manual (Office Use)</u>	<u>Manual (Training Use)</u>
OICG Headquarters	5	5	-
Accra Center	1	3	20
Kumasi Center	3	5	20
Takoradi Center	3	5	20
Total:	12	18	60

12

Manual and electric typewriters to be procured should be of a standardized make and model.

- (2) Office furniture, appliances and expendable supplies shall be procured by the Grantee for OICG. Suggested orders of magnitude of such procurement are set forth in the attached Estimated Budget.
- (3) Equipment and Supplies for Training Programs shall be procured by the Grantee for OICG. Suggested orders of magnitude of such procurement are set forth in the attached Estimated Budget.
- (4) Local Program Budget Support will be provided by the Grantee to OICG at levels not to exceed that set forth in the Estimated Budget for the following purposes:
 - (a) Rent and maintenance of facilities
 - (b) Vehicle maintenance, fuel and lubricants
 - (c) Travel and transportation in-country
 - (d) Locally-hired consultants
 - (e) Repairs and renovations of facilities
 - (f) Other direct costs

C REPORTS

The following reports shall be prepared by the Grantee and submitted in three copies, in the English language, to the Director, USAID/Ghana:

1. A comprehensive trip report will be prepared by each short-term (TDY) technician and submitted to USAID within 30 days of the completion of each TDY trip;
2. A comprehensive annual report covering program implementation, administration, training activities, finances and fund raising, problem areas and actions taken or planned to overcome such problem areas. The first annual report shall be submitted during the 13th month from the effective date of the Grant and the final report shall be submitted during the 24th month from such date.
3. Such special reports as may from time to time be requested by the Director, USAID/Ghana, or his designee.

19

D. EVALUATION

During the second year of the Grant a joint evaluation will be undertaken by the Grantee and USAID/Ghana to determine the degree of progress achieved by OICG in attaining its objectives with respect to completing its institutionalization process and moving towards financial viability.

[The below Estimated Budget does not conform precisely with OICI's proposal, which is set forth in a somewhat different format. However, both reflect the same programmatic content.]

Technical services provided under this PIO/T will be provided intermittently during the life of the Grant, which will commence on or about September 1, 1982, and terminate on or about August 31, 1984.

ESTIMATED BUDGET

<u>Line Item</u>	<u>Description</u>	<u>Amount</u>
1.	<u>Technical Services</u>	<u>\$ 103,000</u>
	a. Finance Officers	39,000
	--Per diem	14,000
	--Int. Travel	8,000
	--Domestic Trvl.	2,000
	--Salaries/Benefits	15,000
	b. Management Operations Officers	22,500
	--Per diem	8,000
	--Int. Travel	6,000
	--Domestic Trvl.	1,200
	--Salaries/Benefits	7,300
	c. Training Consultants	28,500
	--Per diem	9,600
	--Int. Travel	8,000
	--Domestic Trvl.	1,500
	--Consultant fees (\$150 x 65 days)	9,400
	d. Evaluation Officer	13,000
	--Per diem	5,500
	--Int. Travel	2,000
	--Domestic Trvl.	800
	--Salaries/Benefits	4,700

21

<u>LINE ITEM</u>	<u>DESCRIPTION</u>	<u>AMOUNT</u>
2. <u>Participant Training</u>		<u>\$ 23,000</u>
	a. Six round-trips to the U.S.	12,000
	b. Three person-months of per diem for short-term training	7,000
	c. Air travel in U.S. and local travel costs	4,000
3. <u>Vehicle Procurement</u>		<u>83,000</u>
	a. National Headquarters	35,000
	b. Accra Center	20,000
	c. Kumasi Center	14,000
	d. Takoradi Center	14,000
4. <u>Commodities & Equipment</u>		<u>370,000</u>
	a. Office Equipment	70,000
	-National Headquarters	20,000
	-Accra Center	14,000
	-Kumasi Center	18,000
	-Takoradi Center	18,000
	b. Training Equipment*	300,000
	-Accra Center	114,000
	-Kumasi Center	93,000
	-Takoradi Center	93,000
5. <u>Local Program Budget Support</u>		<u>520,000*</u>
	a. National Headquarters	70,000
	b. Accra Center	150,000
	c. Kumasi Center	150,000
	d. Takoradi Center	150,000
6. <u>Contingency</u>		<u>50,000</u>
7. <u>Indirect Costs</u>	Estimated @ 32.1 percent on Line Items 1 and 2, 5 and 6.	<u>223,000</u>
GRAND TOTAL		<u><u>\$ 1,372,000</u></u>

*See Illustrative Procurement Budget on Page 3.

22

ILLUSTRATIVE PROCUREMENT BUDGET
 FOR OICG TRAINING PROGRAM COURSES
 (Orders of Magnitude)

Course Title	Accra Center	Kumasi	Takoradi	Total
Carpentry	\$ 20,000	30,000	30,000	80,000
Masonry	20,000	20,000	20,000	60,000
Plumbing	20,000	20,000	--	40,000
Automotive	15,000	--	20,000	35,000
Office Skills	12,000	20,000	20,000	52,000
Ceramics	5,000	--	--	5,000
Graphics	5,000	--	--	5,000
Textiles	4,000	--	--	4,000
Catering	4,000	--	--	4,000
Electrical	6,000	--	--	6,000
Feeder Program	3,000	3,000	3,000	9,000
TOTAL	\$ 114,000	93,000	93,000	300,000

23

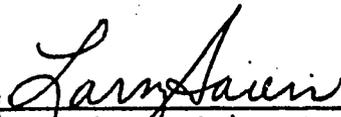
JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT

The awarding of an Operational Program Grant to the Opportunities Industrialization Centers, International, is deemed to be appropriate on a non-competitive basis for the following reasons:

1. It is being made in response to an unsolicited proposal submitted by the prospective Grantee;
2. The prospective Grantee has proposed a third phase project which follows on two previous Grants which were conceived and implemented by the prospective Grantee; and
3. The prospective Grantee has unique and extensive qualifications and experience in the technical field of activity projected in the proposal and has had more than 10 years of experience with this program in Ghana.

For the above reasons, I recommend that the Operational Program Grant to be executed under this PIO/T be awarded to the Opportunities Industrialization Centers, International, on a non-competitive basis.

Date: September 17, 1982



Larry Sifers
Acting Mission Director, USAID/Ghana

VA. 017/Vol. II / 50

MINISTRY OF
SOCIAL WELFARE
P. O. BOX 10 M. 84
ACCRA

17 1982
USAID/GHANA

12th August, 82

GOVERNMENT OF GHANA'S SUPPORT TO
O.I.C. GHANA PHASE III PROGRAMME

Many thanks for your letter No. OIG/AP/3/135 dated 4th August, 1982. The FNDC is committed to honouring all genuine commitments made on behalf of the Government of Ghana and I am happy to reassure you of the Ghana Government's continuing commitment towards the development of O.I.C. Ghana and financial support for the Phase III Programmes.

2. My Ministry looks forward to the implementation of the programmes detailed in the Phase III plan and we hope that the USAID assistance promised, through the Opportunities Industrialization Centers International, will be honoured to enable us to achieve the manpower development planned.

3. On my behalf and on behalf of the Government of Ghana, I wish you all the best and assure you of our continued co-operation.


FNDC SECRETARY
(K.K. KWAME)

THE EXECUTIVE DIRECTOR,
OPPORTUNITIES INDUSTRIALIZATION CENTRE,
GHANA,
ACCRA

cc: The Director,
USAID.

The Principal Secretary,
Ministry of Finance & Economic
Planning,
(External Aid Division),
ACCRA

The Chairman,
OIG Ghana,
National Office,
ACCRA

A.C.T. ODA
IMF ODA R

26