

CONFORMED COPY

A.I.D. Loan Number 615-T-008

LOAN AGREEMENT

Among

The Republic of Kenya

and

The Agricultural Finance Corporation

and the

United States of America

for

Kenya Livestock Development

Date: September 11, 1974

BEST AVAILABLE

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ANNEX A Project Description

LOAN AGREEMENT dated September 11, 1974, among the Republic of Kenya ("Borrower"), the Agricultural Finance Corporation ("AFC"), and the United States of America acting through the Agency for International Development ("A.I.D.").

ARTICLE I

The Loan

SECTION 1.01. The Loan. A.I.D. agrees to lend to the Borrower pursuant to the Foreign Assistance Act of 1961, as amended, an amount not to exceed nine million six hundred thousand (\$9,600,000) United States dollars ("Loan") to assist the Borrower and AFC in carrying out the Project described in Section 1.02 ("Project"). The Loan shall be used exclusively to finance United States dollar costs ("Dollar Costs") and local currency costs ("Local Currency Costs") of goods and services required for the Project. The aggregate amount of disbursements under the Loan is hereinafter referred to as "Principal".

SECTION 1.02. The Project. The Project comprises a portion of a multilateral project to be financed by the Governments of Canada, Kenya, and the United Kingdom, together with A.I.D. and the International Development Association ("I.D.A."). The Project to be financed jointly by Borrower and A.I.D. shall consist of three parts or sub-projects (hereinafter referred to as Project Part A, Project Part C and Project Part F(iii) in conformity with the I.D.A. Credit Agreement for the Second Livestock Development Project) which are more specifically described, as follows:

Project Part A shall consist of Borrower's relending to AFC a portion of the proceeds of the Loan ("Reloan") and the onlending ("Sub-loans") by AFC, to ranching enterprises ("Sub-Borrowers") of these funds together with other funds as may be provided by Borrower or AFC for Subloans under this Agreement, and shall include administrative activities related to such AFC onlending.

Project Part C shall consist of goods and services to assist the development and improvement of livestock grazing areas and livestock production in the North Eastern Province of Kenya.

Project Part F(iii) shall consist of consultant studies for the meat processing industry in Kenya.

The Project is more fully described in Annex A, attached hereto, which Annex may be modified in writing. The goods and services to be financed under the Loan shall be listed in the Implementation Letters referred to in Section 9.03 ("Implementation Letters").

SECTION 1.03. Use of Funds Generated by Other United States Assistance. The Borrower shall use for the Project, in lieu of any United States dollars that would otherwise be disbursed under the Loan to finance the Local Currency Costs of the Project, any currencies other than United States dollars that may become available to the Borrower after the date of this Agreement in connection with assistance (other than the Loan) provided by the United States of America to the Borrower to the extent and for the purposes that A.I.D. and the Borrower may agree in writing. Any such funds used for the Project shall reduce

the amount of the Loan (to the extent that it shall not then have been disbursed) by an equivalent amount of United States dollars computed, as of the date of the agreement between A.I.D. and the Borrower as to the use of such funds, using the most favorable exchange rate to the dollar then lawfully existing in Kenya.

ARTICLE II

Loan Terms

SECTION 2.01. Interest. The Borrower shall pay to A.I.D. interest which shall accrue at the rate of two percent (2%) per annum for ten (10) years following the date of the first disbursement hereunder and at the rate of three percent (3%) per annum thereafter on the outstanding balance of Principal and on any due and unpaid interest. Interest on the outstanding balance shall accrue from the date of each respective disbursement (as such date is defined in Section 7.04), and shall be computed on the basis of a 365-day year. Interest shall be payable semiannually. The first payment of interest shall be payable no later than six (6) months after the first disbursement hereunder on a date to be specified by A.I.D.

SECTION 2.02. Repayment. The Borrower shall repay to A.I.D. the Principal within forty (40) years from the date of the first disbursement hereunder in sixty-one (61) approximately equal semiannual installments of Principal and Interest. The first installment of Principal shall be payable nine and one-half ($9\frac{1}{2}$) years after the date on which the first payment is due in accordance with Section 2.01. A.I.D. shall

provide the Borrower with an amortization schedule in accordance with this Section after the final disbursement under the Loan.

SECTION 2.03. Application, Currency, and Place of Payment. All payments of interest and Principal by the Borrower hereunder shall be made in United States dollars and shall be applied first to the payment of interest due and payable and then to the repayment of Principal. Except as A.I.D. may otherwise specify in writing, all such payments shall be made to the Office of Financial Management, Agency for International Development, Washington, D. C., U.S.A., and shall be deemed made when received by the Office of Financial Management.

SECTION 2.04. Prepayment. Upon payment of all interest and refunds then due and payable, the Borrower may prepay, without penalty, all or any part of the Principal. Any such prepayment shall be applied to the installments of Principal in the inverse order of their maturity.

SECTION 2.05. Renegotiation of the Terms of the Loan. The Borrower agrees to negotiate with A.I.D., at such time or times as A.I.D. may request, an acceleration of the repayment of the Loan in the event that there is any significant improvement in the internal and external economic and financial position and prospects of Kenya.

ARTICLE III

Reloans and Subloans (Project Part A)

SECTION 3.01. Reloan. The Borrower agrees to reloan to AFC all of the Loan funds allocated for Part A by this Agreement in accordance

with the terms and conditions hereof and of a Reloan Agreement between the Borrower and AFC to be approved by A.I.D. in writing prior to execution, and in accordance with such procedures as may be specified in Implementation Letters. Upon approval by A.I.D. and the execution of such Reloan Agreement, the Borrower agrees to enforce such Agreement in accordance with the terms thereof. As shall be stated in such Reloan Agreement, AFC shall repay Principal and shall pay interest to the Borrower in such currency as is, at the time of payment, legal tender in the Republic of Kenya. AFC will pay the Borrower interest at a rate of three percent (3%) per annum on the outstanding balance of Principal and on any due and unpaid interest. Interest on the outstanding balance shall accrue from the date of each respective disbursement. AFC shall repay the Principal and shall pay all accrued interest within twenty (20) years from the date of the first disbursement under the Reloan Agreement in approximately equal semiannual installments. The first installments of Principal shall be due five (5) years after the first disbursement, thus giving AFC a five-year grace period on the repayment of Principal. No amendments or material modification shall be made in the Reloan Agreement without the prior written consent of A.I.D.

SECTION 3.02. Subloans.

(a) The Borrower and AFC agree that AFC using Reloan funds, shall promptly and effectively make Subloans to Sub-Borrowers in accordance with such terms, rates and procedures as may be specified in Implementation Letters and in the Reloan Agreement.

(b) Except as A.I.D. may otherwise agree in writing, Subloans shall be made on the following conditions:

(1) Sub-Borrowers shall pay interest on the outstanding Subloan balance and on any due and unpaid interest at a rate not less than eight percent (8%) per annum;

(2) Each Subloan shall be repayable and all accrued interest thereon shall be payable within a period not to exceed ten (10) years from the date of first disbursement under the respective Subloan;

(3) AFC shall permit individual Sub-Borrowers a grace period not to exceed three (3) years during which interest only shall be paid.

SECTION 3.03. Subloan Policy. With the exception of the specific provisions contained herein and in the Reloan Agreement, the Borrower shall take steps to assure that AFC shall, and AFC agrees to, make Subloans in accordance with all statutes, charters, interest rate structures, rules, regulations, policies and procedures ("standards") that are approved by the Borrower. Further, the Borrower shall take steps to assure that AFC shall, and AFC agrees to, not apply new standards in any Subloan Agreement without the written consent of the Borrower.

ARTICLE IV

Conditions Precedent to Disbursement

SECTION 4.01. Conditions Precedent to Initial Disbursement.

Prior to the first disbursement or to the issuance of the first Letter

of Commitment under the Loan, the Borrower shall, except as A.I.D. may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

(a) An opinion of the Borrower's Attorney General that this Agreement has been duly authorized and/or ratified by, and executed on behalf of, the Borrower, and that it constitutes a valid and legally binding obligation of the Borrower in accordance with all of its terms;

(b) A statement of the names of the persons holding or acting in the office of the Borrower specified in Section 9.02, and a specimen signature of each person specified in such statement;

(c) Evidence of the source and availability of funds for the Borrower's contribution required by Section 5.10(a), together with detailed evidence of the budgeting or commitment and ready availability of funds necessary to meet the Borrower's anticipated obligations for project activities during the Borrower's fiscal year of 1974/75.

(d) Evidence that all conditions to the effectiveness of the I.D.A. "Development Credit Agreement" (Second Livestock Development Project), other than the effectiveness of this Agreement, have been satisfied, together with an executed copy of said I.D.A. agreement.

SECTION 4.02. Additional Conditions Precedent to Disbursement (Project Part A). Prior to the first disbursement or to the issuance of the first Letter of Commitment under the Loan, in connection with Project Part A, AFC shall, except as A.I.D. may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

(a) An opinion of the chief legal counsel of AFC or of other counsel acceptable to A.I.D. that this Agreement has been duly authorized and/or ratified by, and executed on behalf of AFC and that it constitutes a valid and legally binding obligation of AFC in accordance with all of its terms;

(b) The name of the person or persons who will act as representative or representatives of AFC pursuant to Section 9.02 together with evidence of his or their authority and a specimen signature of each person, certified as to its authenticity;

(c) Opinion of legal counsel satisfactory to A.I.D. that AFC has been duly organized or created under the laws of Kenya, that AFC has taken all corporate and legal actions under the laws and regulations of Kenya and has full power, without legal inhibition, essential to the effective implementation of the Project Part A, and that its performance of obligations under the Reloan Agreement will not conflict with, or result in any violation of, any applicable franchise, concession, license, permit, decree, order, statute, ordinance, or regulation.

(d) Certified copies of the charter, bylaws, statutes, and other documentation governing the operations of AFC, including the interest rate structure, rules, regulations, policies, and procedures to be used in making Subloans and copies of AFC's Subloan form, if any, and such other information as A.I.D. may reasonably request.

SECTION 4.03. Conditions Precedent to Additional Disbursement

(Project Part C). Prior to any disbursement or to the issuance of any

Letter of Commitment under the Loan, in connection with Project Part C for the purpose of financing the procurement of equipment, the Borrower shall, except as A.I.D. may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

(a) Evidence of satisfactory arrangements for equipment servicing and purchasing of spare parts, including establishment of a separate logistic and accounting section for North Eastern Province range water development within the Ministry of Agriculture's Water Department;

(b) Evidence that an equipment maintenance program will be undertaken, including guidelines for maintenance of equipment;

(c) An equipment utilization schedule, including a firm plan for the first year of Project implementation and a projected plan for succeeding project years.

SECTION 4.04. Conditions Precedent to Additional Disbursement (Project Part F(iii)). Prior to any disbursement or to the issuance of any Letter of Commitment under the Loan in connection with Project Part F(iii), the Borrower shall, except as A.I.D. may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D., an executed contract or contracts with a consulting firm or firms acceptable to A.I.D.

SECTION 4.05. Terminal Dates for Meeting Conditions Precedent to Disbursement.

(a) If all the conditions specified in Section 4.01 shall not have been met within three (3) months from the date of this Agreement,

or such later date or dates as A.I.D. may agree to in writing, A.I.D. at its option, may terminate this Agreement by giving written notice to the Borrower and AFC. In the event of such a termination, this Agreement and all the obligations of the parties hereto shall terminate.

(b) Except as A.I.D. may otherwise agree in writing:

(1) If the conditions specified in Section 4.02 shall not have been satisfied within three (3) months from the date of this Agreement; or

(2) If the conditions specified in Section 4.03 shall not have been satisfied within six (6) months from the date of this Agreement; or

(3) If the conditions specified in Section 4.04 shall not have been satisfied within one (1) year from the date of this Agreement; then A.I.D. may terminate this Agreement by giving notice to the Borrower, and AFC in respect to Section 4.02 conditions; provided, however, that termination resulting from the failure to meet conditions specified in Sections 4.02, 4.03, and 4.04 shall be effective only as to that Part of the Project to which the unsatisfied condition or conditions apply, and such termination shall not affect disbursements in support of other Parts of the Project for which all conditions have been timely satisfied. Upon the giving of such notice, this Agreement, or that portion thereof so affected, and all obligations of the parties hereto with respect to such affected portions and Parts of the Project shall terminate.

SECTION 4.06. Notification of Meeting Conditions Precedent to Disbursement. A.I.D. shall notify the Borrowers, and AFC in the case of Section 4.01 and Section 4.02 conditions, upon determination by A.I.D. that the conditions precedent to disbursement specified in Sections 4.01, 4.02, 4.03 and 4.04 have been met.

ARTICLE V

Covenants and Warranties

SECTION 5.01. Execution of the Project. AFC, with respect to Project Part A, and the Borrower shall carry out the Project with due diligence and efficiency and in conformity with sound financial and administrative practices. It is the understanding of the parties hereto that Borrower bears the primary responsibility for fulfilling the representations, warranties and covenants herein, despite the fact that in regard to Project Part A, AFC and the Sub-borrowers may be in a direct position to effect the performance of such undertakings. Accordingly, the Borrower agrees to take such steps as may be reasonable, necessary and proper to insure the due and faithful performance of such undertakings by AFC and Sub-Borrowers. Included among the obligations hereunder shall be the forwarding to AFC and the enforcement of various A.I.D. determinations and Implementation Letters made or issued pursuant hereto.

SECTION 5.02. Continuing Consultation. The Borrower, and AFC in regard to Project Part A, and A.I.D. shall from time to time, at the request of any party, exchange views through their representatives

with regard to the progress of the Project, the performance by the Borrower and AFC of their obligations under this Agreement and the Reloan Agreement and other matters relating to the Project.

SECTION 5.03. Disclosure of Material Facts and Circumstances.

The Borrower represents and warrants that all facts and circumstances disclosed or caused to be disclosed to A.I.D. in the course of obtaining the Loan are accurate and complete, and there has been disclosed to A.I.D. accurately and completely, all facts and circumstances that might materially affect the Project and the discharge of the Borrower's obligations under this Agreement. The Borrower agrees to promptly inform A.I.D. of any facts and circumstances that may hereafter arise that might materially affect, or that it is reasonable to believe might materially affect, the Project or the discharge of the Borrower's obligations under this Agreement.

SECTION 5.04. Commissions, Fees and Other Payments.

(a) The Borrower warrants and covenants that in connection with obtaining the Loan, or taking any action under or with respect to this Agreement or the Reloan Agreement, it has not paid, and will not pay or agree to pay, nor to the best of its knowledge has there been paid nor will there be paid or agreed to be paid by any other person or entity, commissions, fees or other payments of any kind, except as regular compensation to the Borrower's full-time officers and employees or as compensation for bonafide professional, technical or comparable services to which it is a party or of which it has knowledge (indicating whether

such payment has been made or is to be made on a contingent basis), and if the amount or any such payment is deemed unreasonable by A.I.D., the same shall be adjusted in a manner satisfactory to A.I.D.

(b) The Borrower warrants and covenants that no payments have been or will be received by the Borrower, or any official of the Borrower, in connection with the procurement of goods and services financed hereunder, except fees, taxes or similar payments legally established in Kenya.

SECTION 5.05. Maintenance and Audit of Records. The Borrower shall maintain or cause to be maintained, in accordance with sound accounting principles and practices consistently applied, books and records relating to the Project, this Agreement and the Reloan Agreement.

(a) AFC shall maintain in regard to Project Part A, books and records which shall, without limitation, be adequate to show:

- (i) the receipt and use made of the Loan funds disbursed to AFC;
- (ii) the nature and extent of solicitations of prospective suppliers of goods and services to be furnished under Subloans;
- (iii) the eligibility of the Sub-Borrowers receiving the Subloans, including the economic, technical and financial analysis made by AFC with respect to each application for a Subloan which is subsequently financed in whole or in part by the Loan; and
- (iv) the financial conditions of AFC and the Sub-Borrowers, including those in default of payment of interest or repayment of Principal, and the progress of the Project.

(b) The Borrower's books and records, in regard to Project Part C and Project Part F(iii), shall, without limitation, be adequate to show:

- (i) the receipt and use made of goods and services acquired with the funds disbursed pursuant to this Agreement;
- (ii) the nature and extent of solicitations of prospective suppliers of goods and services acquired;
- (iii) the basis for the award of contracts and orders to successful bidders; and
- (iv) the progress of the Project.

Such books and records shall be regularly audited, in accordance with sound auditing standards, for such periods and at such intervals as A.I.D. may require and shall be maintained for five (5) years after the date of the last disbursement by A.I.D. or until all sums due A.I.D. under this Agreement have been paid, whichever date shall occur first.

SECTION 5.06. Reports. The Borrower, and AFC with regard to Project Part A, shall furnish to A.I.D. such information and reports relating to the Loan, to the Reloan, to the Subloans and to the Project as A.I.D. may reasonably request.

SECTION 5.07. Inspection and Audit. The authorized representatives of A.I.D. shall have the right at all reasonable times to inspect and audit the carrying out of the Project, the utilization of all goods and services financed under the Loan, the use of the proceeds of the Reloan and the Subloans and the Borrower's and AFC's books, records and other documents relating to the Project, the Loan, the Reloan and the Subloans. The Borrower and AFC shall each cooperate with A.I.D. to

facilitate such inspections and audits and the Borrower shall permit representatives of A.I.D. to visit any part of Kenya for any purpose relating to the foregoing.

SECTION 5.08. Continuance of Representation and Materials Furnished to Satisfy Conditions Precedent. Unless A.I.D. otherwise agrees in writing, the Borrower and AFC shall continue in force and effect for the life of this Agreement, exactly as originally made or furnished, any representation made or opinion or agreement furnished to satisfy a Condition Precedent under this Agreement.

SECTION 5.09. Taxation. This Agreement, the Reloan Agreement, the Loan, the Reloan and any evidence of indebtedness issued in connection therewith shall be free from, and the principal and interest under the Loan and the Reloan shall be paid without deduction for and free from any taxation or fees imposed under the laws in effect within Kenya. No taxes, tariffs, duties or levies of any nature whatsoever shall be paid with funds provided under the Loan. To the extent that (a) any contractor, including any consulting firm, any personnel of such contractor financed hereunder, and any property or transactions relating to such contracts and (b) any commodity procurement transaction financed under the Loan are not exempt from identifiable taxes, tariffs, duties and other levies imposed under the laws in effect in Kenya, the Borrower shall, as and to the extent prescribed in and pursuant to Implementation Letters, pay or reimburse the same under Section 5.10(b) of this Agreement with funds other than those provided under the Loan.

SECTION 5.10. Funds and Other Resources to be Provided by the Borrower.

(a) The Borrower agrees to make contributions, in cash or kind, to Project Part A, equal in value to at least five hundred thirty thousand (U.S.\$530,000) United States dollars. The Borrower further agrees to make contributions either in cash or kind, to Project Part C which equal in value at least three million seven hundred thousand (U.S.\$3,700,000) United States dollars. Except as A.I.D. may otherwise specify in writing, such contributions in whole or in part, may be provided to meet operational, administrative or capital costs of Project Part A and Project Part C.

(b) In addition to its required contribution under Section 5.10(a) hereof, the Borrower shall provide promptly as needed, all funds, in addition to the Loan, and all other resources required for the punctual and effective carrying out of the Project.

SECTION 5.11. Management. The Borrower, and AFC in regard to Project Part A, shall provide qualified and experienced management for the Project and shall train staff as may be appropriate for the maintenance and operation of the Project.

SECTION 5.12. Operation and Maintenance. The Borrower shall operate, maintain and repair Project Part C and all facilities, structures and goods provided in connection therewith in conformity with sound engineering, financial, administrative and livestock management practices and in such manner as to ensure the continuing and successful achievement of the purposes of Project Part C.

SECTION 5.13. Utilization of Goods and Services.

(a) Goods and services financed under the Loan shall be used exclusively for the Project, except as A.I.D. may otherwise agree in writing. Upon completion of the Project, or at such other time as goods financed under the Loan can no longer usefully be employed for the Project, the Borrower may use or dispose of such goods in such a manner as A.I.D. may agree to in writing prior to such use or disposition.

(b) Except as A.I.D. may otherwise agree in writing, no goods or services financed under the Loan shall be used to promote or assist any foreign-aid project or activity associated with or financed by any country not included in Code 935 of the A.I.D. Geographic Code Book as in effect at the time of such use.

SECTION 5.14. Investment Guaranty Project Approval by the Borrower. Any construction work to be financed under the Agreement is hereby stated to be a project approved by the Government of Kenya pursuant to the agreement between the Government of Kenya and the Government of the United States of America on the subject of investment guaranties under that agreement covering a contractor's investment in that project.

SECTION 5.15. Organization, Authority and Operation of AFC. With regard to Project Part A, Borrower and AFC represent, warrant and agree as follows:

(a) AFC is a duly organized entity existing in good standing under the laws of Kenya;

(b) there are no pending or threatened actions or proceedings before any court or administrative agency which materially and adversely affect the financial conditions or operations of AFC;

(c) the operations and affairs of AFC are and will be conducted with due diligence and efficiency and in accordance with sound technical, administrative and financial practices, in conformity with the laws of Kenya and in conformity with the statutes, charter, by-laws, regulations, policies and procedures and any other information submitted to A.I.D. pursuant to Section 4.02(d) hereof;

(d) Borrower and AFC will inform A.I.D. in writing of any change in the nature of the operations of AFC or of any material modification of the statutes, charter, by-laws, rules, regulations and policies which adversely affect the ability and willingness of AFC to fulfill its obligations hereunder;

(e) the consolidated financial report for AFC as of March 31, 1974, and the related revenue and expenditure statement for the year then ended (copies of which will be furnished to A.I.D.) correctly sets forth the financial condition of AFC as of such date and the results of its operations for such year, and since the date of the said balance sheet there has been no materially adverse change in the financial condition of AFC.

SECTION 5.16. AFC Activities. In regard to Project Part A, AFC agrees:

(a) to use its best efforts to abstain from buying cattle for resale to Sub-Borrowers or acting as agent or broker in cattle purchases by Sub-Borrowers; provided, however, in regard to proposed transactions in which AFC considers it necessary to buy cattle or to act as agent or broker, AFC shall publicly and widely advertise its cattle requirements, if A.I.D., after consultation with AFC, so requires;

(b) to use its best effort to encourage Group Ranch Chairmen, their representatives or Ranch Managers to be present at and actively participate in cattle purchases financed under the Subloans.

The Borrower agrees to assure that AFC complies with the obligations specified in this Section 5.16.

SECTION 5.17. Range Development Activities. The Borrower with regard to Project Part C, agrees:

(a) to reconstruct, as required to maintain range carrying capacity, pre-existing pans located within or adjacent to the North Eastern Province and completed prior to the commencement of activities under Project Part C;

(b) to take necessary steps to control the extent of livestock grazing on any overgrazed or improperly utilized range land in the North Eastern Province and to maintain in force such laws and acts as may be necessary and proper for the performance of its obligations under this Section 5.17(b);

(c) that no more than twenty percent (20%) of the livestock or meat products generated annually by Project Part C will be exported

for use or consumption in the United States of America during the life of the Loan;

(d) to operate and maintain reservoirs and boreholes in the North Eastern Province and to use its best efforts to establish a program or operating procedure under which costs of such operation and maintenance will be recovered from the water users;

(e) to prepare and approve applicable range block management plans prior to the development of each individual grazing block;

(f) to implement as far as practicable, subject to evaluation and approval by A.I.D. and Borrower, the recommendations of A.I.D.-financed range management consultants;

(g) to improve and maintain access roads to the range areas in the North Eastern Province as necessary for project implementation and livestock operations;

(h) to actively employ the Ministry of Agriculture Livestock Marketing Division, or any successor organization, in livestock marketing operations in the North Eastern Province, until it is mutually determined by the Borrower and A.I.D. that the services of the Livestock Marketing Division are no longer necessary for the successful continuance of such livestock marketing;

(i) to provide a Field Supervisor for the Ministry of Agriculture range water construction operations in the North Eastern Province.

SECTION 5.18. I.D.A. Credit Agreement. The Borrower and AFC represent and warrant that they are in compliance with respectively

the I.D.A. Development Credit Agreement and the I.D.A. Project Agreement for the Second Livestock Development Project and agree that they shall continue to comply with the terms, conditions and covenants of such I.D.A. Agreements, respectively.

ARTICLE VI

Procurement

SECTION 6.01. Procurement from Code 941 Countries. Except as A.I.D. may otherwise agree in writing, disbursements made pursuant to Section 7.01 shall be used exclusively to finance the procurement for the Project of goods and services having their source and origin in countries included in Code 941 of the A.I.D. Geographic Code Book as in effect at the time orders are placed or contracts are entered into therefor. Ocean shipping shall qualify as an eligible service provided the vessel furnishing the transportation service is registered in a country included in Code 941 of the A.I.D. Geographic Code Book as in effect at the time of shipment.

SECTION 6.02. Procurement from Kenya and Code 941 Countries. Except as A.I.D. may otherwise agree in writing, disbursements made pursuant to Section 7.02 shall be used exclusively to finance the procurement for the Project of goods and services having their source in Kenya and their origin in Kenya or any other country included in A.I.D. Geographic Code 941 as in effect at the time orders are placed or contracts are entered into therefor.

SECTION 6.03. Eligibility Date. Except as A.I.D. may otherwise agree in writing, no goods or services procured pursuant to orders placed or contracts entered into prior to the date of this Agreement and no Subloans for which AFC has disbursed funds prior to the date of this Agreement may be financed under the Loan.

SECTION 6.04. Goods and Services not Financed Under the Loan. Goods and services procured for the Project, but not financed under the Loan, shall have their source and origin in countries included in Code 935 of the A.I.D. Geographic Code Book as in effect at the time orders are placed for such goods and services.

SECTION 6.05. Implementation of Procurement Requirements. The definitions applicable to the eligibility requirements of Sections 6.01, 6.02 and 6.04 will be set forth in detail in Implementation Letters.

SECTION 6.06. Plans, Specifications and Contracts.

(a) Except as A.I.D. may otherwise agree in writing, the Borrower shall furnish to A.I.D. promptly upon preparation, all plans, specifications, construction schedules, bid documents, contracts and agreements relating to the Project and any modification therein, whether or not the goods and services to which they relate are financed under the Loan.

(b) Except as A.I.D. may otherwise agree in writing, all of the plans, specifications and construction schedules furnished pursuant to subsection (a) above, shall be approved by A.I.D. in writing.

(c) Except as A.I.D. may otherwise agree in writing, all bid documents and documents related to the solicitation of proposals

relating to goods and services financed under the Loan shall be approved by A.I.D. in writing prior to their issuance. All plans, specifications and other documents relating to goods and services financed under the Loan shall be in terms of United States standards and measurements, except as A.I.D. may otherwise agree in writing.

(d) Except as A.I.D. may otherwise agree in writing, the following contracts financed under the Loan shall be approved by A.I.D. in writing prior to their execution:

- (i) contracts for engineering and other professional services,
- (ii) contracts for construction services,
- (iii) contracts for such other services as A.I.D. may specify, and
- (iv) contracts for such equipment and materials as A.I.D. may specify.

(e) Except as A.I.D. may otherwise agree in writing, consulting firms used by the Borrower for the Project but not financed under the Loan, the scope of their services and such of their personnel assigned to the Project as A.I.D. may specify, and construction contractors used by the Borrower for the Project but not financed under the Loan shall be acceptable to A.I.D.

SECTION 6.07. Reasonable Price. No more than reasonable prices shall be paid for any goods or services financed, in whole or in part, under the Loan, as more fully described in Implementation Letters. Such items shall be procured on a fair and, except for professional services, on a competitive basis in accordance with procedures therefor prescribed in Implementation Letters.

SECTION 6.08. Employment of Third-Country Nationals Under Construction Contracts. The employment of personnel to perform services under the construction contracts financed under the Loan shall be subject to requirements with respect to third-country nationals prescribed in Implementation Letters.

SECTION 6.09. Shipping and Insurance.

(a) Goods financed under the Loan shall be transported to Kenya on flag carriers of any country included in Code 935 of the A.I.D. Geographic Code Book as in effect at the time of shipment.

(b) Unless A.I.D. shall determine that privately owned United States flag commercial vessels are not available at fair and reasonable rates for such vessels, (i) at least fifty percent (50%) of the gross tonnage of all goods financed under the Loan (computed separately for dry bulk carriers, dry cargo liners and tankers) and transported on ocean vessels shall be transported on privately owned United States flag commercial vessels, and (ii) at least fifty percent (50%) of the gross freight revenue generated by all shipments financed under the Loan and transported on dry cargo liners shall be paid to or for the benefit of privately owned United States flag commercial vessels.

(c) No such goods may be transported on any ocean vessel (or aircraft) (i) which A.I.D., in a notice to the Borrower, has designated as ineligible to carry A.I.D.-financed goods or (ii) which has been chartered for the carriage of A.I.D.-financed goods unless such charter has been approved by A.I.D.

(d) If in connection with the placement of marine insurance on shipments financed under the United States legislation authorizing assistance to other nations, the Government of Kenya, by statute, decree, rule or regulation favors any marine insurance company of any other country over any marine insurance company authorized to do business in any state of the United States of America, goods procured from the United States and financed under the Loan shall during the continuance of such discrimination be insured against marine risk in the United States of America with a company or companies authorized to do a marine insurance business in any state of the United States of America.

(e) Unless A.I.D. otherwise agrees in writing, Borrower shall insure, or cause to be insured, all goods financed under the Loan against risks incident to their transit to the point of their use in the Project. Such insurance shall be issued upon terms consistent with sound commercial practice and cover the full value of the goods, and the proceeds thereof shall be payable in United States dollars or in any other freely convertible currency. Any indemnification received by the Borrower under such insurance shall be used to replace or repair any material damage or any loss of the goods insured or shall be used to reimburse Borrower for the replacement or repair of such goods. Any such replacements shall have their source and origin in countries specified in Section 6.01 and otherwise be subject to the provisions of this Agreement.

SECTION 6.10. Notification to Potential Suppliers. In order that all United States firms shall have the opportunity to participate in furnishing goods and services to be financed under the Loan, the Borrower shall furnish to A.I.D. such information with regard thereto, and at such time, as A.I.D. may request in Implementation Letters.

SECTION 6.11. United States Government-Owned Excess Property. Where practicable, Borrower shall utilize, with respect to goods financed under the Loan to which the Borrower takes title at the time of procurement, such United States Government-owned Excess Property as may be consistent with the requirements of the Project and as may be available within a reasonable period of time. The Borrower shall seek assistance from A.I.D., and A.I.D. will assist the Borrower in ascertaining the availability of and in obtaining such Excess Property. A.I.D. will make arrangements for any necessary inspection of such property by the Borrower or its representative. The costs of inspection and of acquisition, and all charges incident to the transfer to the Borrower of such Excess Property, may be financed under the Loan. Prior to the procurement of any goods, other than Excess Property, financed under the Loan and after having sought such A.I.D. assistance, the Borrower shall advise A.I.D. in writing, on the basis of information then available to it, either that such goods cannot be made available from United States Government-owned Excess Property on a timely basis or that the goods that can be made available are not technically suitable for use in the Project.

SECTION 6.12. Information and Marking. The Borrower shall give publicity to the Loan and the Project as a program of United States' aid, identify the Project site, and mark goods financed under the Loan, as prescribed in Implementation Letters.

ARTICLE VII

Disbursements

SECTION 7.01. Disbursement for United States Dollar Costs - Letters of Commitment to United States' Banks. Upon satisfaction of conditions precedent, the Borrower may, from time to time, request A.I.D. to issue Letters of Commitment for specified amounts to one or more United States' banks satisfactory to A.I.D. committing A.I.D. to reimburse such bank or banks for payments made by them to contractors or suppliers, through the use of Letters of Credit or otherwise, for Dollar Costs of goods and services procured for the Project in accordance with the terms and conditions of this Agreement. Payment by a bank to a contractor or supplier will be made by the bank upon presentation of such supporting documentation as A.I.D. may prescribe in Letters of Commitment and Implementation Letters.

Banking charges incurred in connection with Letters of Commitment and Letters of Credit shall be for the account of the Borrower and may be financed under the Loan.

SECTION 7.02. Disbursement for Local Currency Costs. Upon satisfaction of conditions precedent, the Borrower may, from time to time, request disbursement by A.I.D. of local currency for Local Currency

Costs of goods and services procured for the Project in accordance with the terms and conditions of this Agreement by submitting to A.I.D. such supporting documentation as A.I.D. may prescribe in Implementation Letters. A.I.D., at its option, may make such disbursements from Kenya currency owned by the U.S. Government or obtained by A.I.D. with United States dollars.

The United States dollar equivalent of the local currency made available hereunder will be the amount of United States dollars required by A.I.D. to obtain Kenya currency if purchased; or if otherwise obtained, the dollar equivalent of the funds disbursed, on the date of disbursement using the most favorable exchange rate to the dollar then lawfully existing in Kenya.

SECTION 7.03. Other Forms of Disbursement. Disbursements of the Loan may also be made through such other means as the Borrower and A.I.D. may agree to in writing.

SECTION 7.04. Date of Disbursement. Disbursements by A.I.D. shall be deemed to occur (a) in the case of disbursements pursuant to Section 7.01, on the date on which A.I.D. makes a disbursement to the Borrower, to its designee, or to a banking institution pursuant to a Letter of Commitment, and (b) in the case of disbursements pursuant to Section 7.02, on the date on which A.I.D. disburses the local currency to the Borrower or its designee.

SECTION 7.05. Terminal Dates for Commitment and Disbursement.

(a) Except as A.I.D. may otherwise agree in writing, in connection with Project Part A no disbursement shall be made against documentation

received by A.I.D. or its designee after September 30, 1978 ("terminal date for disbursement").

(b) Except as A.I.D. may otherwise agree in writing, no Letter of Commitment, or other commitment document which may be called for by another form of disbursement under Section 7.03, shall be issued in response to requests received by A.I.D. in connection with Project Part C after March 31, 1979, and in connection with Project Part F(iii) after September 30, 1976, and no disbursement shall be made against documentation received by A.I.D. or any bank described in Section 7.01 in connection with Project Part C after September 30, 1979 ("terminal date for disbursement") and in connection with Project Part F(iii) after March 31, 1977 ("terminal date for disbursement").

(c) If funds remain available under the Loan for any part of the Project after the applicable terminal date for disbursement as specified above, then A.I.D., at its option, may at any time or times after the respective terminal dates for disbursement reduce the Loan by all or any portion of such funds for which documentation for the disbursement thereof has not been received on or before the applicable terminal date for disbursement.

ARTICLE VIII

Cancellation and Suspension

SECTION 8.01. Cancellation by the Borrower. The Borrower may, with the prior written consent of A.I.D., by written notice to A.I.D., cancel any part of the Loan (i) which, prior to the giving of such

notice, A.I.D. has not disbursed or committed itself to disburse, or (ii) which has not then been utilized through the issuance of irrevocable Letters of Credit or through bank payments made other than under irrevocable Letters of Credit.

SECTION 8.02. Events of Default; Acceleration. If any one or more of the following events ("Events of Default") shall occur:

(a) The Borrower shall have failed to pay when due any interest or installment of Principal required under this Agreement;

(b) The Borrower, or AFC in regard to Project Part A, shall have failed to comply with any provision of the Reloan Agreement or of this Agreement, including, but without limitation, the obligation to carry out the Project with due diligence and efficiency;

(c) The Borrower shall have failed to pay when due any interest or any installment of Principal or any other payment required under any other loan agreement, any guaranty agreement, or any other agreement between the Borrower or any of its agencies and A.I.D., or any of its predecessor agencies, then A.I.D. may, at its option, give to the Borrower notice that all or any part of the unrepaid Principal shall be due and payable sixty (60) days thereafter, and unless the Event of Default is cured within such sixty (60) days:

- (i) such unrepaid Principal and any accrued interest hereunder shall be due and payable immediately; and
- (ii) the amount of any further disbursements made under then outstanding irrevocable Letters of Credit or otherwise shall become due and payable as soon as made.

SECTION 8.03. Suspension of Disbursement. In the event that at any time:

- (a) An Event of Default has occurred;
 - (b) An event occurs that A.I.D. determines to be an extraordinary situation that makes it improbable either that the purpose of the Loan will be attained or that the Borrower will be able to perform its obligations under this Agreement or that AFC will be able to perform its obligations under the Reloan Agreement and/or this Agreement; or
 - (c) Any disbursement by A.I.D. would be in violation of the legislation governing A.I.D.;
 - (d) The Borrower shall have failed to pay when due any interest or any installment of Principal or any other payment required under any other loan agreement, any guaranty agreement, or any other agreement between the Borrower or any of its agencies and the Government of the United States or any of its agencies;
- then A.I.D. may, at its option:

- (i) suspend or cancel outstanding commitment documents to the extent that they have not been utilized through the issuance of irrevocable Letters of Credit, in which event A.I.D. shall give notice to the Borrower promptly thereafter;
- (ii) decline to make disbursements other than under outstanding commitment documents;
- (iii) decline to issue additional commitment documents;
- (iv) at A.I.D.'s expense, direct that title to goods financed under the Loan shall be transferred to A.I.D. if the goods are from a source outside Kenya, are in a deliverable state and have not been offloaded in ports of entry in Kenya. Any disbursement made or to be made under the Loan with respect to such transferred goods shall be deducted from Principal.

SECTION 8.04. Cancellation by A.I.D. Following any suspension of disbursements pursuant to Section 8.03, if the cause or causes for such suspension of disbursements shall not have been eliminated or corrected within sixty (60) days from the date of such suspension, A.I.D. may, at its option, at any time or times thereafter, cancel all or any part of the Loan that is not then either disbursed or subject to irrevocable Letters of Credit.

SECTION 8.05. Continued Effectiveness of Agreement. Notwithstanding any cancellation, suspension of disbursement, or acceleration of repayment, the provisions of this Agreement shall continue in full force and effect until the payment in full of all Principal and any accrued interest hereunder.

SECTION 8.06. Refunds.

(a) In the case of any disbursement not supported by valid documentation in accordance with the terms of this Agreement, or of any disbursement not made or used in accordance with the terms of this Agreement, A.I.D., notwithstanding the availability or exercise of any of the other remedies provided for under this Agreement, may require the Borrower to refund such amount in United States dollars to A.I.D. within thirty (30) days after receipt of a request therefor. However, in the event that such disbursement was originally made in local currency and if A.I.D. determines that the amount of such refund can be used to pay the Local Currency Costs of other goods and services approved for financing under the Loan, A.I.D. will accept such refund

in local currency. Refunds under this section shall be made available first for the cost of goods and services procured for the Project hereunder, to the extent justified; the remainder, if any, shall be applied to the installments of Principal in the inverse order of their maturity and the amount of the Loan shall be reduced by the amount of such remainder. Notwithstanding any other provision in this Agreement, A.I.D.'s right to require a refund with respect to any disbursement under the Loan shall continue for five years following the date of such disbursement.

(b) In the event that A.I.D. receives a refund from any contractor, supplier, or banking institution, or from any other third party connected with the Loan, with respect to goods or services financed under the Loan, and such refund relates to an unreasonable price for goods or services, or to goods that did not conform to specifications, or to services that were inadequate, A.I.D. shall first make such refund available for the cost of goods and services procured for the Project hereunder, to the extent justified, the remainder to be applied to the installments of Principal in the inverse order of their maturity and the amount of the Loan will be reduced by the amount of such remainder.

SECTION 8.07. Expenses of Collection. All reasonable costs incurred by A.I.D., other than salaries of its staff, in connection with the collection of any refund or in connection with amounts due A.I.D. by reason of the occurrence of any of the events specified in Section 8.02 may be charged to the Borrower and reimbursed to A.I.D. in such manner as A.I.D. may specify.

SECTION 8.08. Nonwaiver of Remedies. No delay in exercising or omission to exercise any right, power, or remedy accruing to A.I.D. under this Agreement shall be construed as a waiver of any such rights, powers, or remedies.

ARTICLE IX

Miscellaneous

SECTION 9.01. Communications. Any notice, request, document, or other communication given, made, or sent by the Borrower, AFC or A.I.D. pursuant to this Agreement shall be in writing or by telegram, cable, or radiogram and shall be deemed to have been duly given, made, or sent to the party to which it is addressed when it shall be delivered to such party by hand or by mail, telegram, cable, or radiogram at the following addresses:

TO BORROWER:

Mail Address: Permanent Secretary
Ministry of Finance and Planning
Treasury
Post Office Box 30007
Nairobi, Kenya

Cable Address: FINANCE, NAIROBI, KENYA

TO AFC:

Mail Address: The General Manager
Agricultural Finance Corp.
P. O. Box 30367
Nairobi, Kenya

Cable Address: KENAGBAN

TO A.I.D.:

Mail Address: Director
Regional Economic Development Services Office
c/o Director
U.S. A.I.D. Mission to Kenya
P. O. Box 30261
Nairobi, Kenya

Cable Address: AMEMBASSY NAIROBI

Borrower and AFC, in addition, shall provide the Director, U.S. A.I.D. Mission to Kenya, with a copy of each communication sent to A.I.D. Other addresses may be substituted for the above upon the giving of notice. All notices, requests, communications, and documents submitted to A.I.D. hereunder shall be in English, except as A.I.D. may otherwise agree in writing.

SECTION 9.02. Representatives. For all purposes relative to this Agreement, the Borrower will be represented by the individual holding or acting in the office of Permanent Secretary to the Treasury, Ministry of Finance and Planning, AFC will be represented by the individual holding or acting in the office of General Manager of AFC, and A.I.D. will be represented by the individual holding or acting in the office of Director, Regional Economic Development Services Office, Nairobi, Kenya. Such individuals shall have the authority to designate additional representatives by written notice. In the event of any replacement or other designation of a representative hereunder, Borrower shall submit a statement of the representative's name and specimen signature in form and substance satisfactory to A.I.D. Until receipt by A.I.D. of written notice of revocation of the authority of

any of the duly authorized representatives of the Borrower designated pursuant to this Section, it may accept the signature of any such representative or representatives on any instrument as conclusive evidence that any action effected by such instrument is duly authorized.

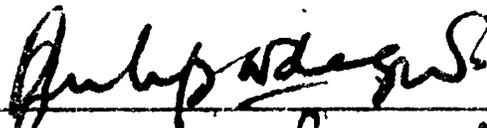
SECTION 9.03. Implementation Letters. A.I.D. shall from time to time issue Implementation Letters that will prescribe the procedures applicable hereunder in connection with the implementation of this Agreement.

SECTION 9.04. Promissory Notes. At such time or times as A.I.D. may request, the Borrower shall issue promissory notes or such other evidences of indebtedness with respect to the Loan, in such form, containing such terms and supported by such legal opinions as A.I.D. may reasonably request.

SECTION 9.05. Termination Upon Full Payment. Upon payment in full of the Principal and of any accrued interest, this Agreement and all obligations of the Borrower and A.I.D. under this Loan Agreement shall terminate.

IN WITNESS WHEREOF, The Republic of Kenya, the Agricultural Finance Corporation, and the United States of America, each acting through its duly authorized representative, have caused this Agreement to be signed in their names and delivered as of the day and year first above written.

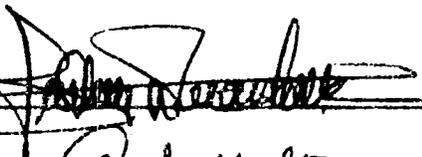
REPUBLIC OF KENYA

By: 
Title: Kenya Secretary Treasury.

AGRICULTURAL FINANCE CORPORATION

By: 
Title: General Manager.

UNITED STATES OF AMERICA

By: 
Title: Ambassador

Project Description

The Project comprises a portion of the Second Livestock Development Project to be financed by the Governments of Kenya, Canada, the United Kingdom and the United States, and the International Development Association (I.D.A.) and project beneficiaries. A.I.D. financing will be provided for the activities described below:

1. Ranch Development - Part A.

The Loan will provide the Kenya currency equivalent of up to \$4,100,000 for onlending by the Borrower to AFC. These funds, together with such funds as may be provided for Subloans by the Borrower or AFC under Section 5.10 of this Agreement, shall be used to finance the procurement of cattle by Sub-Borrowers. Group, company or cooperative and commercial ranches, as further defined in Implementation Letters, shall be eligible Sub-Borrowers. Subloans shall be made to the following:

- (a) Approximately 60 group ranches most of which being in Kajiado, Narok and Samburu Districts;
- (b) Approximately 21 company or cooperative ranches most of which being in Taita/Taveta, Tana River, Kwale, Kilifi and Kitui Districts;
- (c) Approximately 100 commercial ranches most of which being in Nakuru, Laikipia, Nyandarua and Machakos Districts.

2. Northeast Range Development - Part C.

The Loan will provide up to \$5,300,000 to finance goods and services to assist in the planning, design and construction of roads, pans, water facilities and buildings required to develop and improve livestock grazing areas and livestock production in Kenya's North Eastern Province.

3. Meat Processing Study - Part F(iii).

The Loan will provide up to \$200,000 to assist in financing a contract or contracts for consultant studies to determine measures to improve and develop the meat processing industry in Kenya.

MAR 14 1977

ACTION MEMORANDUM FOR THE ACTING ADMINISTRATOR

THRU : ES

THRU : AA/FPC, Mr. Alexander Shakow

FROM : AA/AFR, W. Haven North

SUBJECT: Kenya - Livestock Development Loan (615-0160), Amendment I

Problem: USAID/Kenya recently submitted Amendment number I to the Kenya Livestock Development Loan which was authorized in FY 1974. This Amendment increases the \$9,600,000 Kenya Development Loan (615-T-008) by \$3,250,000 to provide additional inputs into the multi-donor Livestock Development Program, Phase II. It also reallocates certain funds within the original loan project.

Discussion: The purpose of the project loan is to increase the quantity and quality of livestock production to meet the growing Kenyan demands and to earn foreign exchange through exports of livestock and livestock products. In so doing, the total project will benefit pastoralists and other cattle producers and wage employees on group, commercial and company ranches. In addition, higher prices for beef (an undertaking negotiated between IDA and GOK) would transfer income directly from relatively prosperous urban consumers to the lower income rural producers. AID's portion of the project will contribute significantly to the conservation of Northeast Province rangeland as well as result in higher income for beneficiaries of the Ranch Development Program through increased livestock production.

This Loan Amendment provides additional funds for the Northeast Province component of the program for (1) equipment, (2) equipment operations, (3) equipment maintenance, and (4) construction of three senior level staff houses. These inputs are for implementation of a maintenance program for track roads and cleaning silt from the reservoirs constructed in the Northeast Province under the Pilot Program, Phase I and the current Phase II of Kenya's Livestock Production Program. Item (4) is in support of the entire Northeastern Project. Additionally, it reallocates \$40,000 from the original loan for the purchase of vehicles and equipment for the Range Management Division of the Ministry of Agriculture.

When the original Phase II project was planned the GOK agreed to accept responsibility for the maintenance of water facilities and block and

pasture boundary tracks constructed under Phase I and Phase II Range Development Program in Northeast Province. Equipment to perform the maintenance work was to have been purchased with a Japanese Yen loan equivalent to \$5 million. As no spare parts or in-country maintenance capacity was available for this equipment, and the GOK had begun a standardization program on U.S. equipment, the Japanese loan was used for other procurement.

Due to the lack of equipment, reservoirs constructed under Phase I and Phase II are silting in at an estimated ten per cent of their total capacity annually. The GOK of course recognizes the serious nature of the problem, and consequently, has requested A.I.D. to provide funds for the purchase of heavy equipment, spare parts, and POL to maintain reservoirs and tracks.

It has been agreed with GOK that the Range Planning Team (Range Planner, Agricultural Engineer, and Hydrologist) provided under the National Range and Ranch Development Project for the Northeastern Province, be stationed at the Province Headquarters, Garisa. At present the team is stationed in Nairobi and is required to travel long distances to and from the project area. Considerable time is lost in this travel that could be used on work in the Province and in addition, there is a problem of lack of communication with GOK provincial planning officials. Adequate housing cannot be provided by the GOK for the planning team. Therefore, a request from GOK has been made for funds to be included in the amendment for the construction of three senior-level staff houses for the PASA technicians in Garisa.

The Project Paper proposes that funds from the original loan be reprogrammed to establish a \$50,000 revolving fund for local procurement of spare parts for existing equipment. It has been determined that this request is too ambiguous to process at this time. Upon receipt from the Mission of adequate justification for establishment of the fund, a request will be forwarded for the approval of the DA. The deletion of this element from the project will not in any way effect the soundness of this loan.

The Livestock Development Loan is directly related to the National Range and Ranch Development (NRRD) Technical Assistance Project. The NRRD project provides range and ranch planners, agriculture engineers, hydrologists, well maintenance specialists, animal production specialists, limited commodities and participant training to enable various GOK agencies to implement the livestock program. The project also provides two livestock economists for the headquarters organization project coordinating unit.

A Congressional Notification for this Loan Amendment has been forwarded and no objection was received during the 15-day waiting period.

Waivers: Three waivers are deemed necessary for proper implementation of the project. A source-origin waiver is requested to permit procurement of ten small diesel engines of Kenyan source and Code 935 origin, with an

ACTION MEMORANDUM FOR THE ACTING ASSISTANT ADMINISTRATOR,
BUREAU FOR AFRICA

FROM: AFR/DR, John L. Withers

SUBJECT: Environmental Threshold Decision

PROJECT TITLE: Livestock Loan Amendment I

PROJECT NUMBER: 615-0160

COUNTRY: Kenya

ENVIRONMENTAL THRESHOLD DECISION RECOMMENDATION: "Negative Determination".

PROBLEM: A.I.D. Regulation 16 requires that this A.I.D. financed action be examined from the viewpoint of its potentiality for having a significant effect on the human environment. If the result of this study indicates the action will not have a significant detrimental effect on the human environment, then an official funding to this effect called a "Negative Determination" must be signed by the Assistant Administrator of the relevant A.I.D. Bureau.

FINDINGS: The Project Review Committee and the members of my staff responsible for the implementation of A.I.D.'s Environmental Procedures have reviewed this project and its proposed actions from the viewpoint of its environmental aspects and A.I.D.'s Regulation 16. Since this amendment provides basically for the maintenance of facilities constructed under Phase I and Phase II of the project (and minor construction of staff houses), no significant effects upon the human environment will take place. Furthermore, since this project will not have any adverse effects upon the environment an Environmental Assessment or Environment Impact Statement will not be required.

RECOMMENDATION: It is recommended that you approve the recommendation for a "Negative Determination" for this project.

APPROVED: 

DISAPPROVED: _____

DATE: 3/21/77

SER/ENGR: PStearns/AFR/DR/ESAP: MMcDaniel:bms:02/14/77

Clearances: GC/AFR: TBork  Date 2/23/77
AFR/DR: SKlein  Date 2/18/77
AFR/AA: TBrown INFO Date _____

September 19, 1974

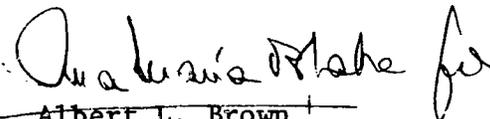
Mr. Robert Chamberlain
AFR-CWA - Room 4524-B
Agency for International Development
Department of State
2201 C Street, N.W.
Washington, D.C. 20523

Ref: Nigeria OIC Evaluation

Dear Mr. Chamberlain:

Attached is a revised version of Mr. Bernhart's memo to me, describing the work to be performed in Nigeria, with a new Budget attached. I understand that these changes have been discussed with you. If you have any questions, please call me at: 893-5900.

Sincerely,


~~Albert L. Brown~~
Director
Agriculture and Nutrition

cc: W. Wren PPC/PMR

Enclosure: As stated

September 10, 1974
(Revised)

TO: A. L. Brown
FROM: R. V. Bernhart *RVB*
SUBJECT: Planning Visit to Nigeria re OIC Evaluation.

Dr. Eugene Beard and I spent the period August 7-17 in Nigeria developing the time schedule and interview instruments to evaluate the Opportunities Industrial Center/Lagos for the Industrial Training Fund and USAID/Lagos. This was done with the active participation of ITF and OIC, keeping USAID/Lagos informed and securing their endorsement of the effort. The end product of the evaluation will be to recommend whether ITF should supply financial support to OIC in anticipation of the completion of the AID support in June 1975 (residual activities will continue for approximately an additional year). Further, the assignment includes the task of helping ITF develop its own internal evaluation capability to help it determine support-worthy applicants in the vocational training field.

The attached tentative time schedule and information outlines have been approved by the interested parties in Lagos. The evaluation exercise will involve an intensive look at OIC and surveys of five to seven other vocational training facilities to help establish some norms for training in Nigeria for the general purposes of ITF's evaluation needs and a background within which OIC's role can be seen in some perspective. The schedule indicates that three to five of ITF's staff will participate with the ATAC evaluators to involve them in the operation and to provide evaluation training experience. The effort will be concluded with training-workshop or seminar for three half days to provide an introduction to evaluation to the other relevant ITF staffers using real data gathered during the evaluation exercise.

The facilities to be visited include OIC, YWCA, NARS, Ijebu-ote Trade School, Kano Trade Center and Yaba Vocational Industry Center. (USAID/Lagos is especially interested in NARS, the Nigerian Army Resettlement Scheme, a vocational program for handicapped soldiers which has received AID assistance in the past.)

Note that the instruments appended are to be pre-tested at the YWCA college. The graduates of all facilities will be sampled along with their present employers as a further means of ascertaining the efficacy of the training programs.

The sum of the foregoing will provide for a reasoned recommendation for ITF regarding the particular request for funds submitted by OIC as well as an

overall evaluation of the activities of OIC for AID. We plan to return to Nigeria and complete the assignment between September 12 and October 4. We will also brief OIC/International in Philadelphia prior to departure.

Prior to our return, ITF will notify the schools targeted to secure their formal approval of the visits and to have them begin a summary data collection effort to facilitate the project. The summary form is a standardized format used by ITF to inventory vocational training resources. Other related organizations will be contacted such as: Ministry of Labor, Ministry of Industry and Trade, Ford Foundation, International Labor Organization, etc. All within the limited time available and the real constraints on physical movement in and through metropolitan Lagos.

The schedule of activities proposed for the return visit is:

- 1) Pre-test the Sample Information Outline for Training Facilities. This is the instrument to be used by the team while interviewing staff of the several training schools to be surveyed. The follow-up check-lists for student/trainees and employers of S/Ts will also be tested (September 16).
- 2) The instruments will be assessed, validated and/or adjusted, based upon exposure to the first training facility.
- 3) Sessions with AID and ITF staffs for further orientation and review of steps 1 and 2 (September 16/17).
- 4) Evaluation interviews will then commence with full team at OIC proceeding on through the other schools on the list. These additional schools (Nars, Yaba, Mechanics and Drivers School, Ijebu-ote) will be dealt with by two-man interview teams (September 17/20).
- 5) Findings from the school interviews will be assessed and a schedule for employer and student/trainee interviews developed (September 21/22).
- 6) Individual team members will interview a selected sample of employers and student/trainees. Other relevant persons will be interviewed from the Ministry of Labor, Ministry of Industry, Ford Foundation, as well as Board Members of OIC and ITF (September 23/27).
- 7) Data will be compiled and assessed (September 28).
- 8) The seminar for ITF staff, an introduction to evaluation based upon cases developed by survey, will be designed (September 29).
- 9) Participate in and lead one-day seminar for ITF staff (September 30).
- 10) Debrief USAID/Lagos, OIC Lagos, and ITF (October 1).
- 11) In event of slippage in schedule, Bernhart will remain extra day or two to complete task.
- 12) Final report and debriefings in Washington and Philadelphia (October 7-11).

The planning trip provides a detailed schedule, or plan of work which entails cost changes which require adjustment.

ITF is now becoming fully involved in the evaluation process as a training exercise. This may add an increment to the time required.

ITF and USAID do not want OIC evaluated in isolation. The audit, the PAR and the two evaluations by Dr. Hobbs were limited to OIC with no data on the environment in which OIC operates. Comparison and/or contrasts with other kinds of vocational schools have been requested. Thus the scope of this evaluation is explicitly, rather than implicitly broadened.

It was urged that the instruments be pre-tested at one facility before proceeding with the balance of the evaluation.

It was also requested that a training seminar be conducted for the program and training staffs of ITF to share in the experience and to help develop an evaluation capability.

In-country transportation costs must provide for car rentals. Neither USAID (3 vehicles), nor ITF (3 vehicles), can spare any of their transport.

The formal clearance of procedures and final reporting to OIC/Philadelphia necessitates two trips for the two consultants to Philadelphia. Further, review and clearance of schedule and plan required additional days in Washington.

An amended budget reflecting the additional consulting time and in-country travel costs required is attached. The total for the Task Order needs to be increased by \$3,429 for a new total of \$24,103.

DRAFT:AFR/NARA:EDConroy:7-24-74

A.I.D. Administrative Problems With Opportunities
Industrialization Centers, International (OICI)

1. OICI has had difficulty marshalling local African support. The original concept was for OICI to develop support from the private sector overseas. This has not materialized in any of the four African countries in which they have programs. OICI and A.I.D. are now attempting to obtain agreement from the Ghanaian and Nigerian governments to phase-in governmental assistance but, even though these two programs have been underway four years, it is uncertain whether full support will ever be obtained and A.I.D. will be able to withdraw assistance.
2. OICI insists on maintaining their own approach and image overseas which has hindered its adaptation to African conditions. Their U.S. approach is geared to cooperation with industry yet there is limited private industry in Africa. OICI receptivity by African governments would be improved if OICI adapted their approach to the priority needs of African governments, for instance in off-farm agricultural related training.
3. The OICI staff and overhead in Philadelphia is large in relation to its field operations. A.I.D. has been attempting to reduce the U.S. staff of seventeen without success to date.
4. There have been delays in filling OICI positions overseas. In some cases selection was poor and persons have had to be brought home within six months (Ethiopia). There have been expensive transferring of personnel back and forth between countries.

5. OICI management is weak. The Director travels often and there is no delegation to subordinates in Philadelphia staff. Reports are late and correspondence unanswered in his absence. However, he needs to travel since the overseas OIC staff are not delegated authority either. This has slowed project development and implementation. In short it is a personalized operation which has trouble handling its current workload.

6. OICI has had multiple problems with its management in Philadelphia. Procedures are inadequate, accounting improper, procurement inconsistent with A.I.D. regulations, and quarterly reports delinquent. In July 1974, A.I.D. has provided OICI with an additional \$40,000 to enable them to contract with Touche Ross to set up a management system. A.I.D. also helped them design a quarterly report format and has assisted them in other contractual matters.



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AMERICAN TECHNICAL ASSISTANCE CORPORATION

7655 OLD SPRINGHOUSE ROAD, McLEAN, VA. 22101

TELEPHONE: (703) 790-5252

July 2, 1974

kop:

Mr. Calvin D. Cowles
Senior Evaluation Officer
Agency for International Development
Department of State
Washington, DC 20523

Dear Mr. Cowles:

Attached is a prospectus for the evaluation of OIC in Nigeria described in your letter of June 26 and its enclosure. We propose to use a team composed of Mr. Richard Bernhart, Senior Evaluation Generalist and Mr. Eugene Beard, Vocational Education/Manpower Expert to design the evaluation plan and to conduct the evaluations.

The attached prospectus includes resumés of the proposed participants and a budget for the Task.

Sincerely,

Albert L. Brown
Vice President (International)

ALB/pfw
Attachment

AP 5001

Prospectus for an Evaluation of
OPPORTUNITIES INDUSTRIAL CENTER (OIC)
IN
LAGOS, NIGERIA

Submitted by:

American Technical Assistance Corporation
7655 Old Springhouse Road
McLean, Virginia 22101

Prospectus for an Evaluation
of Opportunities Industrial Center (OIC) in Lagos, Nigeria

I. PROBLEM STATEMENT

The Opportunities Industrial Center (OIC) is a vocational training center established in Nigeria for approximately three years. At present, this institution is well-established with a staff of twenty-one and a student body of about 200. However, continued development will require additional financial support which OIC hopes to receive from the Industrial Training Fund, a quasi government organization under the Federal Ministry of Industries.

At this time, the Industrial Training Fund (ITF) has not yet established criteria for the evaluation of vocational training activities nor set its national priorities. However, they are willing to support OIC if an evaluation of the latter is favorable. AID has agreed to finance an evaluation of OIC for the dual purpose of (1) providing ITF with a basis for determining its decision on support of OIC and (2) establishing a prototype for evaluating other similar institutions in Nigeria.

The evaluation will have three main objectives:

1. Provide an assessment of OIC/Lagos that can be used by the Industrial Training Fund as a basis for deciding whether or not to support that institution.
2. Provide ITF with a standardized system to use in evaluating requests for assistance from other training institutions in Nigeria.
3. Provide AID and OIC with an objective, in-depth assessment of the performance of the project and of its relevance to Nigeria's manpower training needs; and recommend any modifications that would lead to improvements in the project.

II. PROPOSED APPROACH

American Technical Assistance Corporation proposes to perform the evaluation of OIC as described in the Terms of Reference attached to Mr. Cowles' letter of June 26, 1974. In particular, this will require a two-phased approach:

Phase I - Evaluation Design. ATAC will provide an evaluation team to work with ITF and OIC to establish the relevant criteria for assessing performance of vocational training activities in Nigeria and the means for measuring these criteria. The team will arrange relevant criteria and their indicators in an evaluation matrix, (input-output-purpose), concentrating particularly on the output and purpose categories.

In Phase I, the team will also identify the available sources of data which will be used in the evaluation in order to assess such elements as:

- ° Adequacy of inputs into OIC;
- ° Outputs, both stated and unstated and relationship to OIC objectives;
- ° Comparative assessment of OIC relative to other vocational schools in such categories as costs per student, subsequent employment, etc.;
- ° Consistency of training with industrial need and job market;
- ° Relevance of OIC concept to Nigerian conditions;
- ° Methodologies for continuing evaluation;
- ° Other criteria which may be developed in course of evaluation design.

This evaluation plan will be reviewed by USAID/Nigeria and by appropriate AID/W offices.

Phase II - Evaluation of OIC. The actual evaluation will be performed by the team which prepared the plan of evaluation, joined by one or more evaluators/experts designated by AID/Washington. Principal findings will be summarized prior to leaving the country, and an oral briefing provided to ITF, OIC and USAID/Nigeria. A draft report may or may not

be left behind at the discretion of the evaluators, but the final report will be prepared in Washington.

III. MANAGEMENT PLAN

ATAC proposes to assign Mr. Richard Bernhart as Team Leader for the evaluation. Mr. Bernhart is a senior consultant with many years experience in management consulting and with extensive federal executive experience in A.I.D. and predecessor agencies, both in the field and in Washington. He has recently been working in Nigeria with the American Public Health Association.

Mr. Bernhart will be accompanied on this evaluation by Mr. Eugene Beard, an education planner with considerable experience in projecting manpower needs and relating them to training availabilities at all levels. Among his recent activities at Howard University, Federal City College and BLK Group have been development of Howard University's Institute of Urban Affairs; Project Director for an evaluation of the District of Columbia School System Title I Program and Project Director for a comprehensive plan for public higher education in the District of Columbia.

Mr. Albert Brown will provide overall supervision and backstopping of the evaluation effort and will edit the final report.

We propose that both Mr. Bernhart and Mr. Beard visit Lagos in late July or early August for approximately two weeks to complete Phase I - Evaluation Design. Allowing three weeks for review of the Evaluation Design, they would return to Lagos in September for approximately four weeks to conduct the Evaluation of OIC. A final report on the results of that evaluation would be prepared in Washington immediately thereafter, for submission to AID no later than October 15.

PROPOSED BUDGET

	<u>Fixed Rate</u>	<u>Man Days</u>	<u>Total</u>
<u>Fixed Rates</u>			
<u>ATAC Staff:</u>			
Senior Evaluation Generalist (Brown)	\$306.93	3	\$ 921
Support Staff (Whiteman)	76.29	5	381
<u>Consultants</u>			
Senior Evaluation Generalist (Bernhart)	153.75	37	5,689
Vocational Education/Manpower Expert (Baird) ER	167.28	<u>32</u>	<u>5,353</u>
TOTAL FIXED RATES			12,344
 <u>Other Direct Costs</u>			
<u>Air Travel</u>			
4 r.t. DCA-LAGOS-DCA	\$5,200		
<u>Per Diem</u>			
80 days at \$36	2,880		
<u>Other</u>			
	<u>250</u>		
Communications, report preparation and other costs directly related to the conduct of this evaluation.			
TOTAL OTHER DIRECT COSTS			<u>8,330</u>
TOTAL FOR TASK ORDER			\$20,674

RICHARD V. BERNHART

Education

A.B., University of Chicago, Chicago, Illinois
(Political Science)

Graduate studies in Political Science and Economics,
American University, Washington, D.C.

Professional Interests

Planning, management and evaluation of development programs with particular emphasis on social development, civic organization and group enterprise in the United States and overseas.

Professional Experience

- 1972 - Present International Health Planning Consultant in Latin American and Africa.
- 1971 - Present Health Planning and Management Consultant. Consulting assignments include planning for an HMO in Baltimore, Maryland; startup of network of prepaid group practices (HMOs) in Philadelphia (served as Acting Executive Director for about ten months of the startup period and directed the setting-up of office, staffing, executive recruitment, financing, programming and budgeting); low cost health delivery system planning for Nigeria; and related work for Ecuador, Thailand and Nicaragua. Clients include: Family Health Care, Inc., Maryland Health Maintenance Committee; Group Health Planning of Philadelphia; and American Public Health Association.
- 1967 - 1971 Agency for International Development (AID), Washington, D.C. Deputy Director, Office of Social and Civic Development for Latin America. Created and designed innovative programs in the social development field for Latin America. These activities included new labor organizations, community development, cooperatives and local self-government programs in Brazil, Panama, Ecuador, Dominican Republic, Jamaica, Peru and Guatemala.
- 1965 - 1967 Litton Industries, S. W. Regional Education Laboratory, Leadership Resources, Incorporated. Management Consultant. Consulted in development of educational programs in domestic U.S.

Professional Experience (Cont.)

1952 - 1965 Agency for International Development and predecessor agencies.

Deputy Mission Director, USOM Philippines (2½ years)

Program Officer, USOM Philippines (2½ years)

Chief Community Development Advisor, USOM Philippines
(3 years)

Ethiopian Desk Officer, Washington (2 years)

Provincial Director, USOM Iran (2½ years)

Managed a wide range of development assistance projects and programs in the Philippines and Iran. Prepared the overall program and the component projects to develop coordinated development assistance activities linking education, health, agriculture, public administration and community development to the goals of the country or area. Activities, in the appropriate mix, were initiated, promoted, with financing and staffing arranged, and then managed, as U. S. project director and/or chief advisor to host country official.

Prior to 1952 National Resources Planning Board; National Housing Agency; and Bernhart Associates. Involved in small business management, resource planning and housing development.

Recent Publications

Low Cost Health Delivery System, APHA, 1974.

Health Reconnaissance for Nigeria, APHA, 1973.

Guide for Technical Assistance Advisors. Co-authored with Michael H. Bernhart, AID, 1973.

The GHP Story, Group Health Planning of Philadelphia, 1972.

EUGENE BEARD

Education

- 1969 Ph.D., University of Maryland, College Park, Maryland
(Human Development Education)
- 1959 M.A., Kent State University, Kent, Ohio (Education)
- 1962 B.S., Central State University, Wilberforce, Ohio
(Elementary Education)
- 1958 B.S., Central State University, Wilberforce, Ohio
(Secondary Education)

Professional Experience

- 1973 - Present Howard University, Institute of Urban Affairs and Research, Washington, D.C. Senior Research Associate. Is responsible for developing and assisting in the implementation of the Institute's research projects. Analyzes the research priorities for the Institute; provides technical assistance to the staff with respect to program planning and impact; coordinates workshops and conferences related to his area of specialization; and works closely with other members of the research staff.
- 1973 - 1974 Federal City College, Department of Education, Title I Project, Washington, D.C. Project Director (part-time). Was responsible for identification of program elements, terminal objectives, and the target population for the program components. Project director for Federal City College evaluation of the District of Columbia Public School System Title I Program. The major tasks of this project were to identify program elements, terminal objectives, and the target population for the program components (elementary reading, mathematics, paid parent volunteers, secondary reinforcement center, non-public schools, teachers, administrators, clinical psychologists, psychiatric social workers, speech therapists, health aides, principals, program assistants, educational aides, and community residents). Student performance, teaching methodology, and the functions of various personnel groups were evaluated from a cost effectiveness point of view.

Professional Experience (Cont.)

In addition, served as Project Director for a national assessment of needs of low-income handicapped children. This study was designed to determine the needs, services and characteristics of thirteen categories of low-income handicapped persons from pre-school age to the age of twenty-one. The primary sampling unit was Local Education Agency (LEA's) income levels. More than 100 LEA's data were collected from federal, state and local special education officers and programs. In addition, data were collected from school administrators, teachers, parents and community residents.

1971 - 1973

BLK Group, Inc., Washington, D.C. Director of the Division of Research and Evaluation. Was Project Director for a comprehensive plan for public higher education in the District of Columbia. This was a 15 year projectional study covering the following: issues involved in establishing policies relating to admissions and tuition policies for non-residents, structure and governance assessment of needs and demands for public higher education; market demands for public higher education; student interest in public higher education; enrollment projections; projected manpower needs; student personnel services; community educational services; resources requirements and site location considerations; and issues, options and costs of meeting different levels of higher education.

Served as Project Director of the U.S. Department of Transportation study conducted by BLK to determine the public benefits and disbenefits of the airport and airway system. The project was part of a larger airport and airway system cost allocation study. Responsible for development of sampling technique, the design of survey instruments and analysis of data to determine the perceived and empirical system benefits and disbenefits to users and non-users of the air system. Project included community and community institutions surveys in four field sites, and a national survey of airline passengers.

In addition, directed a project for a comprehensive evaluation of the Anacostia Community School Project (ACSP) by BLK. Responsibilities included construction of sampling method, statistical design for internal and external project evaluation, design and administration of survey instrument to ACSP personnel and students, and data analysis.

Professional Experience (Cont.)

Served as Project Director for BLK technical assistance to the Anacostia Community School Project (ASCP.) Responsibilities included designing a plan for integrating the five ASCP components into a comprehensive single project and preparing a refunding proposal for the ACSP: design of a strong monitoring and evaluation component was also required.

Additional responsibilities earlier during this period included serving on two research projects sponsored by the Special Action Office for Drug Abuse Prevention (SAODAP). Was Senior Researcher for a national survey of a study entitled "Minority Perspective on Drug Abuse." This project attempted to obtain the views of Blacks, Chicanos, Japanese, Chinese, Indians, and Puerto Ricans concerning their perspectives on drug use.

Also was Senior Researcher for a national survey of a study entitled "Human Services Delivery Systems and Drug Abuse Program." The project attempted to find out how well social programs run by governmental agencies were coordinated with drug abuse programs so that participants of drug abuse programs could avail themselves of other social services.

Prior to joining the BLK permanent staff, served as a research consultant. In this capacity, designed a sampling methodology with a performance effectiveness scale for interns in the 1970 PEBSI (Programs Evaluation by Summer Intern) Project.

1969 - 1971

Arthur Young and Company, Management Science Division, Washington, D. C. Member of the Technical Staff. In addition to research responsibilities has served from 1970 to present as a panel member for evaluation projects requesting funding or refunding for the U. S. Office of Education, Bureau of the Educationally Handicapped. Also was management staff member for the initiation of a state-wide Criminal Justice Information System for the Alaska Department of Public Safety. Project involved development of a master name index file, as well as subsystems for Unified Courts, Law Enforcement, Corrections,

Professional Experience (Cont.)

Fish and Game, and Attorney General functions. Preliminary tasks included systems analysis and conceptual level design for the above users as well as interfaces to peripheral users.

Senior Researcher for an evaluation of the feasibility of consolidating some or all of the education services of the Cities of Pawtucket and Central Falls, Rhode Island, involving definition and evaluation of alternatives, development of detailed recommendations, and implementation of consolidation activities. Developed a sampling technique to select units used in the evaluation.

Project Manager for a comprehensive study of the effects of non-criminal traffic violations on driving behavior, accident and traffic violation involvement, law enforcement activities, post-licensing driver control and highway safety. Tasks included identification of states where violations are classified as infractions, and determination of effects of this classification. Study done for the U. S. Department of Transportation.

Senior Researcher on project for sampling design, development and implementation of systems for classifying and evaluating federal and state compensatory programs of New York State Board of Education.

The development of a classification system for primary and secondary school special projects and programs conducted by the District of Columbia Public Schools.

Design of evaluation systems, sampling technique, and strategies for ESEA Title III programs of D. C. Public Schools.

1969 Community Action Agency, Baltimore, Maryland. Served as Director and designed a survey to evaluate the Baltimore summer Head Start Program.

Teaching Experience

1971 - 1973 American University, Washington, D. C. Adjunct Professor.

1968 - 1971 Howard University, Washington, D. C. (Part time). Taught Human Growth and Development Courses.

Teaching Experience (Cont.)

- 1968 - 1969 University of Maryland, College Park, Maryland.
Instructor. Taught courses in the Sociology of
Human Growth and Development.
- 1963 - 1967 Central State University, Wilberforce, Ohio. Instructor.
- 1958 - 1959 Kent State University, Kent, Ohio. Instructor.

Publications

"From a Black Perspective," Children's Interracial Literature, B. Glancy,
American Federations of Teachers, Washington, D. C., 1969.

"Computer Justified Decision in Education," Education Technology,
March 1970.

ALBERT L. BROWN

Education

- 1948 M.S., University of Arizona, Tucson, Arizona (Agriculture; range ecology and animal husbandry)
- 1947 B.A., University of Arizona, Tucson, Arizona (Agriculture; ecology)
- 1964 Princeton Fellow, Woodrow Wilson School of Public and International Affairs, Princeton University
- 1968 Interdepartmental Seminar, Foreign Service Institute

Languages Fluency in Spanish and Portuguese, some Italian

Professional Interests

International and domestic economic development; agriculture and rural development; development planning and programming systems; evaluation methodology; management of interdisciplinary programs; environmental improvement and agro-industrial feasibility studies.

Professional Experience

1969 - Present American Technical Assistance Corporation (a wholly owned subsidiary of General Research Corporation), McLean, Virginia. Vice President (International). Responsible for business development and management of international contracts. Major activities have included evaluation, agricultural sector analysis and program development, agricultural marketing, agro-industry feasibility analysis, program budgeting, and nutrition.

1955 - 1969 Agency for International Development, Bureau for Latin America, Washington, D. C.

1966 - 1968: Director and Assistant Director, Office of Institutional Development. Responsible for direction and management of the Bureau's professional staff in the fields of agriculture, industry, health, education, labor, nutrition, population, cooperatives, and community development. Participated in Bureau management and policy conferences, supervised development of position papers and strategy statements and attended international conferences, and served on loan and grant program review boards that dealt with \$400 million

Albert L. Brown - 2

annually in 21 programs in the Hemisphere. Directed 45 to 60 regional innovative and service projects with an annual budget of \$18 million.

1959 - 1969: Chief of Rural Development Division, U.S. AID Missions to Honduras (1959-1961), Guatemala (1961-1964), Brazil (1968-1969), and for the Bureau in Washington (1965). Responsible for planning, negotiating and all management functions of agricultural programs conducted in cooperation with the host country, with budgets of up to \$50 million per year and staffs of 20 to 250 employees.

1955 - 1959: Livestock Advisor and Deputy Chief of Agriculture Division, USOM to Columbia. Responsible for advising farmers on all aspects of livestock improvement, including pasture, ration and forage conditions, livestock breeding and livestock management. Particular attention was given to improving the condition of dairy cattle, beef cattle, swine and poultry and to increasing the cost-effectiveness of farm operations. In addition, was Livestock Advisor to the Corporación Autónoma Regional del Cauca (CVC).

- 1954 - 1955 United Nations Food and Agriculture Organization. Range management expert in Mexico introducing high yielding forage varieties and technology on irrigated pasture and native range.
- 1948 - 1953 University of Arizona and Arizona Agricultural Experiment Station. Assistant Range Ecologist and instructor in Range Ecology. Graduate and undergraduate instruction in ecology, range management and forestry. Research in grazing systems, noxious plant control, and revegetation.
- 1947 - 1948 USDA, U.S. Southern Great Plains Field Station. Assistant range ecologist. Supervisor of Southern Plains Experimental Range, conducting research on grazing systems, livestock management, noxious plant control, and revegetation.
- 1942 - 1943 University of Arizona, Tucson, Arizona. Operated a milk processing facility in which milk was homogenized, pasteurized and bottled for consumption by the university community.

Albert L. Brown - 3

Honors and Affiliations

Fellow in Botany, University of Arizona, 1947

Elected to Alpha Zeta, Agricultural Honorary Society,
1946

Elected to Sigma Xi, Science Honorary Society, 1948

Agency Nominee, Rockefeller Public Service Award, 1959

Princeton Fellow in Public Affairs, 1964/65

Subpanel member, President's Science Advisory Com-
mittee, Panel on World Food Supply

OIC EVALUATION

Background

OIC is an AID-financed project to establish a vocational training program in Nigeria based on the Opportunities Industrialization Centers in the U.S. A counterpart organization has been set up in Lagos to work with OIC/International in carrying out this task. The project has now been underway for a little over three years. During this period about 250 trainees have graduated most of which are now productively employed. At the present time there are eight Americans and thirteen Nigerians on the OIC/L staff and enrollment is about 200 students. Further details about the project and its past performance can be obtained from the latest Project Appraisal Report dated May 1972, the revised PROP prepared in late 1972, and the 1972 evaluation of the OIC's in Ghana and Nigeria by Community Sciences, Inc.

The most critical problem facing OIC at this juncture is the lack of financial support from the private community and local businesses. This has been recognized by OIC/L and they have requested assistance from the Industrial Training Fund (ITF), a quasi-government organization under the Federal Ministry of Industries. The ITF, however, has been unable to respond because it has not yet set its priorities with respect to vocational training institutions nation-wide and has not yet established standard criteria to apply in deciding which particular institutions to support. To rectify this situation AID has agreed to finance an evaluation of OIC to be used primarily by ITF as a basis for making a decision on whether or not to support OIC. The Fund has assured us that if the evaluation of OIC is favorable, ITF support will be forthcoming. The Fund is also particularly interested in using this evaluation as a prototype to be used in evaluating requests for assistance from other training institutions throughout Nigeria.

Purposes of the Evaluation

The evaluation will have three main objectives:

1. Provide an assessment of OIC/Lagos that can be used by the Industrial Training Fund as a basis for deciding whether or not to support that institution.
2. Provide ITF with a standardized system to use in evaluating requests for assistance from other training institutions in Nigeria.
3. Provide AID and OIC with an objective, in-depth assessment of the performance of the project and of its relevance to Nigeria's manpower training needs; and recommend any modifications that would lead to improvements in the project.

Terms of Reference

In carrying out this evaluation the first step will be for the consultant to come to Lagos and work closely with ITP and OIC in designing an evaluation that meets ITP's needs. The main task during this initial stage will be to determine what criteria should be applied to OIC in evaluating its performance, effectiveness and relevance as a training institution. This will require expertise in evaluation techniques as well as manpower training. The consultant will need to design the evaluation so that inputs into OIC can be related to OIC's outputs and the outputs to the ultimate purposes of the project. The design, of course, will have to be prepared in such a way that it can be applied by ITP to other training institutions with only slight modifications. During this initial visit the consultant will work with OIC to determine how the necessary data is to be obtained. It is expected that much of it will be available from OIC records and that OIC will be able to obtain further information by sending out questionnaires or through other means. Information not readily available to OIC will be obtained by the consultant through research, interviews, etc.

Since the consultant will work with ITP to design the evaluation, it is difficult to specify the precise terms of reference at this time. However, for purposes of general guidance in selecting a qualified consultant we would expect the evaluation to cover the following areas:

1. Assessment of the adequacy of the various inputs into OIC ✓
in terms of both quantity and quality. This includes personnel (American and Nigerian), equipment and the premises themselves.
2. Inputs would then have to be related to outputs. The evaluation should determine the extent to which OIC has achieved its stated objectives. This will involve gathering and analyzing data on enrollment levels, numbers of graduates placed, salary increases of trainees as a result of OIC training, job stability following training, extent of employer satisfaction, etc. The consultant will also identify any other benefits being derived from the OIC project that are not reflected in the stated outputs. This information will be used to arrive at cost/benefit ratios for the various parts of this project. The evaluation should include an assessment of the reasonableness of these ratios.
3. The evaluation will need to compare OIC to other vocational training institutions in Nigeria from the standpoint of benefits achieved, costs per student, and any other criteria deemed appropriate. It will, of course, not be possible to obtain as detailed data for other institutions as will be the case for OIC.

4. While a labor market survey will not form part of this evaluation, the consultant will be expected to assess in a general way (perhaps through interviews with industrial firms) whether the skills being taught at OIC are consistent with the needs of the Lagos area. The consultant may also be asked to recommend a methodology for OIC and IIF to use in determining the supply and demand of various industrial skills on a continuing basis.

5. A major task of the consultant will be to determine the relevance of the OIC concept to Nigeria. It is widely recognized that OIC represents a major departure from conventional vocational training programs and that there are many benefits to be derived from this approach in addition to simply providing employers with needed skills. Since IIF has the main responsibility in Nigeria for industrial training policy it is important that this evaluation provide them with an objective assessment of the applicability of the OIC concept to Nigeria. If the OIC concept has clear advantages over other approaches to vocational training in Nigeria, IIF may wish to replicate OIC/Lagos in other parts of the country. For this reason, it is very desirable that the consultant be familiar with OIC operations in the U.S.

6. The evaluation should recommend a system for monitoring training institutions, i.e., a method of continuing evaluation, so that once IIF decides to support a particular training institution, it, and the institution, can measure progress and identify shortfalls as they occur.

Qualifications of Consultant

In selecting a consultant the main criterion should be the ability to design and carry out an evaluation which will be accepted by IIF as the basis for making a decision on OIC and as a prototype to use in evaluating other training institutions. The task of the consultant will be as much to advise IIF on methods of evaluation, data gathering, monitoring IIF supported training institutions, etc., as it will be to evaluate OIC as an AID project. This means that the consultant must be well experienced in designing sound evaluations that can be used as a basis for decision making. It is also necessary, of course, that the consultant have expertise in manpower training and be familiar with the OIC concept. Since more than one type of expertise is required, it would seem that the evaluation could best be carried out by a consulting firm with a proven record in evaluation work that has most of the necessary skills on its staff and ready access to whatever additional talent might be required.

UNITED STATES GOVERNMENT

Memorandum

TO : AA/AFR, Dr. Samuel C. Adams, Jr.

DATE: June 14, 1974

FROM : AFR/CWA, Athol H. Ellis 

SUBJECT: OIC/Lagos Local Support

REF: Memcon of Meeting with Mr. Valfoulaye Diallo, OIC/I, April 22, 1974

1. The attached Memcon reflects the outcome of AFR/CWA's discussions with Val Diallo concerning the question of local support for the Nigeria and Ghana OIC projects. In Nigeria's case, the percentage of costs in 1974 and 1975 which will be met by local support is somewhat less than we had hoped for. However, there was no point in insisting on higher, arbitrary and unrealistic benchmarks which would only have to be revised the first time they were reviewed. The real achievement of the meeting is that we have reached basic agreement with OIC/I on the levels of local support which will serve as benchmarks against which A.I.D. can measure future progress towards self support in order to determine whether or not additional A.I.D. support for the project is justified.

2. These benchmarks will be incorporated in the letter which AFR/NARA is preparing for your signature for the Reverend Sullivan on the subject of local support. The letter will indicate our acceptance of the benchmarks suggested by OIC/I and request the Reverend Sullivan's acknowledgement that these benchmarks will serve as the basis against which actual progress will be measured and the determination made whether or not continued A.I.D. support of the project is justified. The letter will suggest that sometime between December 31, 1974 and February 28, 1975 A.I.D. and OIC/I again review the local support problems particularly the status of OIC/Lagos' requests to the Industrial Training Fund (ITF) and the Industrial Advisory Council (IAC) and OIC/Accra's request for direct government support. If the requests have received favorable consideration or it appeared that the support would be forthcoming, there would not appear to be any reason to discontinue A.I.D. financing because of the local support problem. There would also appear to be sufficient justification for providing the balance of the funds needed to finance the OIC contract through FY 1975 as well as funds for FY 1976. In the event that OIC's requests for government support have been turned down and it is apparent that OIC/L will not be able to raise funds locally to continue its operations after A.I.D. support is discontinued, then I believe we should advise OIC/I that the project should be phased out by June 30, 1975. We would then need to obligate only whatever additional funds were needed in FY 1975 in order to enable OIC to phase out its operations.



3. Immediately following the discussions with Mr. Diallo concerning the level of local support, we raised the question of man-months of OIC/I staffing in Nigeria which is now projected at a figure considerably higher than the approved planning level projected in the PROP. However, we do not propose to pursue this as an issue to the extent that total dollar funding for the project does not exceed our planning level.

4. We propose to take the same general approach with regard to the levels of the Nigerian staff.

5. Subsequent to the April meeting, the Ghana Mission and the OIC/I Program Advisor agreed to the following guidelines which are to be incorporated into the PIO/T and contract amendment:

1) General

a. Total life of project cost cannot exceed \$1,912,000.

b. The commitment made to OIC/Ghana for local cost support is considered to be of paramount importance. Other project components (i.e., U.S. personnel, commodities, etc.) are to be reduced as necessary to enable compliance with local cost requirements within the \$1.9 million limitation.

c. The contract's local cost component should be based on the actual percentage formula, rather than providing only for Ghanaian staff salaries. Thus for FY 75, this line item will be increased from the \$54,000 requested by OIC/I to \$75,000. Subsequent local cost funding will be: FY 76, \$50,000; 7/1/76 - 12/31/76, \$19,000.

2) OIC/I Staffing for OIC/Accra

The PROP authorizes an OIC/I staff level of 72 man-months in FY 75 and 36 man-months in FY 76. Based on revised staffing requirements, OIC/I will be authorized to maintain a level of up to 84 mm in FY 75 and 38 mm in FY 76, provided this can be accomplished within the \$1.9 million limitation. Authorized life of project man-months will not be affected. OIC/I will submit, by August 1, 1974, a detailed phase-out plan for personnel and funding consistent with the above positions. A.I.D. is to respond with comments/concurrence within 60 days.

3) OIC/Accra Progress Report

Future semi-annual progress reports are to show in detail how operations relate to the phase-out plan, and are to specify any adjustments being made in order to adhere to funding limitations. Reimbursement of contract costs is to be tied to compliance with the semi-annual report requirement, i.e., the September, 1974 reimbursement will not be authorized unless the January-July 1974 report has been submitted to USAID/Accra.

6. Recent Developments, Nigeria: (a) Steve Christmas reports ITF is apparently sympathetic towards OIC's request for support but intends to do some sort of evaluation before making a final reply; and (b) OIC has filled the Program Director slot in Lagos by transferring the Program Director from Ethiopia.

Attachment: a/s

UNCLASSIFIED

SECURITY CLASSIFICATION

DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT

Washington, D. C. 20523

MEMORANDUM OF CONVERSATION

DATE OF MEETING: April 22, 1974

SUBJECT: Local Support for OIC Projects in Nigeria and Ghana,
Meeting with Mr. Diallo, OIC/I

PARTICIPANTS: Mr. Valfoulaye Diallo, Director, OIC/I
Mr. Athol H. Ellis, Director, AFR/CWA (Nigeria, Ghana)
Mr. James Kraus, AFR/NARA (Nigeria, Ghana)
Mr. William R. Ford, Mission Director, Lagos (Nigeria only)
Mr. Robert L. Chamberlain, AFR/CWA (Nigeria only)

COPIES TO: Ms. Louanne Douris, AFR/CWA (Ghana only)

All participants; USAID/Lagos; USAID/Ghana

Nigeria Discussion:

1. Local Support of OIC/L Operations

Mr. Ellis asked Mr. Diallo to explain why projections for local support for the OIC/L project had been reduced from 41% in FY 1974 (Lagos 1474) which AID/W considered acceptable, to 32% by the end of CY 1974 (Lagos 2804) which AID felt did not represent the significant breakthrough in local support which Mr. Brown and the Reverend Sullivan agreed was necessary if AID support was to be continued. Mr. Diallo indicated that the percentage figures forwarded by the Mission in February (Lagos 1474) were estimates based on OIC/L's view of the desired level of activity and OIC/L's assessment of its ability to raise funds to support those activities. Mr. Diallo said he thought the Board's assessment was overly optimistic and at his suggestion the Board revised its estimates downward to what Mr. Diallo considered to be a more realistic level of activity and local support.

Mr. Diallo submitted the attached revised estimates to Mr. Ellis. Mr. Diallo said that OIC/L had already raised enough in cash and in kind to meet its 1974 commitment. Further, OIC/L had submitted a request for grant support to the OIC Lagos Industrial Advisory Council for ₦25,000 and a request to the Industrial Training Fund for ₦60,000. Mr. Diallo stated that he was very optimistic that both requests would be considered favorably, although he could not give an estimate of how long it would be before the requests were acted upon. If the grants

DRAFTING OFFICER: Robert L. Chamberlain:mr *RLC*

DATE OF PREPARATION: 6/11/74

UNCLASSIFIED

SECURITY CLASSIFICATION

are approved in the amounts requested, OIC/L would have more than sufficient funds to meet its commitment in 1975.

Mr. Diallo hoped that AID would not reduce its support to OIC/L from the amounts requested through the life of the project in the event OIC/L raised more than its share of local expenses as it was OIC/L's intention to bank any "excess" support funds in order to maintain an operating cash reserve against the time when AID support would be discontinued. Mr. Ellis indicated that AID would not reduce its support under the circumstances described.

2. OIC/I Staffing for OIC/Lagos

It was called to Mr. Diallo's attention that his projections of the levels of OIC/I staffing exceeded the projections made in the approved PROP for the project. Mr. Diallo said he did not have the material supporting his manpower figures with him but he was quite sure they were accurate and justified. He added that OIC/I had presented to the USAID some proposed revisions to the PROP which included a number of changes based on OIC/I's experience to date. The revisions reflected a more realistic level of training, viz, the placement of 200 trainees in jobs out of 250 entering the program annually instead of 250 out of 300; changes in the staffing pattern and the projections of personnel requirements which, in part, resulted from past staffing problems; and a section on local operating expenses which would have to be revised again to reflect the estimates under discussion. With regard to the vacant Program Director position in Lagos, Mr. Diallo said that OIC/I intended to transfer Mr. Al Jennings from the Ethiopia project to Nigeria since OIC/I felt his services were required more urgently in Lagos.

3. Local Cost Budget and Sources of Past Local Contributions

Mr. Diallo was asked to provide AID/W with more detailed information on OIC/L's local costs and the sources of past local contributions. Mr. Diallo said the information was contained in the requests for financial assistance sent to ITF and the IAC and that he would send copies of the requests to AID. (Received April 26, 1974 - A review of OIC's requests to ITF and IAC indicate that the budget for local operating expenses is consistent with Mr. Diallo's estimates of local costs and appears to cover all normal operating expenses.)

OIC Nigeria, Schedule of Local Support Costs

<u>CY</u>	<u>Est. Total Prog. Cost</u>	<u>Est OICI/AID Share of Cost</u>	<u>Est Local Share of Local Cost</u>	<u>Est % of Local Cost Figured by Local OIC</u>
1974	₦90,000 (\$137,700)	₦57,000 (\$87,210)	₦33,000 (\$50,490)	37%
1975	₦93,000 (\$142,290)	₦43,000 (\$65,790)	₦50,000 (\$76,500)	54%
1976	₦96,000 (\$146,880)	₦31,000 (\$47,430)	₦65,000 (\$99,450)	68%
1977	₦100,000 (\$153,000)	₦0	₦100,000 (\$153,000)	100%

Target Projection for OIC Nigeria Assuming Full Financial Responsibility

<u>Sept 74</u>	<u>Dec 74</u>	<u>June 75</u>	<u>Dec '75</u>	<u>June 76</u>	<u>June 77</u>
₦33,000 (\$50,490)	₦30,000 (\$45,900)	₦30,000 (\$45,900)	₦40,000 (\$61,000)	₦40,000 (\$61,000)	₦100,000 (\$153,000)

Ghana Discussion:1. Local Support of OIC/Accra Operations

In discussing the question of local support for the Ghana OIC project, Mr. Diallo and AFR/CWA confirmed the validity of the Schedule of Local Support Costs contained in the PROP (attached), and Mr. Diallo was optimistic that these goals could be met. While Ghana does not have a potential source of local support comparable to Nigeria's Industrial Training Fund, OIC/I and OIC/Ghana believe the GOG's initial response to requests for assistance has been positive. Final approval of tax exemption for donations is anticipated shortly, and they are preparing to make a request for direct financial assistance.

OIC Ghana - Schedule of Local Support Costs

<u>CY</u>	<u>Est. Total Prog. Cost</u>	<u>Est. OICI/AID Share of cost</u>	<u>Est. Local Share of Local Cost</u>	<u>Est. % of Local Cost Financed by Local OI</u>
1974	¢116,000 (\$100,869)	¢87,000 (\$75,690)	¢29,000 (\$25,230)	25%
1975	¢119,000 (\$103,478)	¢60,000 (\$52,200)	¢60,000 (\$52,200)	50%
1976	¢124,000 (\$107,825)	¢31,000 (\$26,910)	¢93,000 (\$80,910)	75%
1977	¢126,000 (\$109,565)	0	¢126,000 (\$109,565)	100%

Target Projection for OIC Ghana Assuming Full Financial Responsibility

December 1974 - ¢29,000
(\$25,230)

June 1975 - ¢30,000
(\$26,100)

December 1975 - ¢30,000
(\$26,100)

June 1976 - ¢47,000
(\$40,890)

December 1976 - ¢47,000
(\$40,890)

June 1977 - ¢63,000
(\$54,782)

December 1977 - ¢126,000
(\$109,565)

AFR/CWA, 6/5/74

OIC - The Local Support Problems

Auditor's Report - OIC/I originally estimated that during the period June 1, 1969 through June 30, 1971 local support contributions would amount to \$78,000. However, the auditors found that in the three-year period from July 1969 to June 1972 OIC/I Nigeria's local support collections had averaged only \$13,350 a year for a total of \$40,000. OIC/I estimated that by June 1976, local contributions would average \$90,000 a year, i.e., enough to cover all local costs.

Lagos 8684 (Oct. 1973) - OIC/I indicated local board was paying approximately \$36,000 per year but that local contributions had flattened out; estimated costs of training 210-240 trainees would be \$153,000 per year. The USAID proposed to the local board that it be prepared to meet following benchmarks:

	<u>June 1974</u>	<u>June 1975</u>	<u>June 1976</u>
Board	\$75,000 (50%)	\$100,000 (75%)	\$150,000 (100%)
USAID	<u>75,000 (50%)</u>	<u>50,000 (25%)</u>	<u>-</u>
	\$150,000	\$150,000	\$150,000

Lagos 1474 (Feb. 1974) - USAID advised that estimate of local costs for "at least 200 trainees" would rise to \$200,000 by June 1976. Diallo and Local Board had proposed following benchmarks: (Message indicated a more detailed analysis would be made by OIC.)

	<u>June 1974</u>	<u>June 1975</u>	<u>June 1976</u>	<u>June 1977</u>
Board	\$ 51,000 (41%)	\$ 95,000 (49%)	\$139,000 (71%)	\$200,000
USAID	<u>72,000 (59%)</u>	<u>98,000 (51%)</u>	<u>58,000 (29%)</u>	<u>-</u>
	\$123,000	\$193,000	\$197,000	\$200,000

Lagos 2874 (April 1974) - Diallo and 4 Board members proposed following "firm" benchmarks:

	<u>CY 1974</u>	<u>CY 1975</u>	<u>CY 1976</u>	<u>CY 1977</u>
Board	\$ 50,000 (32%)	\$ 96,000 (56%)	\$139,000 (74%)	\$207,000
USAID	<u>106,000 (68%)</u>	<u>75,000 (44%)</u>	<u>49,000 (26%)</u>	<u>-</u>
	\$156,000	\$171,000	\$188,000	\$207,000

NOTE: OIC still has not made available details of local budget or demonstrated that budget covers all costs, nor provided details on amount and sources of prior year contributions.

Comparison of the February and April Benchmarks

1. Under February proposal cost to A.I.D. would total \$156,000, i.e., \$98,000 for FY 1975 and \$58,000 for FY 1976.
2. Under April proposal A.I.D. costs total \$230,000 - \$39,000-already committed through June 1974, plus \$67,000 for the balance of CY 1974; \$75,000 in CY 1975; and \$49,000 in CY 1976, i.e., \$74,000 more than the February proposal.

Recommended Course of Action

1. A.I.D. would accept the April proposal on the following conditions:
 - a. A.I.D. will obligate funds through June of 1975 only as follows: \$39,000 already obligated; \$67,000 for the balance of CY 1974; and \$28,000 for the first 6 months of CY 1975. FY 1974 funds obligated for local support would total \$95,000 which is \$3,000 less than what we would have obligated this FY under the earlier acceptable proposal.
 - b. The Local Board will provide written evidence that it has raised \$50,000 in the course of CY 1974 for costs incurred during the same period. If OIC cannot demonstrate that it has met its obligation by December 31, 1974, OIC will phase out the project by June 30, 1975.
 - c. If the December benchmark is met, the Board must produce further evidence by June 30, 1975 that it has raised another \$48,000, i.e., half of its commitment for CY 1975. If it cannot meet this deadline, the project will be phased out by the end of the calendar year.
 - d. If the Board meets its full commitment in 1975, A.I.D. is committed to support the project for only six more months including support for local costs, \$49,000.
 - e. Any increases in the above local cost estimates will be met by the Local Board and considered as part of their commitment.
 - f. The foregoing terms will be initialled by an authorized representative of OIC.
2. Other questions which still need to be resolved include staffing between now and June 30, 1976, the adequacy of the local cost budget, what to do about other OIC projects.

4/22/74

APR 23 1974

Dr. F. Salamu
Chairman
Opportunities Industrialisation Center
5 Ikorodu Road, Maryland
P. O. Box 4215
Ikeja, Lagos

Dear Dr. Salamu:

As you are aware, various meetings have been held in Lagos and in Washington related to examining the prospective future viability of OIC/Lagos. Our concern about this problem was prompted by A.I.D. audits which brought out the flat trend of local contributions for the program and suggested that unless prospects for local financial support from either private or public sources improved the project would not be viable and USAID should consider terminating its financial assistance. In our meetings here with Mr. Diello and members of the OIC/Lagos board, we have discussed:

1. Our desire to continue to support the project as planned to June 30, 1976, if there are reasonable prospects that the OIC/Lagos program can subsequently continue with Nigerian financial support.
2. The need to carefully analyze budgetary requirements over the period ending June 30, 1976 and establish for each year the specific local costs to be funded by A.I.D. and the specific local costs to be funded from Nigeria sources.
3. The need to establish mutually acceptable, but realistic, fund raising targets for local contributions which would be considered performance benchmarks and permit objective judgements on progress toward self-support and would be related to any decisions on continuing or terminating A.I.D. support.
4. The need to show a significant breakthrough in local support as quickly as possible, i.e., a significant increase compared to past performance not later than the end of CY 1974, or hopefully sooner.

APR 23 1974

5. The need to obtain more information on the job performance of OIC/Lagos graduates which would hopefully demonstrate the utility of OIC training vis-a-vis training provided by other institutions, particularly in terms of quality and cost.

Discussions of the above points have been carried out in a positive, cooperative way and considerable progress has been made. Prior to preparing our recommendations to Washington related to the audit reports, we need some additional information and need to discuss and reach agreement with you as Chairman of the OIC/Lagos board on the prospects for achieving budgetary targets for local support that are acceptable both to OIC/Lagos and A.I.D. Specifically, we need to:

1. Review a line item local cost budget for each of the remaining years of the project, which would include a breakdown of the specific costs to be financed by A.I.D.
2. Discuss the two proposals presented by Mr. Diallo and members of the OIC/Lagos board on the budget percentages for each year that would be financed by local contributions. Summaries of the two budget proposals are attached. As you will note, the second proposal reduces the percentage contribution and extends the time needed to obtain the funds. While the first proposal was acceptable, the second would not seem to constitute the significant breakthrough in local contributions called for. However, we have not made a final judgement on this pending discussions with you and information on local contributions for previous years which we have asked Mr. Diallo and the members of the board to provide.
3. Hopefully, we will be able to work out with you firm, mutually acceptable, and achievable targets as well as some means of measuring performance on a periodic basis. We would then record these understandings and they would form part of our formal recommendations to Washington.

I would be pleased to discuss the above with you at any early date to clear up any misunderstandings and to decide on how we might proceed to clear up the pending items.

Sincerely,

Edward J. Nadesu
Assistant Director for Program

Attachment: a/s

CLEARANCE: CO: ASmith (in draft)
FRM: CD Parker _____

AD/P: E. Nadesu: FRM: T. Tyler: bte: 4-22-74

BUDGET PROPOSAL SUMMARY

Proposal #1

<u>Period</u>	<u>Total Budget</u>	<u>Local Contribution</u>	<u>%</u>
FY 1974	₹ 80,000	₹ 33,000	41
FY 1975	125,000	62,000	50
FY 1976	123,000	90,000	70
FY 1977	130,000	130,000	100

Proposal #2

CY 1974	₹100,976	₹ 33,000	32
CY 1975	111,073	62,000	56
CY 1976	122,100	90,000	74
CY 1977	134,399	134,399	100

OPPORTUNITIES INDUSTRIALIZATION CENTRE LAGOS

AN OIC LAGOS RESPONSE

Prepared for

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

**Board of Directors
OIC Lagos
March 1974**

OIC LAGOS FUNDING PROJECTION

Achieving Self-Sufficiency By 1977

This paper is prepared in response to the OIC International sponsoring agency (AID) expressed doubts about the OIC Lagos program awareness and ability to contribute to the year by year cost of operating its program.

As the Board of Directors, we are fully aware that locally, we are to be contributing annually to the running of the program with the understanding that by 1977, we the local people will be totally financially responsible for maintaining the OIC Lagos program.

As a Board, we believe in ourselves, the community and the contributions that the OIC program can make in assisting in the unemployment problem of Lagos and eventually Nigeria.

We are therefore confident that we will be successful in generating our annual input and maintaining the level of funding that are required to operate an effective and efficient OIC completely by 1977.

In moving toward self-sufficiency by 1977, we are committing ourselves to the following projections:

1. Program

- A. To provide training in seven (7) skill areas in addition to exposing all trainees to Feeder preparation (Basic Education, Attitudinal Development, Guidance and Counseling).
- B. With our present facilities capable of accommodating approximately 310 trainees - we commit the program to train and place in jobs 200 trainees annually - although OIC's aim is to service many more.

II. Financial Input*

In keeping with the need to demonstrate local self-help, we are projecting the local OIC annual financial contribution in the following manner:

FY	<u>Est. Total Local Cost.</u>	<u>Est. Local Share of Local Cost.</u>
1974	₦100,976	₦33,000
1975	111,073	62,000
1976	122,180	90,000
1977	134,399	134,399

*This projection is quite similar to that contained in AID's PROP.

III. Source of Local Funds

Looking at the need for OIC Lagos to generate ₦33,000 during FY 1974, we are confident that this amount and more can be raised from the:

- A. Community: already this year we have raised over ₦2,000.00 from community efforts. Between now and June 1974 we are projecting another ₦4,000.00 from this source. Our overall target for the community inputs is ₦20,000.00 annually.
- B. OIC Lagos Industrial Advisory Council (IAC): Over the past year (1973) the IAC membership contributed ₦13,300 to OIC Lagos. This current year we are expecting an increase in its assistance and contribution to OIC. We presently have a verbal commitment from the IAC Chairman and at his request are preparing a "Proposal Request" to formally present to the IAC members in March 1974. Our proposal will request support of approximately ₦25,000.

C. **Industrial Training Fund:** Previously we have met and requested from the Fund financial assistance for OIC Lagos. The Fund on several occasions have expressed an interest in what OIC are doing. Recently the Fund Secretary indicated that in the near future they will be visiting our operation in moving toward making their decision concerning our request for assistance. OIC presented a specific request to the Industrial Training Fund requesting a grant of approximately ₦50,000.00. We feel that the interest is sufficiently high to warrant an optimistic feeling of receiving a positive response from the Fund. We hope to have a firm committment by April or early may 1974.

IV. OIC Lagos Program Future Projection

Contributing Financial Effort:

	Est. Total Local Cost	Est. OIC Share of Local Cost	Est. Local Share of Local Cost	Est. % of Local Cost Financed by Local OIC
1974	₦100,976	₦67,976	₦33,000	32%
1975	111,073	49,073	62,000	56%
1976	122,180	32,180	90,000	74%
1977	134,399	-----	134,399	100%

Other Cost Factors

Commodities FY.	1974	1975	1976
	12,000	12,000	12,000
Participants FY.	1974	1975	1976
	5	7	3

Target Projection for OIC Lagos Assuming Full Financial Responsibility

June 1974	Dec. 1974	JUN Jan 1975	Dec. 1975	JUN Sept. 1976	June 1977
33,000	31,000	31,000	45,000	45,000	135,000

We feel confident that with the above approach, we will realize our target for 1974 and with a widening of this effort, OIC Lagos can be successful in meeting its commitments in 1975, 76, 77 and thereafter. At this stage, being realistic we continue to need the financial and technical support from OIC International and hope it will be forthcoming.

TO: AHellis
FROM: JDWilson 
SUBJECT: Meeting with Monty James Re OIC

Some points of possible interest:

1. Final year of funding is FY 1975 with our assistance scheduled to end on June 30, 1976.
 - AID contribution to the total OIC operation in Nigeria during the last two years will be \$483,000, including \$327,000 for support of OIC staff in addition to our share of local costs.
 - AID contribution to local expenses in FY 1975 will be \$98,000.
 - In FY 1976 it will be \$58,000.
2. The contribution of local donors toward meeting local costs is significant because it:
 - Is an intrinsic part of the agreement with OIC.
 - Provides the only valid indication of the ability and willingness of the Nigerians to support the program once we leave.
 - Saves AID money.
3. Our interest in the level of Nigerian contributions should be primarily in the short term because:
 - If we know by, say, the end of CY 1974 that insufficient funds will be forthcoming, we could terminate the project with a significant saving, as much as \$300,000.
 - If we don't require a 50% contribution until as late as October 1975, only seven or eight months of the project will remain and little would be gained by terminating at that point.
4. Any projections of Nigerian contributions beyond June 1976 are irrelevant because:
 - AID assistance ends at that time in any case and the size of the budget and the program will be entirely at the discretion of the Nigerians, i.e., they could scrub it all overnight.

5. There are four letters to OIC/I admonishing them about their continued failure to advise AID of their intentions to travel.

- April, August, September and October 1973.

6. Attached are:

- Jim Krause's memo in preparation for the Sullivan meeting.
. Note the percentages for both Ghana and Nigeria given there.

- Jim Krause's summary of the meeting with Sullivan and Diallo.

- The Mission's cable laying out their agreement with Diallo.

- The four letters mentioned above.

- My cable (draft) discussing disallowances on Diallo's travel.

- Monty's brief note about his discussion with Sullivan re local contributions, levels, etc.

- My memo to Don Brown re OIC funding and his inquiry

AA/AFR, Mr. Donald S. Brown

September 26, 1973

THRU : AFR/CWA, Mr. Athol H. Ellis
AFR/CWA, John D. Wilson

Nigeria Visit - the OIC Project

Proposition: On the basis of my visit to the OIC Project in Lagos, my acquaintance with the OIC program over the past two and a half years and recent discussions here and in the Mission, I believe we must make some definite decisions now regarding the future of AID's relationship with OIC. If we delay any longer we will have forfeited the chance to modify the Nigeria and Ghana Projects to reflect the reality of the situation, and we will have let the Kenya and Ethiopia projects get so far down the line that we will be unable to stop them (if that is necessary) without considerable expense and embarrassment.

Background: Over the past three or four years AID has paid lip service to the myth that OIC had proven it was possible to establish a significant vocational training program entirely with private funds. In fact, we were willing to provide several million dollars to propagate that myth abroad although we were fully aware the OIC program in this country is largely supported by U.S. Government funds. (Interestingly, we apparently also agreed not to mention the dependence of our domestic OIC on Government support, for both Steve Christmas and Jim Brooks only recently became aware of that fact and Steve, at least, has been close to the program since it was first introduced into the Africa program.) In addition, while agreeing to finance the projects in Nigeria and Ghana we apparently bound ourselves to the position that experiences in one African country (failures, for example) did not necessarily mean the concept would not be viable in some other country. Therefore, instead of one or even two pilot projects in which we could experiment and modify the approach according to our experience for possible use elsewhere, we committed ourselves to four separate projects with virtually no evidence that any of them would be successful.

OIC/Lagos: I visited the OIC/Lagos project with considerable skepticism about its performance and its future, and I anticipated little change in my attitude as a result of my visit. After some discussion with Mr. Wesley Kirk, the project director, I expressed my doubts that sufficient private support would ever be forthcoming to continue the project after we left and suggested that the FMG would have to underwrite the bulk of the project if it were to survive. To my surprise, he agreed with me and went on to say that unless the FMG (probably

through the Industrial Training Fund*) agreed to provide "up to 80% of the funds to support the program" there was little possibility that the project would continue past the end of AID funding. That statement was most significant because he was the first OIC official, to my knowledge, to admit that any but private resources were considered necessary.

At the same time, he was enthusiastic about the performance of the local OIC board, and felt a commitment for sufficient government support to continue the program would be made in the not-too-distant future. He also noted that the local board had just paid the rent on the OIC property for the next two years and cited a number of evidences of their successful efforts on behalf of the project.** For example, some training projects were being discussed with two companies in which OIC would contract to train a certain number of people each year at the expense of the company. Certainly, the enthusiasm of the staff, the candid assessment by Mr. Kirk about the project's requirements and evidence of other positive developments encourage me to believe the Lagos project might establish itself, but only if the FMG decides to provide adequate financing.

OIC/Lagos Personnel: OIC has at no time during the life of its project in Nigeria had a full U.S. staff. While 10 positions are authorized, the numbers on board have varied from a high of 9 for a brief period to an average of perhaps 5. For most of the period certain key positions have not been filled at all. On the basis of recent nominations and projected changes there is little cause to expect any dramatic improvement. While recognizing some of the difficulties in Lagos are peculiar to that program (visas, difficult living conditions, etc.) it is difficult to believe OIC will be much more successful in staffing the two additional programs in Ethiopia and Kenya.

Recommendations: We should:

1. Give OICI and OIC/Lagos a time limit of one year (i.e., till the end of CY 1974) to obtain the promise of government support for the project on the same or even on a reduced scale once U.S. support has ceased. If no such commitment is made, the project should be discontinued.
2. If such a commitment is made, sign a ProAg directly with the FMG with a specific percentage of the costs to be funded by them, with their percentage increasing as we phase out.

* The Industrial Training Fund is a fund into which oil companies active in Nigeria pay a certain percentage of their projects. At the present time the FMG has about \$10 million in the pot. If they approve the OIC concept, money to support its program in Nigeria is available.

** Kirk says the Nigerians have given in cash and kind nearly \$100,000 (probably too high) since the inception of OIC/Lagos, but he notes those sources are "drying up."

3. Make the continuation of the Kenya and Ethiopia projects contingent on evidence of success in Nigeria and/or Ghana. In the meantime, either close out those projects entirely or permit only minimal planning efforts.
4. Delete all reference in the PROPS and our discussions with OIC to the objective of wholly private financing in all the projects, with specific recognition that government funds will be necessary to the success of the projects.
5. Require OICI to maintain a certain staffing level in both projects at all times to assure proper conduct of their program.

JDWilson:mr

OIC LAGOS FACT SHEET

FROM: Wesley Kirk, Program Advisor

DATE: September 18, 1973

The Feeder Program can, under ordinary conditions, accommodate 120 trainees, the Vocational classes can accommodate the same number at the same time.

Although, the Scheme of work now being used estimates fifty two (52) weeks, it must be understood that the skill training period can be a much shorter period of time.

The Agency took in a new group of trainees on June 4, 1973. On July 30, forty five (45) trainees were transferred from Feeder to Skill classes - this is only one third the maximum required time to spend in the feeder. If this same trend happen on three different occasions in the operation, half of the required 300 completers would have completed the feeder in only six months. The same trend take place in the vocational classes - individualized instructions, allows for individual differences thereby, providing for trainees to progress in some instances at a very fast pace.

The Technical Advisory Committee provided the necessary input into the training of the student so that all emphasis is on attaining a proficiency level of skill for the Industrial Community.

It must be remembered that although some of our graduates have spent more than fourteen (14) months in the Program, they were some of the original fifty four (54) feeder completers who did not have the opportunity to transfer to skill training, because in mid 1971 the OIC Lagos Lease expired and they had no facility in which to train, so they went home and waited until a new facility was acquired.

By expanding the facility to maximum use, each class can accommodate an additional five (5) trainees per class thereby making maximum use of the present facility and at the same time serving 300 trainees in one setting.

Information on Feeder Program completers was, is and will be readily available to any person requesting this information. During the time of this Audit, the Assistant Advisor - John Green offered the records for feeder enrollees, vocational enrollees, trainee drop-outs/dismissals and trainees placed on jobs to Messrs: Iriaca and Malby.

Since the program inception there have been 202 trainees who have completed the feeder program (as of today's date). Seventy three (73) of these have been previously placed on jobs with over 24 (as of this date) job ready - of course this figure may be increased dependent upon the job order and qualifications required by the employer.

INKIND CONTRIBUTORS:

T.V. and Press coverage during OIC Conference	=	₦2000.00
TAC Consultant Services for one year.	=	₦12000.00
Equipment and materials	=	₦25,000.00

Wesley Kirk
Program Advisor - Nigeria.

WK/cen.



AGENCY FOR INTERNATIONAL DEVELOPMENT
UNITED STATES A.I.D. MISSION TO NIGERIA
3, MOLONEY STREET
LAGOS, NIGERIA

PD-AAB-234

Telephone
52300-14

P.M.B. 12182
Cable Address: USAID Lagos

SEP 11 1973

Mr. Ullmont L. James
AFR/NA
Agency for International Development
Washington, D.C. 20523

Dear Mr. James:

Following our discussion in Washington, Ernest Green has requested more specific information on the evaluation of the OIC/Nigeria program. I think it would be preferable that you or someone in AID/W respond to him as we would not want to risk providing information which may not be available to other potential contractors. However, the Mission is interested in assisting in the provision of sufficient information to enable an effective evaluation, and I think we would be pleased to have Ernie's outfit do the job.

We are not able to supply all the information Mr. Green requested due to the fact that the evaluation itself is designed to answer some of the questions. However, we can respond with the following:

1. There is only one OIC project in Nigeria and it is located in Lagos.
2. To the best of our knowledge, there are no comparable training activities of this type in Nigeria. However, there are several institutions that provide vocational training of one form or another. Some industries provide apprenticeship training; bakeries are a case in point. Also, there are the traditional vocational training institutions, including the commercial, secretarial and clerical schools.
3. Latest OIC/Nigeria reports indicate approximately 70 students have completed training and have been placed in jobs requiring skill proficiency. OIC/Nigeria provides follow-up services and maintains records on those graduates.
4. It is unlikely that systemic records are maintained for graduates of other vocational training programs in Nigeria. One of the initial tasks of the evaluation will be to identify graduates of other programs for use as a control group.

Mr. Ullmont L. James

- 2 -

5. We are enclosing a copy of the OIC PROP, and airgram outlining Mission views on the evaluation. It might also be helpful for prospective contractors to contact Mr. Wilbur E. Hobbs of Community Science, Inc., Philadelphia, in an effort to secure their reports and evaluations of OIC activities.

I hope this information will be useful to all those interested in the proposed evaluation and serve as a satisfactory response to Mr. Green.

Sincerely yours,



William R. Ford
Director

Enclosure:
A/S

OPPORTUNITIES INDUSTRIALIZATION CENTER INTERNATIONAL NIGERIA

LIFE OF PROJECT PROJECTION

JULY 1, 1972 TO JUNE 30, 1975

7/9/71

<u>CATEGORIES</u>	<u>6/1/70-6/30/72</u>	<u>7/1/72-5/31/75</u>	<u>6/1/70-5/31/75</u>
Personnel Cost	\$ 330,278	\$ 403,380	\$ 733,658
Local Staff Salaries	69,291	-0-	69,291
Allowances	186,107	185,850	371,957
Travel & Transportation	91,060	112,850	203,910
Other Direct Cost	69,873	20,800	90,673
Commodities	70,061	25,000	95,061
Participants Cost	24,683	26,000	50,683
TOTAL	<u>\$ 841,353</u>	<u>\$ 773,880</u>	<u>\$1,615,233</u>

OPPORTUNITIES INDUSTRIALIZATION CENTER INTERNATIONAL NIGERIA

LIFE OF PROJECT PROJECTION

JULY 1, 1972 TO JUNE 30, 1975

<u>PERSONNEL</u>	<u>MONTH-COST</u>		<u>MONTHS ON PROJECT</u>	<u>COST</u>
Program Advisor	1250	X	36 months	\$45,000
Entrepreneurial Management Specialist	1250	X	36 months	45,000
Industrial Relations & Job Development Specialist	1250	X	12 months	15,000
Administrative Assistant	1250	X	36 months	45,000
Training Supervisor	1250	X	36 months	45,000
Feeder Curriculum Specialist	1250	X	18 months	22,500
Counseling Specialist	1250	X	6 months	7,500
Vocational Specialist Commercial Baking	1250	X	12 months	15,000
Vocational Specialist Auto Mechanics	1250	X	9 months	11,250
Vocational Specialist Service Industries	1250	X	12 months	15,000
Vocational Specialist Air Conditioning & Refrigeration	1250	X	6 months	7,500
Vocational Specialist Secretarial Science	1250	X	9 months	11,250
Vocational Specialist	1250	X	12 months	15,000
Vocational Specialist	1250	X	12 months	<u>15,000</u>
Total United States Salaries				\$315,000
Fringe Benefits 20% x \$315,000				63,000
Total United States Personnel Cost				<u>\$378,000</u>
Local Salaries				<u>25,380</u>
Total Personnel Cost				\$403,380

OPPORTUNITIES INDUSTRIALIZATION CENTER INTERNATIONAL NIGERIA

LIFE OF PROJECT PROJECTION

JULY 1, 1972 TO JUNE 30, 1975

\$185,850

ALLOWANCES 59% x \$315,000

<u>TRAVEL & TRANSPORTATION</u>	<u>BASIS</u>		<u>RATE</u>	<u>COST</u>
Lagos/Philadelphia (Family of 4x14)	56 trips	X	\$900	\$ 50,400
African Trips	30 trips	X	\$ 75	2,250
Local Travel	36,000 miles	X	20¢	7,200
Per Diem	200 days	X	\$ 25	5,000
Household Shipments	14 shipments	X	\$2500	35,000
Household Storage	14 employees	X	750	10,500
Operational Shipments	5 shipments	X	500	<u>2,500</u>
Total Travel & Transportation				\$112,850
<u>OTHER DIRECT COST</u>				
Consultants Fees	60 days	X	\$100	\$ 6,000
Space Rental	36 months	X	100	3,600
Communications	36 months	X	100	3,600
Supplies	14 employees	X	400	5,600
Emergency Evacuation				<u>2,000</u>
Total Other Direct Costs				\$20,800
<u>COMMODITIES</u>				\$25,000
<u>PARTICIPANTS COST</u>				\$26,000

ROUTING MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

TO: AFR/DP, Mr. David Shear

June 25, 1971

FROM: AFR/TAC, Marjorie S. Belcher

SUBJECT: Your June 28 Discussions with Reverend Sullivan
Pertaining to OIC International

Discussion: On June 23 Mr. Wilbur S. Hobb's gave a preliminary report on the Community Sciences, Inc. evaluation study on OIC International activities under Task Orders Nos. 1, 2 and 3. Representatives of a number of AFR offices were present.

This evaluation indicates considerable progress in the development of OICI programs in Nigeria and Ghana. It also identifies a number of problem areas which will require serious consideration by OICI and A.I.D. The salient factors in this respect are:

1. Local private financial and in-kind support is not forthcoming on levels which will fully satisfy the programs' needs, nor is there any definite indication that it ever can. Substantial government support will be essential eventually to make the programs viable.
2. Lack of attendance by Board Members at scheduled meetings may signify a waning interest in the private and civil service sectors.
3. Recruitment of local staff has been slow and is not yet completed. Ghana does not yet have a local Program Coordinator.
4. Facilities for skill training have not yet been established in either country. "Feeder" programs of up to four months duration have been in operation in both countries since March 1971.
5. Objectives for the Ghana program will need to be changed from training school leavers for existing and to-be-generated vacancies to upgrading the skills of work^{ers} already in jobs because of the static status of the business and industrial sectors in Ghana.

While we know that OICI teams are working vigorously to overcome these problem areas and have had some successes since the evaluation team was in Africa, especially in the areas of both OICI and local personnel, the character of the problems suggest that the Nigeria and Ghana programs are in trouble if they are looked upon as potential private sector self-help endeavors intentionally outside government support and control.

We question whether the proposed expansions of the Ghana and Nigeria programs requested in recent OICI proposals will solve any of these basic problems. They could create even more problems and extend or increase those already identified.

Recommendations:

1. You should raise some of the above problems with Reverend Sullivan.
2. Since the Ghana and Nigeria projects have always been looked upon as Pilot Demonstrations, you may wish to discuss with Reverend Sullivan the possibility of holding A.I.D. support for them to approximately the present levels until they have actually demonstrated successful achievement of their basic objectives.
3. You may also wish to suggest to Reverend Sullivan that he move more slowly in Kenya and Ethiopia than the present plans call for until the Ghana and Nigeria projects are better established and provide sound guidance for new programs, i.e., two positions for Ethiopia and Kenya instead of eight.
4. The decision on item three above would affect the current request for an increase in the Philadelphia staff from 14 to 19 positions.

UNITED STATES GOVERNMENT

Memorandum

TO : See Distribution

DATE: June 18, 1971

FROM : AFR/TAC, Arthur L. Howard

SUBJECT: Evaluation Report on Opportunities Industrialization Centers
International Operations with AID

Arrangements have been made for an oral report by the evaluation contractor on OIC/International activities supported by AFR. The report has been scheduled for June 23, 1971 at 10 AM in Rm 6944 NS.

The evaluation report will cover OIC pilot operations in Nigeria and Ghana as well as the Philadelphia office operation. The contract team has just returned from Accra and Lagos.

The evaluation contractor, Community Sciences, Inc. was selected and the scope of work for the evaluation prepared through joint agreement between AID and OIC. Both organizations felt that an independent evaluation would provide the kinds of data upon which sound recommendations can be made to strengthen the African programs and the Central Office operations and provide baseline data for future reviews and evaluations.

The head of the evaluation team, Wilbur E. Hobbs, was previously Senior Associate for Greenleigh Associates, Inc. in which position he had responsibility for the development and administration of large-scale diagnostic, evaluative and management studies as well as providing technical assistance to clients during implementation of corrective recommendations. Since founding CSI he has been Project Director for or has carried a major role in a number of studies over the U.S. among which were: a study to reduce prejudice and discrimination in the greater Milwaukee Area; a pilot study of the administration and programs of the Philadelphia Opportunities Industrialization Centers; a study for the Department of Labor of the role of the OIC Institute and its relation to local OIC programs; an evaluation of the administration and program effectiveness of the Philadelphia Tutorial Project for the Office of Economic Opportunity; and, most recently, a study of the Impact of the Job Opportunity in the Business Sector (JOBS) Program for the U.S. Department of Labor.

Robert O. Washington, Senior Associate, was also a member of the Greenleigh Associates, Inc. staff from 1966-1970 and has also had experience in a number of significant studies over the U.S.; some of which he had full responsibility for administration and direction.



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MEMORANDUM TO THE FILES

June 11, 1971

FROM: AFR/CWA, Louanne Douris

3p.

SUBJECT: Status of Project Report: Nigerian Opportunities Industrialization Center

The pilot phase of the OIC project in Nigeria began in December, 1970, with the arrival of five OIC/International staff members. Candidates for three of the four remaining positions are expected to leave shortly, and the OIC/Lagos staff has completed its U.S. orientation. Fifty-four trainees were selected from the first 281 applicants in seven skill areas. They began the pre-vocational feeder course in February and are scheduled to finish this phase of their training by the end of June.

Several problems related to project operations and effectiveness are still unresolved. The actual employment prospects for trainees completing the various courses have not yet, of course, been demonstrated, and there has been some question as to which vocational skills would best complement the local job market. OIC/Lagos has encountered unexpected delays in locating adequate space for the vocational training facilities. A request for AID assistance in renting a temporary site is now under consideration and is expected to be approved as a necessity for project continuity. The length of time necessary for OIC/Lagos to become financially self-sufficient is another question. It is hoped that they will be able to step up their fund-raising efforts in the near future, as AID agreed to fund local salaries for one year with the understanding that this item would be carried by OIC/Lagos after FY 71. The financial problems could be indicative of a lower than anticipated level of local support for the OIC/International program.

The projected budget for the period 7/1/71 - 6/29/72 has been received from OIC/International, and is under discussion with Philadelphia. As presented, it exceeds OIC/Lagos' projected requirements for the same period and will probably be scaled down. Total funds obligated through 6/30/71 are \$450,260. OIC/Lagos projected expenditures through FY 71 are \$211,918, leaving a pipeline of \$238,342. FY 72 expenditures are estimated at \$532,084 including a 9-man OIC/I team, 18 local employees and rental of a building. However, as mentioned above, it is felt that the local salaries should come under the purview of OIC/Lagos. As presented by OIC/Lagos, additional FY 72 obligations of \$293,742 will be required. This compares with some \$400,000 in additional obligations which are anticipated under the budget submitted by Philadelphia.

MEMORANDUM TO THE FILES

SUBJECT: Status of Project Report: Ghana Opportunities Industrialization Center - 063

The operational phase of the project began in October 1970 with the arrival of two U.S. staff members and since then the project has gradually gained momentum. USAID/Ghana has reported that the caliber of both U.S. and Ghanaian staff is excellent; however, the Mission has been concerned that local Ghanaian financial support has not materialized as originally hoped-for. (The most tangible support to date has been the provision of a rent-free training center for the first year only). The Mission feels that OIC should act carefully to avoid giving a "U.S.-dominated" aspect to the operation. These concerns have been discussed with OIC, and we believe that a mutually satisfactory work plan can be established. There are several unresolved questions regarding the operational aspects of the project and we are currently reviewing these with OIC and USAID/Ghana.

Pre-vocational training (feeder) courses for 80 Ghanaian students began March 22, 1971. Formal vocational training is scheduled to begin in July, but, to date, equipment, instructors, and space for the five fields OIC has proposed are not available. (The Task Order specified not more than two fields). An informal job survey is being conducted; however, we understand that most major employers have stated a preference for up-grading skills of current employees rather than hiring new personnel.

Four of the six approved U.S.-staff are in Ghana with the remaining two scheduled to depart shortly. Six of the fifteen Ghanaian staff have been hired with four having received U.S. orientation. Two Ghanaians are in Philadelphia now. OIC has requested an increase in U.S. staff from 6 to 14 and AID-funding for a second year for the 15 approved local staff positions.

AID has obligated \$361,840. Estimated expenditures through June 30, 1971, are \$149,750, leaving a pipeline of \$212,090. OIC has submitted an FY 72 budget request for about \$594,000 as compared to the FY 71 budget of about \$178,000. We are currently discussing the proposed budget and anticipate that the final budget will be considerably lower, probably in the neighborhood of \$250,000.

AFR/CWA:HJohnson:jh:6/12/71

file

OIC Advance Team Work Plan

The purpose of the OIC's Advance Team's visit to Africa is to follow-up on preliminary discussions in Africa about the establishment of OIC type programs in Ethiopia, Kenya, Nigeria, and Ghana. The team will be expected to (1) determine the state of organization of the respective country OIC Committees and their capabilities to undertake responsibility for supporting and maintaining an OIC program, (2) assist those country OIC Committees already organized (Ghana and Nigeria) in assessing local opportunities, capabilities and resources, and in preparing plans necessary to initiate a program and (3) prepare a proposed priority list relative to the degree of readiness of the respective countries, types of programs or activities envisioned and a projected phase-in schedule.

More specifically, the information which the team will seek will include the following:

1. Extent of national government's endorsement of the OIC program and the local committee: definition of government's role, expected contribution and/or readiness to supply other support, e.g., buildings, equipment, etc.
 - (a) Such endorsement must include a statement from the appropriate ministry and copies of the legal documents (charters, etc.) required of such a local organization to operate.

- (b) Commitment reflecting type and degree of projected governmental support which should be concurred in by local government.
2. Organizational structure and composition of local OIC Steering Committee.
- (a) Identification of Officers and members
 - (b) Composition of Industrial Advisory Committee: Nature of its relationship to organizational structure of Committee.
 - (c) Financial capabilities of Committee: Preferably in the form of a budget for pre-vocational Feeder Program and Skill Training Program during first year and for all local cost in succeeding years.
3. Committee's relationship with industrial/business community.
- (a) Commitment of Industry/business sector to support programs.
 - 1. Identified available jobs
 - 2. Expressed willingness to assist in training by providing teaching personnel and equipment.
 - 3. Agreement to hire trained personnel
 - (b) Contribution of industrial/business sector
 - 1. Advisory services
 - 2. Financial support
 - 3. Technical support (staff)
 - 4. Equipment - supplies

* 4. Identification of technical skill areas of training.

- (a) Relationship of skill areas to industrial and community needs.
- (b) Related to overall manpower needs.
- (c) Projected utilization of trainees outside of industry.

*integral
out-preneurship
training*

5. Program - Organizational Structure

- (a) staff needs - Differentiating between what the local committee can provide and what OIC/Philadelphia will be expected to provide.

- 1. Volunteer Services
- 2. Administrative Staff
- 3. Technical Staff

? (b) Program Support

- 1. Total operating cost
- 2. Equipment/Support Cost
- 3. Facilities
 - a. Location
 - b. Cost of Securing
 - c. Operating Cost

? (c) Projected budgetary cost

- 1. Operating Cost
- 2. Support from Industry
- 3. Local Contribution
- 4. Other program cost

Since AID's decision is yet to be made on where and what assistance the OIC is to be provided, the team should avoid creating a premature impression of AID's commitment. In order to facilitate expectations AID's consideration of the proposals the team should, however, collaborate with the USAID's in Accra and Lagos in the preparation of a project proposal.

It is understood, however, that the local organizations and preparations in Ethiopia and Kenya have not reached the point where OIC plans could be completed at this time. The team will, therefore, assess the current situation and make recommendations on further planning activities.

AID 1380-1 (7-71)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country NIGERIA	Page 1 of 1 Pages
		2. PIO/T No. 620-11-610-802-5006	3. <input type="checkbox"/> Original or Amendment No. <u>1</u>
		4. Project/Activity No. and Title 620-11-610-802 Opportunities Industrialization Center	
		PIO/T	
PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES			

DISTRIBUTION	5. Appropriation Symbol 72-11X2025	6.A. Allotment Symbol and Charge 425-50-620-00-69-51	6.B. Funds Allotted to <input type="checkbox"/> A.I.D. W <input checked="" type="checkbox"/> Mission																																				
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document		8. Funding Period (Mo., Day, Yr.) From <u>6/30/75</u> To <u>6/30/76</u>																																				
	9.A. Services to Start (Mo., Day, Yr.) Between <u>CONTINUING</u>		9.B. Completion date of Services (Mo., Day, Yr.) <u>6/30/76</u>																																				
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other																																						
	10.B. Authorized Agent AID/W																																						
	<table border="1"> <thead> <tr> <th colspan="2">Estimated Financing</th> <th>(1)</th> <th>(2)</th> <th>(3)</th> <th>(4)</th> </tr> <tr> <th colspan="2"></th> <th>Previous Total</th> <th>Increase</th> <th>Decrease</th> <th>Total to Date</th> </tr> </thead> <tbody> <tr> <td rowspan="2">11. Maximum A.I.D. Financing</td> <td>A. Dollars</td> <td>116,000</td> <td>138,000</td> <td></td> <td>254,000</td> </tr> <tr> <td>B. U.S.-Owned Local Currency</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">12. Cooperating Country Contributions</td> <td>A. Counterpart</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>B. Other</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Estimated Financing		(1)	(2)	(3)	(4)			Previous Total	Increase	Decrease	Total to Date	11. Maximum A.I.D. Financing	A. Dollars	116,000	138,000		254,000	B. U.S.-Owned Local Currency					12. Cooperating Country Contributions	A. Counterpart					B. Other				
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12. Cooperating Country Contributions	A. Counterpart																																						
	B. Other																																						
13. Mission References PIO/T 30009 20017 62054 62049 6112001 4006 LAGOS 06030																																							

14. Instructions to Authorized Agent
The purpose of this amendment is to increase funding of Task Order No. 3 to Contract AID/AFR-653 for completion of the services of OICI in Lagos. All other provisions of the original of this document remain in effect.

Standard Pages 2-5 have been omitted

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.	
A. The specifications in the scope of work are technically adequate Anthony Funicello, AFR/CWA/N	B. Funds for the services requested are available John D. Wilson, AFR/CWA/N
C. The scope of work lies within the purview of the initiating and approved Agency Programs John D. Wilson, AFR/CWA/N	D.
E.	F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature and date: (No signature required) Title: Federal Ministry of Economic Development and Reconstruction	17. For the Agency for International Development Signature: <i>William R. Ford</i> Title: Director, USAID to Nigeria	18. Date of Signature 6/27/75
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PIO/T	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	<input checked="" type="checkbox"/> Worksheet <input type="checkbox"/> Issuance	PAGE 1 OF PAGES 170
		1. Cooperating Country Nigeria	2. PIO/T No. 02049
		3. Project/Activity No. and Title Opportunities Industrialization Center 620-11-610-802	

4. Appropriation Symbol 72-110100A	5. a. Allotment Symbol & Charge 054-50-620-00-69-01	5. b. Funds Allotted to: <input type="checkbox"/> AID/W <input checked="" type="checkbox"/> Mission
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6. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Obligation <input type="checkbox"/> Sub-Obligation	7. <input checked="" type="checkbox"/> Original or Amendment No.:
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8. No. of Technicians 8	9. Services to Start (Mo., Day, Yr.) Between: 5/15/70 And: 9/1/70	10. Duration (Months) a. Of Services 24 b. Of Financing 12
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11. a. Type of Action <input checked="" type="checkbox"/> AID Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other
--

11. b. Authorized Agent
AID/Washington

Financing \$1.00 =	A. Previous Total	B. Increase	C. Decrease	D. Total to Date
12. AID Financing a. Dollars		\$381,000		\$381,000
b. U.S.-Owned Local Currency				
13. Cooperating Country Contributions a. Counterpart				
b. Other				

14. *Insert References*

15. Objective for which the Technical Services are to be used (Describe)

This PIO/T provides funding to enable the Opportunities Industrialization Center International (OICI) to support their counterpart organization in Nigeria in its efforts to develop an institution capable of training unemployed and underemployed Nigerians in skills for which there is a demand in the labor market and placing them on jobs upon completion of their training. Initially an OIC facility will be established in Lagos designed to prepare and place 75 persons the first year of operation, and within three years capable to accommodate up to 300 trainees a year. Tentatively there are plans to later expand the first facility to include entrepreneurship training and the development of OIC centers in other geographical areas of Nigeria.

16. Approved/Supervised AID/W AF/AFR-N:TKMorgan <i>TKM</i>	Date 3/3/70	Approved/Supervised AID/W AA/AFR:SCole <i>SC</i>	Date 5/14/70
AF/AFR-N:DMiller <i>DM</i>	5/13/70		

17. Date of Original Issuance	18. Date of this Issuance
-------------------------------	---------------------------

19. For the Cooperating Country The terms and conditions set forth herein are hereby agreed to:	20. For the Agency for International Development
_____ SIGNATURE	_____ SIGNATURE
_____ DATE	_____ DATE
_____ TITLE	_____ TITLE

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Issuance

PAGE 2 OF PAGES

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Cooperating Country
Nigeria

PIO/T No.

Project/Activity No. and Title

Opportunities Industrialization Center
620-11-610-802

SCOPE OF WORK

21. Scope of Technical Services

A. Description

Based on several employment surveys conducted by the OIC/Nigeria Board of Directors, assisted by OIC/International representatives, the training areas listed below were selected:

- Auto Service Mechanics
- Secretarial Science
- Electronics
- Office and Small Machine Repair
- Service Industries
- Commercial Baking

The program will have two basic components: a prevocational (feeder) element and vocational training. The prevocational phase will be designed to provide the trainees with basic education to enable them to profit from the vocational training which will follow. In addition to providing basic educational

B. Technicians

(1) (a) Number	(b) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Man-Months)
1	Program Coordinator	Approx. \$14,000	24 months
1	Industrial Relations/job Development Specialist	"	"
1	Curriculum Specialist	"	"
1	Counselor	"	"
4	Specialists in vocational fields to be chosen by OIC	" each	"

(2) Duty Post and Duration of Technicians' Services

Lagos, Nigeria

(3) Access to Classified Information

Not Required

(4) Dependents Will Will Not Be Permitted to Accompany Technician

C. Financing Costs of Technical Services (including orientation/training)

(1) By AID - \$ 381,000

(2) By Cooperating Country -

CONTINUATION
SHEET

FORM SYMBOL

PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES Worksheet Issuance

PAGE OF PAGES

1. Cooperating Country
Nigeria

2.a. Code No.

2.b. Effective Date

2.c. Amendment
 Original O. No.

3. Project/Activity No. and Title

Opportunities Industrialization Center
620-11-610-802Indicate block
numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

21

preparation i.e. communications skills including (where necessary) remedial reading, computational skills, and history of Africa and Nigeria, the feeder program will attempt to familiarize the trainee with the things which will be required of him as an employee of a Nigerian industrial, commercial or government agency and develop within him attitudes and habits conducive to success in the world of work. This will be accomplished through emphasis on personal development, job finding techniques, consumer education, employment examinations and an introduction to "the world of work."

The prevocational phase will also include vocational counseling, testing and evaluation of the trainee's capabilities, aptitudes, attitudes, skills and familiarizing the trainee with the skill requirements for entry into various vocations.

Upon successful completion of the prevocational program, the trainee will be referred into a vocational training program of his choice. The purpose of this phase will be to prepare him for an entry level job where opportunities are found to exist. In addition to the technical and vocational training, the trainee will be given additional basic education, job orientation and counseling.

An alternative to this phase will possibly be on-the-job training, where employers, satisfied with prevocational training results, accept trainees for further training.

In addition to the training programs summarized above, the following supportive activities will be carried out on a continuing basis:

1) Job Development: A job development specialist will maintain contact with business, industrial and government organizations to explain the OIC program, locate job openings for OIC trainees and analyze labor market trends with a view toward maintaining an OIC program responsive to the changing needs of the business and public sectors.

2) Follow-up: After placement, the progress of each former trainee will be followed-up for at least a year to determine both his effectiveness on the job and that of the OIC training program. Counseling will be provided where needed.

CONTINUATION
SHEET

FORM SYMBOL

PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES Worksheet Issuance

PAGE ___ OF ___ PAGES

1. Cooperating Country
Nigeria

2.a. Code No.

2.b. Effective Date

2.c. Amendment
 Original OR No. _____

3. Project/Activity No. and Title

620-11-610-202
Opportunities Industrialization CenterIndicate block
numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

21

In addition to the usual expenses associated with U.S. contract personnel, funding is provided for orientation/training programs for OIC/Nigeria and OIC/I Staff (including international travel for Nigerian staff) commodities (See Block 22 below), a short orientation for wives of OIC/I personnel in Philadelphia and a quarters allowance for American personnel in lieu of USG provided housing and utilities.

AID 1350-1X (12-68)

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

 Worksheet Issuance

PAGE 4 OF PAGES

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

 Cooperating Country
Nigeria

PIO/T No.

 Project/Activity No. and Title
620-11-610-802

25. Reports by Supplier of Services (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports and any special requirements)

Fifty copies of a final report will be submitted to USAID/Nigeria 30 days before termination of activities in Nigeria. The contractor will also submit such other reports as may be required by USAID/Nigeria and AID/W.

26. Availability of Background Information (Additional information useful to Authorized Agent and Prospective Suppliers; if necessary, cross reference Block 21.B(3) above)

27. Relationships of Supplier to Cooperating Country and to AID.

A. Relationships and Responsibilities

OIC/I Technicians will serve in an advisory capacity to OIC/Nigeria and will be responsible to the OIC/Nigeria Steering Committee. General policy guidance will be given by USAID/Nigeria (See Block 27c below)

B. Cooperating Country Liaison Official

None

C. AID Liaison Officials

USAID/Nigeria Director or his designee.

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Worksheet Issuance

PAGE 5 OF PAGES

Cooperating Country

Nigeria

PIO/T No.

Project/Activity No. and Title

620-11-610-802

Opportunities Industrialization Center

LOGISTIC SUPPORT

28. 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	
	AID	Cooperating Country	AID	Cooperating Country
(1) Office Space				
(2) Office Equipment				
(3) Housing and Utilities				
(4) Furniture				
(5) Household Equipment (Stoves, Refrig., etc.)				
(6) Transportation in Cooperating Country				
(7) Interpreter Services				
Other: (8)				
(Specify) (9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

C. Comments OIC/I and OIC/Nigeria will arrange for and provide all logistic support required. Funding should be provided in the contract to cover basic office machinery and furnishings, household furnishings and equipment for regular OIC/I personnel, all expenses associated with local travel for official purposes (including purchase, operation and maintenance of a vehicle and per diem) and a housing allowance in lieu of USG provided housing and utilities. All other logistic support costs, i.e. cost of office space and other operational costs not Nigeria specifically covered under the contract, plus salaries and emoluments for Nigerian staff are the responsibility of OIC/Nigeria and OIC/I.

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Issuance

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
Nigeria

2. PIO/T No.
620-802-3-02049

3. Project/Activity No. and Title
620-11-610-802
Opportunities Industrialization Center

4. Appropriation Symbol
72-1101004

5. a. Allotment Symbol & Charge
054-50-620-00-69-01 02

5. b. Funds Allotted to:
 AID/W Mission

6. Obligation Status
 Administrative Reservation Obligation Sub-Obligation

7. Original or
Amendment No.: _____

8. No. of Technicians
8

9. Services to Start (Mo., Day, Yr.)
Between: 5-15-70 And: 9-1-70

10. Duration (Months)
a. Of Services 24 b. Of Financing 12

11. a. Type of Action
 AID Contract Cooperating Country Contract Participating Agency Service Agreement Other

11. b. Authorized Agent
AID/Washington

Financing	A. Previous Total	B. Increase	C. Decrease	D. Total to Date
\$1.00 =				
12. AID Financing				
a. Dollars		381,000		381,000
b. U.S.-Owned Local Currency				
13. Cooperating Country Contributions				
a. Counterpart				
b. Other				

14. Mission References
Lagos 5943

15. Objective for which the Technical Services are to be used (Describe)
This PIO/T provides funding to enable the Opportunities Industrialization Center International (OICI) to support their counterpart organization in Nigeria in its efforts to develop an institution capable of training unemployed and underemployed Nigerians in skills for which there is a demand in the labor market and placing them on jobs upon completion of their training. Initially an OIC facility will be established in Lagos designed to prepare and place 75 persons the first year of operation, and within three years capable of accommodating up to 300 trainees a year. Tentatively there are plans to later expand the first facility to include entrepreneurship training and the development of OIC centers in other geographical areas of Nigeria.

16. Mission Clearances	Date	Mission Clearances	Date

17. Date of Original Issuance
June 22, 1970

18. Date of this Issuance
June 22, 1970

19. For the Cooperating Country
The terms and conditions set forth herein are hereby agreed to:

20. For the Agency for International Development

Murray Gray

SIGNATURE _____ DATE _____
TITLE _____

SIGNATURE _____
TITLE _____

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

 Worksheet Issuance

PAGE 2 OF 6 PAGES

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Cooperating Country
Nigeria

PIO/T No.
620-802-3-02049

Project/Activity No. and Title
620-11-610-802
Opportunities Industrialization Center

SCOPE OF WORK

21. Scope of Technical Services

A. Description

Based on several employment surveys conducted by the OIC/Nigeria Board of Directors, assisted by OIC/International representatives, the training areas listed below were selected:

Auto Service Mechanics	Office and Small Machine Repair
Secretarial Science	Service Industries
Electronics	Commercial Baking

The program will have two basic components: a pre-vocational (feeder) element and vocational training. The pre-vocational phase will be designed to provide the trainees with basic education to enable them to profit from the vocational training which will follow. In addition to providing basic education preparation, i.e. communications skills including (where necessary) remedial reading, computational skills, and history of Africa and Nigeria, the feeder program will attempt to familiarize the trainee with the things which will be required of him as an employee of a Nigerian industrial, commercial or government agency and develop within him attitudes and

(continued)

B. Technicians

(1) (a) Number	(b) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Man-Months)
1	Program Coordinator	Approx. \$14,000	24
1	Industrial Relations/ job development Spec.	"	24
1	Curriculum Specialist	"	24
1	Counselor	"	24
4	Specialists in vocational fields to be chosen by OIC	" each	24

(2) Duty Post and Duration of Technicians' Services

Lagos, Nigeria

(3) Access to Classified Information

Not required

(4) Dependents Will Will Not Be Permitted to Accompany Technician

C. Financing Costs of Technical Services (including orientation/training)

(1) By AID - \$ 346,000

(2) By Cooperating Country -

AID 1886-1 (8-62) PIO/T	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Issuance Cooperating Country Nigeria Project/Activity No. and Title 620-11-610-802 Opportunities Industrialization Center	PAGE 4 OF 6 PAGES PIO/T No. 620-802-3-02049
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25. Reports by Supplier of Services (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports and any special requirements)

Fifty copies of a final report will be submitted to USAID/Nigeria 30 days before termination of activities in Nigeria. The contractor will also submit such other reports as may be required by USAID/Nigeria and AID/W.

26. Availability of Background Information (Additional information useful to Authorized Agent and Prospective Suppliers; if necessary, cross reference Block 21.B(3) above)

27. Relationships of Supplier to Cooperating Country and to AID.

A. Relationships and Responsibilities

OIC/I technicians will serve in an advisory capacity to OIC/Nigeria and will be responsible to the OIC/Nigeria Steering Committee. General policy guidance will be given by USAID/Nigeria (See Block 27c below)

B. Cooperating Country Liaison Official

None

C. AID Liaison Officials

USAID/Nigeria Director or his designee

AID 1980-1 (0-02)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Issuance	PAGE 5 OF 6 PAGES
PIO/T		PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	Cooperating Country Nigeria
	Project/Activity No. and Title 620-11-610-802 Opportunities Industrialization Center		

LOGISTIC SUPPORT

28. Provisions for Logistic Support	In Kind Supplied By		From Local Currency Supplied By	
	AID	Cooperating Country	AID	Cooperating Country
A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")				
(1) Office Space				
(2) Office Equipment				
(3) Housing and Utilities				
(4) Furniture				
(5) Household Equipment (Stoves, Refrig., etc.)				
(6) Transportation in Cooperating Country				
(7) Interpreter Services				
Other: (8)				
(Specify) (9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

C. Comments

OIC/I and OIC/Nigeria will arrange for and provide all logistic support required. Funding should be provided in the contract to cover basic office machinery and furnishings, household furnishings and equipment for regular OIC/I personnel, all expenses associated with local travel for official purposes (including purchase, operation and maintenance of a vehicle, and per diem) and a housing allowance in lieu of USG-provided housing and utilities. All other logistic support costs, i.e. cost of office space and other operational costs not specifically covered under the contract, plus salaries and emoluments for Nigerian staff are the responsibility of OIC/Nigeria and OIC/I.

Block 21 - Continued

habits conducive to success in the world of work. This will be accomplished through emphasis on personal development, job-finding techniques, consumer education, employment examinations and an introduction to "the world of work."

The pre-vocational phase will also include vocational counseling, testing and evaluation of the trainee's capabilities, aptitudes, attitudes, skills and familiarizing the trainee with the skill requirements for entry into various vocations.

Upon successful completion of the pre-vocational program, the trainee will be referred into a vocational training program of his choice. The purpose of this phase will be to prepare him for an entry level job where opportunities are found to exist. In addition to the technical and vocational training, the trainee will be given additional basic education, job orientation and counseling.

An alternative to this phase will possibly be on-the-job training, where employers, satisfied with pre-vocational training results, accept trainees for further training.

In addition to the training programs summarized above, the following supportive activities will be carried out on a continuing basis:

1) Job Development: A job development specialist will maintain contact with business, industrial and government organizations to explain the OIC program, locate job openings for OIC trainees and analyze labor market trends with a view toward maintaining an OIC program responsive to the changing needs of the business and public sectors.

2) Follow-up: After placement, the progress of each former trainee will be followed up for at least a year to determine both his effectiveness on the job and that of the OIC training program. Counseling will be provided where needed.

In addition to the usual expenses associated with U.S. contract personnel, funding is provided for orientation/training programs for OIC/Nigeria and OIC/I Staff (including international travel for Nigerian staff), commodities (See Block 22 below), a short orientation for wives of OIC/I personnel in Philadelphia and a quarters allowance for American personnel in lieu of USG provided housing and utilities.

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Issuance

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
Nigeria

2. PIO/T No.
620-802-3-02049

3. Project/Activity No. and Title
620-11-610-802
Opportunities Industrialization Center

4. Appropriation Symbol 72-1101004		5. a. Allotment Symbol & Charge 054-50-620-00-69-02		5. b. Funds Allotted to: <input type="checkbox"/> AID/W <input checked="" type="checkbox"/> Mission	
6. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Obligation <input type="checkbox"/> Sub-Obligation				7. <input type="checkbox"/> Original or Amendment No.: <u>1</u>	
8. No. of Technicians 8		9. Services to Start (Mo., Day, Yr.) Between: 5-15-70 And: 9-1-70		10. Duration (Months) a. Of Services <u>24</u> b. Of Financing <u>12</u>	
11. a. Type of Action <input checked="" type="checkbox"/> AID Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other					
11. b. Authorized Agent AID/W					
Financing \$1.00 =		A. Previous Total	B. Increase	C. Decrease	D. Total to Date
12. AID Financing a. Dollars		381,000		81,000	300,000
b. U.S.-Owned Local Currency					
13. Cooperating Country Contributions a. Counterpart					
b. Other					

14. Mission
References
Lagos 5970
6-20-70

15. Objective for which the Technical Services are to be used (Describe)
This amendment corrects the allotment symbol and charge, Block 5.a, from 054-50-620-00-69-01 to 054-50-620-00-69-02, and decreases the amount by \$81,000.

16. Mission Clearances	Date	Mission Clearances	Date

17. Date of Original Issuance
June 22, 1970

18. Date of this Issuance
June 25, 1970

19. For the Cooperating Country
The terms and conditions set forth herein are hereby agreed to:

SIGNATURE

DATE

TITLE

20. For the Agency for International Development

Murray Gray
SIGNATURE

TITLE

PIO/T

PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES

2. PIO/T No. 620-802-3-02049

3. Original or Amendment No. 2

4. Project/Activity No. and Title 620-10-610-802 Opportunities Industrialization Center

DISTRIBUTION

5. Appropriation Symbol 72-1101004

6.A. Allotment Symbol and Charge 054-50-620-00-69-23

6.B. Funds Allotted to: A.I.D./w Mission

7. Obligation Status

Administrative Reservation Subobligation

8. Funding Period (Mo., Day, Yr.)

From _____ to _____

9.A. Service to Start (Mo., Day, Yr.)

Between _____ and _____

9.B. Completion date of Services (Mo., Day, Yr.)

10.A. Type of Action

A.I.D. Contract Cooperating Country Contract Participating Agency Service Agreement Other

10.B. Authorized Agent

AID/W

Estimated Financing		(1)	(2)	(3)	(4)
\$1.00 =		Previous Total	Increase	Decrease	Total to Date
11. Maximum A.I.D. Financing	A. Dollars	300,000			300,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission References

Lagos 5039

14. Instructions to Authorized Agent

PIO/T amended to authorize the contractor to lease training facility space to be used for project purposes. Use of up to \$50,000 authorized to cover costs of such facilities for a 24 month period.

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate

AFR/CWA, Louanne Douris

B. Funds for the services requested are available

AFR/DP, Edward B. Hogan

C. The scope of work lies within the purview of the initiating office and approved Agency Programs

AFR/TAC, Arthur Howard

E.

AFR/CWA, John D. Wilcox

F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

Signature and date:

Title:

17. For the Agency for International Development

Signature:

Title: Acting Deputy Director, AFR/M/T/C

18. Date of issuance

19 July 1977

AID 1330-1 (8-78)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Nigeria	Page 1 of 2 Pages
		2. PIO/T No. 620-802-3-02049	3. <input type="checkbox"/> Original or 2 Amendment No.
		4. Project/Activity No. and Title 620-11-610-802 OPPORTUNITIES INDUSTRIALIZATION CENTER	

DISTRIBUTION	5. Appropriation Symbol 72-1131004		6.A. Allotment Symbol and Charge 354-50-620-00-69-43		6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./w <input checked="" type="checkbox"/> Mission	
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Subobligation				8. Funding Period (Mo., Day, Yr.) From _____ to _____	
	9.A. Service to Start (Mo., Day, Yr.) Between _____ and _____				9.B. Completion date of Services (Mo., Day, Yr.)	
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Country Contract <input type="checkbox"/> Service Agreement <input type="checkbox"/> Participating Agency Other:					
	10.B. Authorized Agent AID/W					

Estimated Financing		(1)	(2)	(3)	(4)
\$1.00 =		Previous Total	Increase	Decrease	Total to Date
11. Maximum A.I.D. Financing	A. Dollars	\$300,000			\$300,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission References PIO/T 02049-1 " 02054	14. Instructions to Authorized Agent This PIO/T amends Block 21-B(1) (a) and (b) of the original PIO/T No. 620-802-3-02049, by providing an updated listing of the number and specialized fields of U.S. technicians in the OIC/Lagos project. (See Continuation Sheet for new listing.) AID/W is requested to amend Basic Agreement No. AID/afr-653, Task Order #3, with the Opportunities Industrialization Center International accordingly. All other provisions of earlier PIO/T's, as amended, remain in force.
--	--

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.			
A. The specifications in the scope of work are technically adequate		B. Funds for the services requested are available	
PRM/O	<i>Charles D. [Signature]</i> 10/2/73	CG	<i>Carl Smith</i> 10/2/73
C. The scope of work lies within the purview of the initiating office and approved Agency Programs		D.	
EDU	<i>J. H. Kirk</i> Oct 2, 1973	EXO	<i>Robert [Signature]</i> 10/3/73
E.		F.	

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to	17. For the Agency for International Development	18. Date of issuance
Signature and date: (No signature required)	Signature: <i>William R. Ford</i>	10/3/73
Title:	Title: Director, USAID	

AID 1300-1 (7-88) CONTINUATION SHEET FORM SYMBOL PIO/T	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT TITLE OF FORM PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Issuance 1. Cooperating Country Nigeria 2.b. Effective Date 3. Project/Activity No. and Title 620-11-610-802 OPPORTUNITIES INDUSTRIALIZATION CENTER	PAGE 2 OF 2 PAGES 2.a. Code No. 620-802-3-02049 2.c. Amendment <input type="checkbox"/> Original OR No. 2
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Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

BLOCK 21-B: Technicians:

<u>(a) Number</u>	<u>(b) Specialized Field</u>
1	Program Advisor
1	Assistant Advisor (Program)
1	Administrative Officer
1	Feeder Specialist
1	Counseling Specialist
1	Job Developer Specialist
1	Electronics Specialist
1	Refrigeration and Motor Mechanics Specialist
1	Entrepreneurial/Management Specialist
1	Secretarial Science Specialist

AID 1880-1 (8-63)

**DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT**

**PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES**

Worksheet Issuance

PAGE 1 OF 1 PAGES 22

1. Cooperating Country
Nigeria

2. PIO/T No.
620-802-3-02054

3. Project/Activity No. and Title
620-11-610-802
Opportunities Industrialization Center

PIO/T

4. Appropriation Symbol
72-1101004

5. a. Allotment Symbol & Charge
054-50-620-00-69-01

5. b. Funds Allotted to:
 AID/W Mission

6. Obligation Status
 Administrative Reservation Obligation Sub-Obligation

7. Original or
Amendment No.: _____

8. No. of Technicians
8

9. Services to Start (Mo., Day, Yr.)
Between 5-15-70 And: 9-1-70

10. Duration (Months)
a. Of Services 24 b. Of Financing 12

11. a. Type of Action
 AID Contract Cooperating Country Contract Participating Agency Service Agreement Other

11. b. Authorized Agent
AID/W

Financing	A. Previous Total	B. Increase	C. Decrease	D. Total to Date
\$1.00 =				
12. AID Financing				
a. Dollars		81,000		81,000
b. U.S.-Owned Local Currency				
13. Cooperating Country Contributions				
a. Counterpart				
b. Other				

14. Mission References
Lagos 6111

15. Objective for which the Technical Services are to be used (Describe)
This PIO/T provides \$81,000 funding, in addition to that already allotted under PIO/T 620-802-3-02049, to enable OICI to support its counterpart organization in Nigeria.

16. Mission Clearances	Date	Mission Clearances	Date

17. Date of Original Issuance
June 25, 1970

18. Date of this Issuance
June 25, 1970

19. For the Cooperating Country
The terms and conditions set forth herein are hereby agreed to:

20. For the Agency for International Development

SIGNATURE _____ DATE _____

TITLE _____

Murray Gray

SIGNATURE _____

TITLE _____

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Issuance

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
Nigeria

2. PIO/T No.
02054

3. Project/Activity No. and Title

Opportunities Industrialization Center
620-11-610-802

4. Appropriation Symbol

72-1101004

5. a. Allotment Symbol & Charge

054-50-620-00-69-01

5. b. Funds Allotted to:

AID/W Mission

6. Obligation Status

Administrative Reservation Obligation Sub-Obligation

7. Original or

Amendment No.: _____

8. No. of Technicians

8

9. Services to Start (Mo., Day, Yr.)

Between: 5/15/70 And: 9/1/70

10. Duration (Months)

a. Of Services 24 b. Of Financing 12

11. a. Type of Action

AID Contract Cooperating Country Contract Participating Agency Service Agreement Other

11. b. Authorized Agent

AID/Washington
Financing

\$1.00 =

A. Previous Total

B. Increase

C. Decrease

D. Total to Date

12. AID Financing

a. Dollars

\$300,000

\$81,000

\$381,000

b. U.S.-Owned
Local Currency

13. Cooperating Country Contributions

a. Counterpart

b. Other

14. Mission References

15. Objective for which the Technical Services are to be used (Describe)

This PIO/T provides \$81,000 funding, in addition to that already allotted, to enable OICI to support its counterpart organization in Nigeria.

16. Mission Clearances

AF/AFR-N:TKM:ZBAn

Date

Mission Clearances

AA/AFR:SCole

Date

AF/AFR-N:PLansdale

17. Date of Original Issuance

18. Date of this Issuance

19. For the Cooperating Country

The terms and conditions set forth herein are hereby agreed to:

20. For the Agency for International Development

SIGNATURE

DATE

SIGNATURE

TITLE

TITLE

ALL 1980-1 (8-03)

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Issuance

PAGE 1 OF 2 PAGES

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
NIGERIA

2. PIO/T No.
620-802-3-20017 74

3. Project/Activity No. and Title
620-11-610-802
Opportunities Industrialization Center

4. Appropriation Symbol
72-1121004

5. a. Allotment Symbol & Charge
254-50-620-00-69-21

5. b. Funds Allotted to:
 AID/W Mission

6. Obligation Status
 Administrative Reservation Obligation Sub-Obligation

7. Original or Amendment No. _____

8. No. of Technicians
10

9. Services to Start (Mo., Day, Yr.)
Between: **Mar. 1, 1972** And: **3/15/72**

10. Duration (Months)
a. Of Services **24** b. Of Financing **1**

11. a. Type of Action
 AID Contract Country Contract Participating Agency Service Agreement Other

11. b. Authorized Agent
AID/Washington

Financing \$1.00 =	A. Previous Total	B. Increase	C. Decrease	D. Total to Date
12. AID Financing a. Dollars		40,000		40,000
b. U.S.-Owned Local Currency				
13. Cooperating Country Contributions a. Counterpart				
b. Other				

14. Mission References

15. Objective for which the Technical Services are to be used (Describe)

STATE 19897
PIO/T 02049

The purpose of this project is to assist Opportunities Industrialization Center International (OICI) to support their counterpart organization in Nigeria in developing a middle-level manpower training program. This PIO/T provides funds to continue OICI services through March 31, 1972. See PIO/T 02049 for description of the scope of services to be provided by OICI.

16. Mission Clearances PRM/O	Date 2/4/72	Mission Clearances EDU	Date
CO <i>B.W. Allen</i>	2-15-72		

17. Date of Original Issuance
February 16, 1972

18. Date of this Issuance

19. For the Cooperating Country
The terms and conditions set forth herein are hereby agreed to:

20. For the Agency for International Development

SIGNATURE _____ DATE _____
TITLE _____

John D. Ford
William R. Ford
SIGNATURE
Director, USAID
TITLE _____

CONTINUATION SHEET

FORM SYMBOL

PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

PROJECT IMPLEMENTATION
ORDER/TECHNICAL

Worksheet Issuance

PAGE 2 of 2 PAGES

1. Cooperating Country
NIGERIA

2.a. Code No.
620-802-3-20017

2.b. Effective Date

2.c. Amendment
 Original OR No.:

3. Project/Activity No. and Title

620-11-610-802
Opportunities Industrialization Center

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

The estimated budget for this project in FY 1972 is \$420,000. Funds obligated in FY 1971 are sufficient to provide technical services through the end of February 1972. Funds provided in this PIO/T complete funding requirements through March 1972. AID/Washington is requested to amend Basic Agreement 653, Task Order #3 to add funds as follows:

Salaries and allowances	\$30,000
Other costs (local support)	<u>10,000</u>
TOTAL	\$40,000

AID 1880-1X (8-70)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country NIGERIA	Page 1 of 1 Pages
		2. PIO/T No. 620-802-3-20017	3. <input type="checkbox"/> Original or Amendment No. <u>2</u>
PIO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	4. Project/Activity No. and Title 620-11-610-802 OPPORTUNITIES INDUSTRIALIZATION CENTER	

DISTRIBUTION	5. Appropriation Symbol 72-1121004	6.A. Allotment Symbol and Change 254-50-620-00-69-21	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./W <input checked="" type="checkbox"/> Mission
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Subobligation		8. Funding Period (Mo., Day, Yr.) From <u>July 72</u> to <u>Nov. 1972</u>
	9.A. Service to Start (Mo., Day, Yr.) Between <u>On-going</u> and _____		9.B. Completion date of Services (Mo., Day, Yr.)

10.A. Type of Action		Cooperating		Participating Agency		Other:	
<input checked="" type="checkbox"/> A.I.D. Contract		<input type="checkbox"/> Country Contract		<input type="checkbox"/> Service Agreement			
10.B. Authorized Agent AID/W							
Estimated Financing		(1)	(2)	(3)	(4)		
\$1.00 =		Previous Total	Increase	Decrease	Total to Date		
11. Maximum A.I.D. Financing	A. Dollars	\$230,000	\$170,000		\$400,000		
	B. U.S.-Owned Local Currency						
12. Cooperating Country Contributions	A. Counterpart						
	B. Other		≠ 6,852/13- (\$21,243)		≠ 6,852/13- (\$21,243)		

13. Mission References LAGOS 5035	14. Instructions to Authorized Agent This amendment provides additional funding in amount of \$170,000 for OIC/I services in the development of a middle level manpower training program in Nigeria. This amount will fund OIC/I for about 4 months through October 1972. All other provisions of the original PIO/T remain the same.
--------------------------------------	---

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.	
A. The specifications in the scope of work are technically adequate AFR/CWA, JDW	B. Funds for the services requested are available
C. The scope of work lies within the purview of the initiating office and approved Agency Programs AFR/CWA, JS	D.
E. AFR/CWA, JRB	F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature and date: Title:	17. For the Agency for International Development Signature: <i>[Signature]</i> Title: Deputy Director, AFR/MGT/C	18. Date of Issuance 6/26/72
--	--	-------------------------------------

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Worksheet Issuance

PIO/T

1. Cooperating Country
NIGERIA

2. PIO/T No.
620-802-3-20017

3. Project/Activity No. and Title
620-11-610-802
OPPORTUNITIES INDUSTRIALIZATION CENTER
FCD: 12/31/72

4. Appropriation Symbol
72-1121004

5. a. Allotment Symbol & Charge
254-50-620-00-69-21

5. b. Funds Allotted for
 AID/W Mission

6. Obligation Status
 Administrative Reservation Obligation Sub-Obligation

7. Original or
Amendment No.: **1**

8. No. of Technicians
10

9. Services to Start (Mo., Day, Yr.)
Between: **Ongoing** And:

10. Duration (Months)
a. Of Services _____ b. Of Financing **3**

11. a. Type of Action
 AID Contract Cooperating Country Contract Participating Agency Service Agreement Other

11. b. Authorized Agent
AID/W

Financing	A. Previous Total	B. Increase	C. Decrease	D. Total to Date
12. AID Financing				
a. Dollars	\$40,000	\$190,000		\$230,000
b. U.S.-Owned Local Currency				
13. Cooperating Country Contributions				
a. Counterpart				
b. Other		\$6,852/13/- (\$21,213)		\$6,852/13/- (\$21,213)

14. Mission Reference

15. Objective for which the Technical Services are to be used (Describe)

This amendment provides additional funding in amount of \$190,000 for OIC/I services in the development of a middle-level manpower training program in Nigeria. This amount will fund OIC/I for about three months through end of June 1972.

All other provisions of the original PIO/T remain the same.

16. Mission Clearance EDC <i>J. N. Kirk</i>	Date 4/18/72	Mission Clearance CO <i>[Signature]</i>	Date 4/30/72
PRM/O <i>J. Lyon</i>	4/13/72	LEO <i>[Signature]</i>	4/21/72

17. Date of Original Issuance
February 16, 1972

18. Date of this Issuance
April 21, 1972

19. For the Cooperating Country
The terms and conditions set forth herein are hereby agreed to:

SIGNATURE _____ DATE _____

TITLE _____

20. For the Agency for International Development

William R. Ford
William R. Ford

SIGNATURE _____ DATE _____

TITLE Director

AID 1950-1 (9-78)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country NIGERIA	Page 1 of 2 Pages
		2. PIO/T No. 620-802-3-20017	3. <input type="checkbox"/> Original or Amendment No. 2
		4. Project/Activity No. and Title 620-11-510-802 OPPORTUNITIES INDUSTRIALIZATION CENTER	

DISTRIBUTION	5. Appropriation Symbol 72-1121004	6.A. Allotment Symbol and Charge 254-50-620-00-69-21	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./w <input checked="" type="checkbox"/> Mission		
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Subobligation		8. Funding Period (Mo., Day, Yr.) From Jul. '72 to March 1973		
	9.A. Service to Start (Mo., Day, Yr.) Between Ongoing and _____		9.B. Completion date of Services (Mo., Day, Yr.) Nov. 1972		
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement Other:				
	10.B. Authorized Agent AID/W				
	Estimated Financing		(1)	(2)	(3)
		Previous Total	Increase	Decrease	Total to Date
11. Maximum A.I.D. Financing	A. Dollars	\$230,000	\$170,000		\$400,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission Reference	14. Instructions to Authorized Agent This amendment provides additional FY 72 funds to finance OIC/I services to its counterpart organization in Nigeria through November 1972. All other provisions of FIO/T 20017 as amended remain the same.
-----------------------	---

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.	
A. The specifications in the scope of work are technically adequate PRM <i>Charles J. Wilson</i>	B. Funds for the services requested are available <i>Harry D. Pedersen</i>
C. The scope of work lies within the purview of the initiating office and approved Agency Program EDU <i>J. Kirk</i>	D.
E.	F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature and date: No signature required Title:	17. For the Agency for International Development <i>Harry D. Pedersen</i> Signature: Harry D. Pedersen Title: Acting Controller	18. Date of issuance: June 22, 1972
---	--	---

AID 1500-1 (8-63) CONTINUATION SHEET FORM SYMBOL PIO/T	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT TITLE OF FORM PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Issuance 1. Cooperating Country NIGERIA 2.b. Effective Date 3. Project/Activity No. and Title OPPORTUNITIES INDUSTRIALIZATION CENTER	PAGE 2 OF 2 PAGES 2.a. Code No. 620-802-3-20017 2.c. Amendment <input type="checkbox"/> Original OR No: 3 620-11-610-802
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Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

BUDGET FOR THE PERIOD COVERED BY THIS OBLIGATION

Funds provided under this PIO/T (Amendment #2) will complete funding requirements through November 1972 as follows:

Salaries and Allowances	\$125,000
Other Costs (Local Support)	<u>45,000</u>
	\$170,000

Nilson

AID 1800-1X (8-70) ACTION COPY PIO/T	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country NIGERIA	Page 1 of 1 Pages
	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	2. PIO/T No. 620-802-3-20017	3. <input type="checkbox"/> Original or Amendment No. <u>2</u>
		4. Project/Activity No. and Title 620-11-610-802 OPPORTUNITIES INDUSTRIALIZATION CENTER	

DISTRIBUTION	5. Appropriation Symbol 72-1121004	6.A. Allotment Symbol and Charge 254-50-620-00-69-21	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./W <input checked="" type="checkbox"/> Mission																																				
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Subobligation		8. Funding Period (Mo., Day, Yr.) From <u>July 72</u> to <u>Nov. '72</u>																																				
	9.A. Service to Start (Mo., Day, Yr.) Between <u>On-going</u> and _____		9.B. Completion date of Services (Mo., Day, Yr.)																																				
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Country Contract <input type="checkbox"/> Service Agreement <input type="checkbox"/> Participating Agency <input type="checkbox"/> Other:																																						
	10.B. Authorized Agent AID/W																																						
	<table border="1"> <thead> <tr> <th colspan="2">Estimated Financing</th> <th>(1)</th> <th>(2)</th> <th>(3)</th> <th>(4)</th> </tr> <tr> <th colspan="2"></th> <th>Previous Total</th> <th>Increase</th> <th>Decrease</th> <th>Total to Date</th> </tr> </thead> <tbody> <tr> <td rowspan="2">11. Maximum A.I.D. Financing</td> <td>A. Dollars</td> <td>\$230,000</td> <td>\$170,000</td> <td></td> <td>\$400,000</td> </tr> <tr> <td>B. U.S.-Owned Local Currency</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">12. Cooperating Country Contributions</td> <td>A. Counterpart</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>B. Other</td> <td></td> <td>£ 6,852/13- (\$21,243)</td> <td></td> <td>£ 6,852/13- (\$21,243)</td> </tr> </tbody> </table>					Estimated Financing		(1)	(2)	(3)	(4)			Previous Total	Increase	Decrease	Total to Date	11. Maximum A.I.D. Financing	A. Dollars	\$230,000	\$170,000		\$400,000	B. U.S.-Owned Local Currency					12. Cooperating Country Contributions	A. Counterpart					B. Other		£ 6,852/13- (\$21,243)		£ 6,852/13- (\$21,243)
	Estimated Financing		(1)	(2)	(3)	(4)																																	
			Previous Total	Increase	Decrease	Total to Date																																	
	11. Maximum A.I.D. Financing	A. Dollars	\$230,000	\$170,000		\$400,000																																	
		B. U.S.-Owned Local Currency																																					
12. Cooperating Country Contributions	A. Counterpart																																						
	B. Other		£ 6,852/13- (\$21,243)		£ 6,852/13- (\$21,243)																																		
13. Mission References LAGOS 5035																																							
14. Instructions to Authorized Agent <p>This amendment provides additional funding in amount of \$170,000 for OIC/I services in the development of a middle level manpower training program in Nigeria. This amount will fund OIC/I for about 4 months through October 1972.</p> <p>All other provisions of the original PIO/T remain the same.</p>																																							

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.					
A. The specifications in the scope of work are technically adequate AFR/CWA, JDW		B. Funds for the services requested are available			
C. The scope of work lies within the purview of the initiating office and approved Agency Programs AFR/CWA, JS		D.			
E. AFR/CWA, JRBrooks		F.			

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature and date: Title:	17. For the Agency for International Development  Signature: Title: Deputy Director, AFR/MGT/C	18. Date of issuance 6/26/72
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AIO 1350-1
PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
NIGERIA
2. PIO/T No.
620-802-3-30009
4. Project/Activity No. and Title **620-11-610-802**
OPPORTUNITIES INDUSTRIALIZATION CENTER

Page 1 of 2 pages
3. Original or
Amendment No. _____

DISTRIBUTION

5. Appropriation Symbol
72-1131004
7. Obligation Status
 Administrative Reservation Subobligation
9.A. Service to Start (Mo., Day, Yr.)
Between **Ongoing** and _____

6.A. Allotment Symbol and Charge
354-50-620-00-69-31
8. Funding Period (Mo., Day, Yr.)
From _____ to _____
9.B. Completion date of Services
(Mo., Day, Yr.)

6.B. Funds Allotted to:
 A.I.D./W Mission
10.A. Type of Action
 A.I.D. Contract Cooperating Country Contract Participating Agency Service Agreement
10.B. Authorized Agent
AID/Washington

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to Date
11. Maximum A.I.D. Financing	A. Dollars		342,000		342,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission Reference
PIO/T 20017

14. Instructions to Authorized Agent

This PIO/T provides \$342,000 in additional funds to continue the services of OIC/I in the development of OIC/Lagos.

All other provisions of earlier PIO/T's, as amended, remain in force.

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate
PRM/O *J. E. Resler*
C. The scope of work lies within the purview of the initiating office and approved Agency Programs
EDU *J. Kirk*

B. Funds for the services requested are available
CO *John Smith*
D. *C. Cary Barton*
F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to
Signature and date: **No signature required**
Title:

17. For the Agency for International Development
Signature: *William R. Ford* **10/31/72**
Title: **Director, USAID**

18. Date of Issuance
October 31, 1972

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

1. Cooperating Country
Nigeria

Page 1 of 2 Pages 10

2. PIO/T No.
620-802-3-40006

3. Original or
Amendment No. _____

PIO/T

**PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES**

4. Project/Activity No. and Title
**620-11-610-802
OPPORTUNITIES INDUSTRIALIZATION CENTER**

DISTRIBUTION

5. Appropriation Symbol
72-11X003

6.A. Allotment Symbol and Charge
55-50-620-00-69-41

6.B. Funds Allotted to:
 A.I.D./W Mission

7. Obligation Status
 Administrative Reservation Subobligation

8. Funding Period (Mo., Day, Yr.)
From **1/7/74** to **6/30/75**

9.A. Service to Start (Mo., Day, Yr.)
Between **Ongoing** and _____

9.B. Completion date of Services
(Mo., Day, Yr.) **6/30/76**

10.A. Type of Action
 A.I.D. Contract Cooperating Country Contract Participating Agency Service Agreement Other:

10.B. Authorized Agent
AID/W

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to Date
\$1.00 =					
11. Maximum A.I.D. Financing	A. Dollars		\$258,000		\$258,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission References

PIO/T 30009
20017
02054
02049
611.2001

14. Instructions to Authorized Agent

The purpose of this PIO/T is to provide funds, in the amount of \$258,000 to finance the services of OIC/I in Lagos under Task Order No. 3 to Contract AID/afr-653.

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate

B. Funds for the services requested are available

MSO/EDU *J.W. Kirk* 3/11/74

CO *New Endrey*

C. The scope of work falls within the purview of the initiating office and approved Agency programs

D.

PRM/O *Charles D. Conner* 3/11/74

E. F.

16. For the cooperating country. The terms and conditions set forth herein are hereby agreed to

17. For the Agency for International Development

18. Date of issuance

Signature and date: (No signature required)

William R. Ford
Signature: **William R. Ford**

4/5/74

Title: **Federal Ministry of Economic Development and Reconstruction**

Title: **Director, USAID**

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Work Order Invoice

CONTINUATION SHEET

FORM SYMBOL

TITLE OF FORM

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
Nigeria

2a. Code No.
620-802-3-

2b. Effective Date

2c. Original Amendment
OR No.

3. Project/Activity Number and Title 620-11-610-802

OPPORTUNITIES INDUSTRIALIZATION CENTER

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

The funds provided in this document, together with those previously made available, shall be applied as follows:

	<u>Prior Years' Funding</u>	<u>This Document</u>	<u>Total</u>
Personnel	\$980,000	\$250,000	\$1,230,000
Commodities	-	8,000	8,000
Other Costs (Local Sup.)	300,260 ^{1/}	-	300,260
	\$1,280,260 ^{1/}	\$258,000	\$1,538,260

^{1/} Includes \$69,260 for AID/W funded PIO/T 620-802-3-6112001

802

AID 1980-1
10-76

PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
Nigeria
2. PIO/T No.
620-802-3-40006
4. Project/Activity No. and Title
620-11-610-802
OPPORTUNITIES INDUSTRIALIZATION CENTER

Page 1 of 2 Pages
3. Original or
Amendment No. _____

DISTRIBUTION

5. Appropriation Symbol
72-110005
7. Obligation Status
 Administrative Reservation Subobligation
9. A. Service to Start (Mo., Day, Yr.)
Between **Ongoing** and _____
10. A. Type of Action
 A.I.D. Contract Cooperating
Country Contract Participating Agency
Service Agreement Other:
10. B. Authorized Agent
AID/W

6. A. Allotment Symbol and Charge
50-620-00-69-41
8. Funding Period (Mo., Day, Yr.)
From **1/7/74** to **6/30/75**
9. B. Completion date of Services
(Mo., Day, Yr.) **6/30/76**

6. B. Funds Allotted to:
 A.I.D./W Mission

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to Date
\$1.00 =					
11. Maximum A.I.D. Financing	A. Dollars		\$258,000		\$258,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission References

PIO/T 30009
20017
02054
02049
6112001

14. Instructions to Authorized Agent

The purpose of this PIO/T is to provide funds, in the amount of \$258,000 to finance the services of OIC/I in Lagos under Task Order No. 3 to Contract AID/afr-653.

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate
MSO/EDU *J. H. Kirk* 3/11/74
C. The scope of work falls within the purview of the initiating office and approved Agency programs.
PRM/O *Charles D. Ganku* 3/11/74

B. Funds for the services requested are available
CO *Paul Erdosley*
D.
F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to
Signature and date: (No signature required)
Title: **Federal Ministry of Economic Development and Reconstruction**

17. For the Agency for International Development
William R. Ford
Signature: **William R. Ford**
Title: **Director, USAID**

18. Date of Issuance
4/5/74

CONTINUATION
SHEET

FORM SYMBOL

PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT Worksheet Issuance

PAGE 2 OF 2 PAGES

1. Cooperating Country
Nigeria2.a. Code No.
620-802-3-

2.b. Effective Date

2.c. Original Amendment
OR No.

3. Project/Activity No. and Title 620-11-610-802

OPPORTUNITIES INDUSTRIALIZATION CENTER

TITLE OF FORM

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICESIndicate block
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

The funds provided in this document, together with those previously made available, shall be applied as follows:

	<u>Prior Years'</u> <u>Funding</u>	<u>This</u> <u>Document</u>	<u>Total</u>
Personnel	\$980,000	\$250,000	\$1,230,000
Commodities	-	8,000	8,000
Other Costs (Local Sup.)	<u>300,260</u> 1/	<u>-</u>	<u>300,260</u>
	\$1,280,260 1/	\$258,000	\$1,538,260

1/ Includes \$69,260 for AID/W funded PIO/T 620-802-3-6112001

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

1. Cooperating Country
NIGERIA

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

2. PIO/T No.
620-802-3-40006

3. Original or
Amendment No. **1**

4. Project/Activity No. and Title
**620-11-610-802
OPPORTUNITIES INDUSTRIALIZATION CENTER**

DISTRIBUTION

5. Appropriation Symbol
72-11X1025

6.A. Allotment Symbol and Charge
425-50-620-00-69-41

6.B. Funds Allotted to:
 A.I.D./W Mission

7. Obligation Status
 Administrative Reservation Subobligation

8. Funding Period (Mo., Day, Yr.)
From **6/3/74** to **3/31/75**

9.A. Services to Start (Mo., Day, Yr.)
Between **01-01-74** and

9.B. Completion Date of Services
(Mo., Day, Yr.) **6/30/76**

10. Type of Contract
 A.I.D. Contract Country Contract Service Agreement

10.B. Fully Funded Agent
AID/W

Estimated Financing		(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
11.	Maximum A.I.D. Financing				
	A. Dollars	\$258,000			\$258,000
	B. U.S.-Comed Local Currency				
12.	Cooperating Country Contributions				
	A. Counterpart				
	B. Other				

13. Mission Reference

STATE 076566
(Jan. 1974)
076566
(Jan. 1973)
AIDTC #6
(Jan. 1973)

14. Instructions to Authorized Agent

The purpose of this amendment is to indicate the number of AID-supported man-months of U.S. and Nigerian staffs that have been utilized by OIC/L and to provide tentative phase-out schedule of positions. Mission has a total billing of 287 man-months for U.S. personnel and 576 man-months (24 positions for 12 years) for Nigerian staff. The funds reserved in this P.I.O. should be sufficient to final fund all Nigerian staff.

15. Amendments #15, 18

This amendment charges Block 6 as above.

16. The scope of work lies within the purview of the initiating office and approved Agency Program

MSC/EDC

PRM

Tom Taylor 6/5/74

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

Signature and date: (No signature required)

Title: **Federal Ministry of Economic**

Development and Reconstruction

17. For the Agency for International Development

Signature: **William R. Ford**

Title: **Director, USAID**

18. Date of Issuance

June 6, 1974

AGENCY FOR INTERNATIONAL DEVELOPMENT

CONTINUATION SHEET

FORM SYMBOL

TITLE OF FORM

1. Cooperating Country	2a. Code No.
2b. Effective Date	2c. <input type="checkbox"/> Original <input type="checkbox"/> Amendment
3. Project/Activity No. and Title	

Indicate blank numbers.

Use this form to provide the information required in any block of a FIC or PA/TA form.

POSITION/INCUMBENT	PY 1971	PY 1972	PY 1973	PY 1974	PY 1975	PY 1976	TOTAL
PROGRAM ADVISOR W. A. LEWIS AR. 10/30/70 DEP. 8/19/72							10
J. CORTESE AR. 12/20/73 DEP. 2/5/74 Replacement ✓							1
TRAINING SUPERVISOR S. LEWIS (FORMER) AR. 10/15/73 DEP. 6/23/72							9
J. GREEN AR. 10/15/73							24
ADMINISTRATIVE ASSISTANT K. SCOTT AR. 12/6/70 DEP. 7/30/73							32
J. GREEN AR. 1/11/74							24
COMMISSIONER S. MURPHY AR. 10/15/73 DEP. 11/10/72							56
J. WESTON AR. 11/10/73							5
Reader Specialist S. LEWIS AR. 10/15/73 DEP. 11/10/72							10
S. ROBERTSON AR. 10/15/73 DEP. 11/10/72							3
K. WATSON AR. 10/15/73 DEP. 11/10/72							10
JOB DEVELOPER J. BROWN AR. 10/15/73 DEP. 11/10/72							3
DEP. N. ROBERTSON AR. 10/15/73 DEP. 11/10/72							24
							24

U. S. STAFF C/O C/LAOS

INTERNATIONAL DEVELOPMENT

CONTINUATION SHEET

FORM SYMBOL

Use this form to complete the information requested in any block of a PIO or PA/PR form.

Indicate block numbers.

POSITION/INCUMBENT	FY 1971	FY 1972	FY 1973	FY 1974	FY 1975	FY 1976	TOTAL MM
Air Conditioner Exp.							
D. Lewis Ar. 12/6/70							19
Dep. 6/23/72							
Rep. R. Howard Ar. 5/20/73							25
							44
EEM Specialist							
W. Phillips Ar. 9/28/73							24
Electronics Exp.							
G. Bessex Ar. 2/1/72							24
Dep. 1/14/74							
Motor Mechanic							
C. Montgomery Ar. 2/1/72							18
Dep. 8/3/73							
Secretarial Science							
G. Oguniola Ar. 2/1/72							30
TOTAL	15	15	21	24	18	11	387

NOTE: The above figures indicate only time spent within Nigeria. According to OIC/I approximately 27 MM of additional services have been charged to Nigeria T.O. (through 6/30/72.) While phase-out of positions are based on length of time that each position is to be filled in approved PRG, some reductions have been made to accommodate EEM position within 387 MM ceiling. Mission has no objections to other minor position shifts within this ceiling to permit completion of tours.

3. PAFR has authorized this position as 90 MM slot. In order to permit incumbent to complete tour, OIC/I will need to consider: 1) shorten tour of new program advisors; 2) reduce other technicians' tours by a 2% or so each, and/or 3) request that 6 MM TDY allocated for feeder program "evaluation and adjustment" be used instead to carry incumbent. Mission has no objection to these possible changes.

4. STATE OFFICE authorized six months TDY consulting time for continuing evaluation and adjustment of feeder program.

LOCAL STAFF OIC/LAGOS

No. In/out In/leave
 2.c. Code No. Original OR No. Attachment
 1. Capturing Country
 2.b. Effective Date
 3. Project/Activity No. and Title
 TITLE OF FORM
 FORM SYMBOL
 CONTINUATION SHEET
 GOVERNMENT OF NIGERIA
 AGENCY FOR
 INTERNATIONAL DEVELOPMENT

Use this form to capture the information required in any block of a P/P or P/A/P/P form.

POSITION/INCUMBENT	FY 1971	FY 1972	FY 1973	FY 1974	FY 1975	FY 1976	TOTAL MM
Program Director							
B. Olatunji Ar. 10/1/70							24
Dep. 12/31/73							
S. Gbadebo Ar. 3/18/74							
(Salary Continued by (11/1))							
(Salary Paid by OIC/L)							
Training Supervisor							
V. Roberts Ar. 11/15/71							19
Dep. 6/10/73							
Job Developer							
M. Awoika Ar. 12/28/70							12
Dep. 12/31/71							
G.A. Shobo Ar. 9/1/73							19
Admin/Finance Officer							
A. Lawal Ar. 8/1/73							8
Dep. 3/31/74							
C. Mabadeje Ar. 11/15/72							10
Dep. 9/1/73							
K. Oke Ar. 1/2/76							12
Counselor - #1							
H. Shosenya Ar. 5/13/71							25
Dep. 5/26/73							
D. Okaize Ar. 9/17/73							18
Counselor - #2							
A. Olanugi Ar. 5/21/71							4
Dep. 9/30/71							
Feeder Instructor #1							
V. Bankole Ar. 3/1/71							40
Feeder Instructor #2							
S. Fakoya Ar. 3/1/71							40

Indicate block numbers.

DEPARTMENT ON STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

1: Cooperating Country

2a. Effective Date

2b. Project/Activity No. and Title

2c. Code No.

2d. Original OR Not

2e. Amended

Worksheet Issuance

PAGE OF PAGES

TITLE OF FORM

FORM SYMBOL

CONTINUATION SHEET

JAN 1969 (REV)

Use this form to compile the information required in any block of a FPO or PA/PP form.

POSITION/INCUMBENT	FY 1971	FY 1972	FY 1973	FY 1974	FY 1975	FY 1976	TOTAL MM
Feeder Instructor #3							
O. Adebo Ar. 3/2/71							11
Dep. 5/1/72							
P. Akinuaja Ar. 9/1/72							11
Dep. 7/31/73							
R. Javando Ar. 3/25/74							12
Feeder Instructor #4							
M. Farinre Ar. 12/1/71							18
Dep. 5/31/73							
Secretarial Science Spec.							
O. Easion Ar. 12/2/71							40
Commercial Baker							
I. Ayeni Ar. 9/22/71							29
Dep. 3/5/74							
Electronics							
N. Akama Ar. 12/2/71							40
Hotel & Catering							
F. Ose Ar. 12/1/71							40
Air Cond/Refrig.							
U. Adakolu Ar. 7/10/72							32
Auto Mechanics							
J. Fayenuwo Ar. 4/23/71							18
Dep. 11/9/72							
W. Ojo Ar. 1/3/73							26
Secretary #1							
M.A. Balogun Ar. 8/2/73							6
Dep. 1/21/74							
J. Uwah Ar. 3/1/74							12

Indicate block numbers.

INTERNATIONAL DEVELOPMENT

CONFIRMATION SHEET

FORM SYMBOL

TITLE OF FORM

Attached Enclosed PAGE OF PAGES
 1. Cooperating Country 2. Code No.
 2.b. Effective Date Original Amendment
 3. Project/Activity No. and Title

Indicate check numbers.

Use this form to complete the information required in any block of a TIO or PA/PR form.

POSITION/INCUMBENT	FY 1971						TOTAL
	FY 1971	FY 1972	FY 1973	FY 1974	FY 1975	FY 1976	
Sec./Admin. Asslt.							
A.P. Odumanya							19
Dep. 12/23/72							
6/14/71							
Bus. Machine Spec.							
S. Alorog							13
Ar. 2/11/76							
TOTAL	39	212	313	304	289	325	369
							334
							576

AIC (1950-IX) (1971) PDC/7	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IMPLEMENTATION ORDER/TERMINAL SERVICES	1. Cooperating Country Nigeria Major 7024 2. PRO. No. 620-802-3-50001 4. Project/Activity Roman Title 620-11-610-802 Opportunities Industrial Center	Page 1 of 7 3. [] [] [] [] Annexment No. [] [] [] []
--------------------------------------	--	--	--

DISTRIBUTION	5. Appropriation Symbol 72-11-X 1025 7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document 8.A. Services to start (Mo., Day, Yr.) October, 5 Aug. and 9 Aug. 8.B. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Coating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other 8.C. Authorized Agent AID/W	6.A. Allotment Symbol and Charge 425-50-620-00-69-51	6.B. Funds Affected For From AUG. To NOV. 9. Completion Date of Services Oct. 30, 1972
--------------	---	---	---

Estimated Financing		(1)	(2)	(3)	(4)
Symbol		Previous Total	Increase	Decrease	Total to Date
11. Maximum A.I.D. Financing	A. Dollars		24,000		24,000
	B. U.S.-Gained Local Currency				
12. Cooperating Country Contribution	A. Counterpart				
	B. Other				

13. Instructions to Authorized Agent
AID/W will negotiate and execute a work order with the American Technical Assistance Corporation under Contract 23 52918 673-198 for the services required herein.

14. The undersigned, in the name of the Agency, hereby certifies that the specifications and the scope of work are mutually agreeable C. Cowles, PFC/PRD	15. The undersigned, in the name of the Agency, hereby certifies that the services requested are available J. D. Wilson, AFR/CWA
16. The undersigned, in the name of the Agency, hereby certifies that the cost of work has been reviewed and approved by the undersigned F. Hohne, AFR/ENS	17. The undersigned, in the name of the Agency, hereby certifies that the services requested are available J. D. Keane, AFR/NARA

18. The undersigned, in the name of the Agency, hereby certifies that the terms and conditions set forth herein are hereby agreed to Signature of Agent:	19. For the Agency for International Development Signature: A. Ellis, AFR/CWA Title:
---	--

AID 1950-1X (U 70)	Cooperating Country	PIO/T No.	Page 2 of Pages
PIO/T	Project/Activity No. and Title		

SCOPE OF WORK

19. Scope of Technical Services

A. Objective for which the Technical Services are to be Used Evaluation of vocational training activities in Nigeria.

B. Description

The contractor will:

1. Provide an assessment of Opportunities Industrial Center (OIC) Lagos that can be used by the Industrial Training Fund (ITF) as a basis for deciding whether or not to support that institution.
2. Provide ITF with a standardized system to use in evaluating requests for assistance from other training institutions in Nigeria.
3. Provide AID and OIC with an objective, in-depth assessment of the performance of the project and of its relevance to Nigeria's manpower training needs; and recommend any modifications.

C. Technician

(1) (a) Rank	(b) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Month(s))
--------------	-----------------------	-------------------------	---------------------------------------

(2) Duty Post and Duration of Technician's Services

(3) Language requirements

(4) Access to Classified Information

(5) Dependents Will Will Not Be Permitted to Accompany Technician

D. Financing of Technical Services

(1) By AID - \$24,000

(2) By Cooperating Country -

AID 1500-1X (9-70)	Cooperating Country	PIO/T No.	Page 3 of Pages
PIO/T	Project/Activity No. and Title		

20. Equipment and Supplies (related to the services described in Block 15 and to be procured outside the Cooperating Country by the supplier of these services)

A. (1) Quantity	(2) Description	(3) Estimated Cost	(4) Special Instructions
None			

B. Financing of Equipment and Supplies

(1) By AID - \$ None

(2) By Cooperating Country -

21. Special Provisions

- A. This PIO/T is subject to AID (contracting) (PASA implementation) regulations.
- B. Except as specifically authorized by AID, or when local law is authorized under the terms of a contract with a U.S. Supplier, services authorized under this PIO/T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID/W, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 000.
- D. Other (specify):

AID 1880-1X (9-73)	Cooperating Country	PIO/T No.	Page 4 of Pages
PIO/T	Project/Activity No. and Title		

22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

Ten copies of a final report will be submitted to AFR/CWA covering the items contained in 19B by October 15, 1974.

23. Background Information (Add special information to that provided by the Coordinated Agent and Prospective Contractors or Participating Agency; if necessary, see reference Block 19.C(1) above.)

Will be provided by AFR/CWA and OIC, Philadelphia.

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

A. Relationships and Responsibilities

B. Cooperating Country Liaison Official

C. AID Liaison Officials

J. Wilson AFR/CWA

AID 1950-1X (9-70)	Cooperating Country	PIO/T No.	Page 5 of Pages
PIO/1	Project/Activity No. and Title		

LOGISTIC SUPPORT

25. 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	
	AID	Cooperating Country	AID	Cooperating Country
(1) Office Space	X			
(2) Office Equipment				
(3) Heating and Utilities				
(4) Furniture				
(5) Household Equipment (Stoves, Refrig., etc.)				
(6) Transportation in Cooperating Country	X			
(7) Interpreter Services				
Other: (8)				
(Specify) (9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

C. Comments

CONTINUATION
SHEET

FORM SYMBOL

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

 Worksheet Issuance

PAGE ___ OF ___ PAGES

1. Cooperating Country

2.a. Code No.

2.b. Effective Date

2.c. Original OR Amendment
No. _____

3. Project/Activity No. and Title

Indicate block
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

19B

tions that would lead to improvements in the project.

Phase I - Evaluation Design. The contractor will provide an evaluation team to work with ITF and OIC to establish the relevant criteria for assessing performance of vocational training activities in Nigeria and the means for measuring these criteria. The team will arrange criteria and their indicators in an evaluation matrix, (input-output-purpose), concentrating particularly on the output and purpose categories.

In Phase I, the team will also identify the available sources of data which will be used in the evaluation in order to assess such elements as:

- . Adequacy of inputs into OIC;
- . Outputs, both stated and unstated and relationship to OIC objectives;
- . Comparative assessment of OIC relative to other vocational schools in such categories as costs per student, subsequent employment, etc.;
- . Consistency of training with industrial need and job market;
- . Relevance of OIC concept to Nigerian conditions;
- . Methodologies for continuing evaluation;
- . Other criteria which may be developed in course of evaluation design.

This evaluation plan will be reviewed by USAID/Nigeria and by AFR/CWA and PPC/PME prior to the start of Phase II.

Phase II - Evaluation of OIC. The actual evaluation will be performed by the team which prepared the plan of evaluation. Principal findings will be summarized prior to leaving the country, and an oral briefing provided to ITF, OIC and USAID/Nigeria. A draft report may be left behind at the discretion of the evaluators, but the final report will be prepared in Washington.

CONTINUATION SHEET

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Issuance

PAGE ___ OF ___ PAGES

FORM SYMBOL

TITLE OF FORM

1. Cooperating Country

2.a. Code No.

2.b. Effective Date

2.c. Original OR Amendment No.

3. Project/Activity No. and Title

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

19C

PROPOSED BUDGET

Fixed Rates

ATAC Staff:

	Fixed Rate	Man Days	Total
Senior Evaluation Generalist (Brown)	\$306.93	3	92
Support Staff (Whiteman)	76.29	5	38

Consultants

Senior Evaluation Generalist (Bernhart)	167.28	37	6,18
Vocational Education/Manpower Expert (Baird)	167.28	32	5,35

TOTAL FIXED RATES 12,84

Other Direct Costs

Air Travel

4 r.t. DCA-LAGOS-DCA	\$5,200
2 r.t. to Philadelphia	100

Per Diem

80 days at \$36	2,880
2 days at \$25	50

Other

250

Communications, report preparation and other costs directly related to the conduct of this evaluation

TOTAL OTHER DIRECT COSTS 8,48

TOTAL FOR TASK ORDER \$21,32

AID 1390-1 (4-69)

DEPARTMENT OF STATE
 AGENCY FOR
 INTERNATIONAL DEVELOPMENT

Worksheet Issuance

PAGE 1 OF 2 PAGES

PIO/T

PROJECT IMPLEMENTATION
 ORDER/TECHNICAL
 SERVICES

1. Cooperating Country
 Nigeria

2. PIO/T No.
 620-802-00-611000

3. Project/Activity No. and Title
 Opportunities Industrialization Center
 Nigeria
 (620-11-610-802)

4. Appropriation Symbol
 72-11111004

5. a. Allotment Symbol & Charge
 154-61-620-00-69-11

5. b. Funds Allotted to:
 AID/W Mission

6. Obligation Status
 Administrative Reservation Obligation Sub-Obligation

7. Original or
 Amendment No.:

8. No. of Technicians
 18

9. Services to Start (Mo., Day, Yr.)
 Between: 11/1/70 And: 11/20/70

10. Duration (Months)
 a. Of Services 12 b. Of Financing 12

11. a. Type of Action
 AID Contract Cooperating Country Contract Participating Agency Service Agreement Other

11. b. Authorized Agent
 AID/W

Financing \$1.00 =	A. Previous Total	B. Increase	C. Decrease	D. Total to Date
12. AID Financing a. Dollars		\$69,260		\$69,260
b. U.S.-Owned Local Currency				
13. Cooperating Country Contributions a. Counterpart				
b. Other				

Memo Shear/
 Lansdale
 dated 11/16/70

14. Mission References

15. Objective for which the Technical Services are to be used (Describe)
 The purpose of this action is to provide funds for the payment under T.O. #3 of AFR-653 of local staff salaries for employees of OIC/Lagos. These funds will cover partial costs of Nigerian employees of up to 12 months, provided that the commencement of employment begins within one year of the issuance of this document.

16. Mission Clearances	Date	Mission Clearances	Date

17. Date of Original Issuance
 December 2, 1970

18. Date of this Issuance
 December 2, 1970

19. For the Cooperating Country
 The terms and conditions set forth herein are hereby agreed to:

20. For the Agency for International Development

SIGNATURE	DATE	<i>Murray Gray</i>	SIGNATURE
TITLE			TITLE

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

 Worksheet Issuance

PAGE 2 OF 2 PAGES

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

Cooperating Country
Nigeria

PIO/T No.
620-802-3-6112001

Project/Activity No. and Title

620-11-610-802)

Opportunities Industrialization Center
Nigeria

SCOPE OF WORK

21. Scope of Technical Services

A. Description

The 18 personnel whose salaries will be covered by funds authorized under this document constitute the working staff of OIC/Lagos, the counterpart organization to OIC/International, Lagos office. These salary costs amount to slightly over half of the total first year operating budget of OIC/Lagos, the remainder to be raised from private Nigerian resources.

B. Technicians

(1) (a) Number	(b) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Man-Months)
1	Program Director	\$7,280	12
1	Finance Officer	5,040	12
1	Job Development Specialist	5,040	12
1	Training Supervisor	4,200	12
3	Counsellors @3,920	11,760	12
4	Basic (Feeder) Instructors @3,350	13,400	12
6	Vocational Education Inst. @3,360	20,160	12
1	Secretary	2,380	12
(2) Duty Post and Duration of Technicians' Services		69,260	

Lagos 12 months

(3) Access to Classified Information

NO

(4) Dependents Will Will Not Be Permitted to Accompany Technician NA

C. Financing Costs of Technical Services

(1) By AID - \$ 69,260

(2) By Cooperating Country - \$57,622

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
NIGERIA

Page 1 of 2 Page 2

2. PIO/T No.

3. Original or
Amendment No.

4. Project/Activity No. and Title **620-11-610-802**

OPPORTUNITIES INDUSTRIALIZATION CENTER

DISTRIBUTION

5. Appropriation Symbol
72-11X1025

6.A. Allotment Symbol and Charge
425-50-620-00-69-51

6.B. Funds Allotted to
 A.I.D./W Bilateral

7. Obligation Status

Administrative Reservation Implementing Document

8. Funding Period (Mo., Day, Yr.)
From **6/30/75** to **6/30/76**

9.A. Services to Start (Mo., Day, Yr.)
On Going

9.B. Completion date of services
(Mo., Day, Yr.) **6/30/76**

Between _____ and _____

10.A. Type of Office

A.I.D. Centre Cooperating Country Contract Participating Agency Service Agreement Other

10.E. Authorized Agent

AID/W

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to Date
\$1,000=					
11. Maximum A.I.D. Financing	A. Dollars		116,000		116,000
	B. U.S.-Owned Local Currency				
12. Cooperator Country Contributions	A. Counterpart				
	B. Other				

13. Mission Reference

14. Instructions to Authorized Agent

PIO/T 30009
20017
62054
62049
6112001
40006

The purpose of this PIO/T is to provide funds in the amount of \$116,000 to final fund the services of OICI in Legos under Task Order No. 3 to Contract AID/afr-653.

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The qualifications in the scope of work are technically adequate

B. Funds for the services requested are available

ESP *Sydney C. Anderson* 12/19/74

CO *WRC*

C. The scope of work lies within the purview of the initiating and approved program

PRM *Charles D. Paul* 12/19/74

E.

F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

17. For the Agency for International Development

18. Date of Signature

Signature and date (No Signature Required)

Signature: *William R. Ford*

Dec. 19, 1974

Title: **Federal Ministry of Economic Development & Reconstruction**

Title: **Director, USAID**

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Withdrawn Issued

PAGE 2 OF 2 PAGES

CONTINUATION
SHEET

1. Cooperating Country
NIGERIA

2. Order No.
620-802-3-

2a. Effective Date

2b. Original of Original of Amendment

FORM SYMBOL

TYPE OF FORM

PIO/T

PROJECT IMPLEMENTATION ORDER/
TECHNICAL SERVICES

3. Project/Activity No. and Title **620-11-610-802**

OPPORTUNITIES INDUSTRIALIZATION CENTER

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PA/PI form.

The funds provided in this document, together with those previously made available, shall be applied as follows:

	Previous PIO/T's	This Document	Total
Personnel	\$1,230,000	\$13,000	\$1,243,000
Commodities	8,000	1,000	9,000
Other Costs (Local Sup.)	325,260 1)	102,000	427,260
	<u>\$1,563,260 1)</u>	<u>\$116,000</u>	<u>\$1,679,260</u>

1) Includes \$25,000 provided through AID/W issued PIO/T and independent evaluation of project in FY'75.