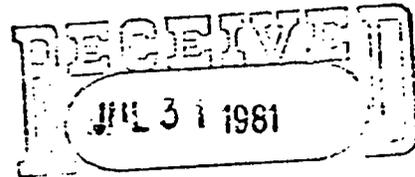


641007 PD-ABC-173

ISN 69425

July 16, 1981



Opportunities Industrialization
Centers International, Inc.
240 West Tulpehocken Avenue
Philadelphia, Pennsylvania 19144

Subject: AFR-0101-G-00-1075-00

Gentlemen:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "AID" or "Grantor") hereby grants to Opportunities Industrialization Centers, International the sum of \$235,677 to provide support for a program in Ghana as more fully described in the enclosure to this Grant entitled "Program Description."

This grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period July 1, 1981 through December 31, 1981.

This grant is made to OICI on condition that the funds will be administered in accordance with the terms and conditions as set forth in Enclosure 1 entitled "Program Description," and Enclosure 2 entitled "Standard Provisions," which have been agreed to by your organization.

Please sign the Statement of Assurance of Compliance, enclosed herein, and the original and seven (7) copies of this letter to acknowledge your acceptance of the conditions under which these funds have been granted.

Please return the Statement of Assurance of Compliance and the original and six (6) copies of this grant to the Office of Contract Management.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "M. Snyder". The signature is fluid and cursive, written over the typed name.

Michael H. Snyder
Grant Officer
Regional Operations Division, Africa
Office of Contract Management

Enclosures:

1. Program Description
2. Standard Provisions
3. Statement of Assurance of Compliance

OICI, Inc.

ACCEPTED:

BY:

John A. Sullivan

TITLE: Chairman of the Board

DATE: 31 July 1981

FISCAL DATA

Appropriation No. : 72-1111021.5
Allotment No. : 145-50-641-00-69-11
PIO/T No. : 641-0101-3-10006
Project No. : 641-0101
Total Grant Amount: \$235,677
Technical Office : AFR/DR/CCWAP
Payment Provisions: Federal Reserve Letter of Credit
Amount Obligated : \$235,677

ASSURANCE OF COMPLIANCE WITH THE AGENCY OR
INTERNATIONAL DEVELOPMENT REGULATION UNDER TITLE VI
OF THE CIVIL RIGHTS ACT OF 1964

OICI, Inc.

(hereinafter called the "Grantee")

(Name of Grantee)

HEREBY AGREES THAT it will comply with title VI of the Civil Rights Act of 1964 (P.L. 88-352) and all requirements imposed by or pursuant to the Regulation of the Agency for International Development (22 CFR Part 209, 30 FR 317) issued pursuant to that title, to the end that, in accordance with title VI of that Act and the Regulation, no person in the United States shall, on the ground of race, color, religion, sex or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under and program or activity for which the Grantee receives Federal financial assistance from the Agency; and ~~HEREBY~~ GIVES ASSURANCE THAT it will immediately take any measures necessary to effectuate this agreement.

If any real property or structure thereon is provided or improved with the aid of Federal financial assistance extended to the Grantee by the Agency, this assurance shall obligate the Grantee, or in the case of any transfer of such property, any transferee, for the period during which the real property or structure is used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits. If any personal property is so provided, this assurance shall obligate the Grantee for the period during which it retains ownership or possession of the property. In all other cases, this assurance shall obligate the Grantee for the period during which the Federal financial assistance is extended to it by the Agency.

THIS ASSURANCE is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the Grantee by the Agency, including installment payments after such date on account of applications for Federal financial assistance which were approved before such date. The Grantee recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this assurance, and that the United States shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the Grantee, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Grantee.

OICI, Inc.

(Grantee)

BY (Signature)



TITLE Chairman of the Board

TYPED NAME

Leon H. Sullivan

DATE 31 July 1981

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I. PROGRAM DESCRIPTION

A. Purpose of Grant

Expand and replicate a community-based, non-formal vocational training program in order that school drop-outs may qualify for and acquire productive employment in Ghana.

B. Specific Objectives

The specific objectives of this grant for the period of 1 July 1981 through 31 December 1981 are the following:

1. A total of 119 OIC Ghana local staff personnel will be utilized representing 714 person months (p.m.). The breakout of OICG local staff required for each component operation is as follows:
 - a. National Office - 21 staff (126 p.m.)
 - b. OIC Accra - 60 staff (360 p.m.)
 - c. OIC Kumasi - 19 staff (114 p.m.)
 - d. OIC Takoradi - 19 staff (114 p.m.)
2. For the period July 1, 1981 through December 31, 1981, OICI staff will monitor and advise the project on a temporary duty (TDY) basis as needed to complete periodic training sessions and submit regular progress reports including MIS reports.
3. A total of sixty-six (66) new trainees will be enrolled into OIC Ghana vocational training classes. The breakdown of trainees starting Feeder classes will be as follows--Accra: 42; Kumasi: 12; and Takoradi: 12.
4. A total of one hundred and fifty-one (151) trainees will complete vocational training courses. The breakdown of trainee completions will be as follows--Accra: 101; Kumasi: 27; and Takoradi: 23.
5. A total of two hundred and seventeen (217) trainees will be placed in jobs. The breakdown of trainees placed in jobs will be as follows--Accra: 142; Kumasi: 37; and Takoradi: 38.
6. In September 1981 an evaluation of OIC Ghana operations will be completed by OICI/USAID/GOG.
7. A total of 17 meetings of various OIC Ghana Boards of Directors are targeted to occur. The breakdown will be as follows--OICG National Board meetings: 2; OIC Accra Board meetings: 3; OIC Kumasi Board meetings: 6; and OIC Takoradi Board meetings: 6.
8. Government of Ghana subventions to the OIC Ghana program throughout the grant period is projected at \$104,300.

9. Total community fund-raising targets for OIC Ghana throughout the grant period will be \$47,273.00 (¢130,000.00). The project breakdown for local fund-raising targets is as follows-- National Office and Accra: ¢86,000 (\$31,273.00); OIC Kumasi: ¢21,000 (\$7,636); and OIC Takoradi: ¢23,000 (\$8,364).

C. Implementation

To achieve the above objectives, the Grantee shall carry out the following project with funds provided under this grant:

I. Project Components

This project consists of six distinct but inter-related components which focus upon preparing the trainee for work in a semi-industrial society. These components are described in detail below:

- a. Community Outreach - This component involves recruiting individuals to participate in programs sponsored by the center. These activities include advertising and community relations; employment counseling and referral; recruitment of voluntary staff; and recruitment of trainees for the feeder and vocational skills classes.

A variety of techniques will be used to make the community aware of the Center and its services, such as public speaking; billboard posting; pamphlet preparation and dissemination; and establishing contact with related private agencies, churches, and government offices.

Major effort will be made to identify and counsel unemployed and underemployed individuals in self-development techniques and approaches.

- b. Intake - The intake component includes processing an individual who is interested in applying to OIC for vocational training. It includes completion of an application, intake counseling, orientation, and enrollment. Based on the intake interview, applicants may: (a) be accepted for training and assigned to orientation; (b) transferred to job development/place-ment or be counseled for special services; (c) be referred to either the Community Services component or to another agency whose services for trainee applicants are more appropriate than those offered by OIC (e.g., vocational skills for handicapped persons).
- c. Counseling - The third component includes counseling by staff assigned to provide vocational guidance and general assistance to enrollees. Counseling activities will include group or individual sessions with trainees to discuss their attendance, behavior, or other personal concerns. Periodic trainee assessment will be a critical

part of the counseling process. Diagnostic tests and other measurement techniques will be used to help identify trainee aptitude. Where applicable, work sample testing is used as an alternative to written tests.

- d. Feeder (Pre-Vocational Training) - This program component will augment trainee motivation and attitudinal development as well as improving basic educational skills. The specific techniques utilized in Feeder include the provision of comprehensive pre-job conditioning, basic remedial academic skills development, attitudinal and motivational training, personal hygiene and grooming, and finally an introduction to basic vocational tools and equipment.
- e. Vocational Skills Training - The fifth program component provides practical and theoretical skills training in a classroom, workshop, or simulated work setting. Instruction will be offered in a range of occupational skills designed to prepare the trainee for employment in several specific occupations related to a common field of interest. This training strategy known as the "cluster concept" will allow trainees to master a number of occupational levels within a given cluster (e.g., motor mechanics) or to complete training after meeting performance objectives in a single occupational specialty (e.g., carpenter).

Since the proposed target trainee population consists of varying levels of academic achievement, OIC curriculum developers will prepare vocational courses of study which emphasize verbal and visual communication. Theoretical principles will be included, but emphasis will be placed on practical applications.

- f. Job Development, Placement and Follow-up - This component focuses upon the identification and development of on-the-job training opportunities and when possible, places trainees in permanent jobs. The job developer's primary objective will be to find job openings that will match the skills and work experience of OIC trainees. After a job placement is completed, the job developer will maintain contact with the employer and graduate on a periodic basis (usually from 30 days through 6 months) after placement to verify job retention, and to evaluate the graduate's performance and progress on the job. Follow-up is also valuable for curriculum modification.

2. OICI Board of Directors

The OIC Board of Directors will serve as the principal policy-making body for the program as distinguished from the executive staff of the OIC who will be responsible for implementing the policy decisions of the Board. The major roles of the Board will be:

- to establish the legal existence of the program,
- to establish the long-range goals of the organization,
- to establish policies that will insure the stability and growth of the organization,
- to determine the major structure of the organization,
- to select the major executives of the organization,
- to appraise the performance of the major executives on a periodic basis,
- to review and monitor the program operation.

3. Technical Assistance

The Grantee will be responsible for the selection and contracting of technical advisors and/or consultants to assist in project development. General technical support to be provided by the Grantee will include:

- Advice in the organization and management of the project,
- Assistance in carrying out periodic evaluations and internal audits.
- Assistance in development of curricula, lesson plans, diagnostic tests, standard operating procedures, fiscal and procurement guidelines and procedures, annual work plans, and job descriptions.
- Short-term (3-4 months) training programs for key local staff and Board members.
- Assistance in organizing Industrial Advisory Council (IAC) and Technical Advisory Committee (TAC).

The technical advisors will be monitored by the OICI head office via regular correspondence and field trips. However, project implementation will require that responsibility is shared with the Board of Directors and staff of the Ghana OIC.

4. Local Staff Development (Participant Training)

Initially, three key OIC staff members, the Executive Director, the Training Manager and the Fiscal Officer will receive training designed to improve their management and administrative skills and to firmly inculcate detailed knowledge of project goals, objectives, requirements and resources. The OICI Consultants will design and monitor the training process; while several consultants may be utilized to train in specialized subjects, such as Management Information Systems and Organization Development.

The vocational instructors will receive training with a focus upon improvement of their instructional skills for vocational education. Typical problems encountered in vocational education will be presented and analyzed, including: Classroom organization and management, instructional materials development, on-the-job training or work experience, evaluation of teaching and learning and training strategies.

In addition to the above specialized training programs, regular staff meetings and formal staff development sessions are expected to take place on a monthly basis throughout the life of the project. The OICI Advisors will conduct the staff development sessions, utilizing local consultants for training in subjects outside of their area of expertise.

5. Disbursement of Funds

The Grantee Philadelphia Office's financial relationship with the Ghana OIC Board of Directors for goods and/or services to the program funded under this grant will be defined in a Memorandum of Agreement prior to the inception of the project. The Memorandum of Agreement will include the following stipulations:

- a. Disbursements to the OIC Program shall be used exclusively to finance the purchase of goods and/or services for the program;
- b. All expenditures shall be open to audit by OICI fiscal representatives, external auditors, and/or GGG.
- c. Costs incurred before the effective date of the grant agreement will not be allowed;
- d. The OIC will be reimbursed only for allowable expenditures upon regular submission of fiscal reports and program progress reports as required by the OICI Management Information System; and

- e. A joint project review mission will be undertaken on an annual basis, consisting of representatives from OICI, GOIC and the GOG.

D. Reports

The Grantee will prepare the following final reports:

1. A Financial Status Report
2. A Performance Report which contains the following information:
 - a. A comparison of actual accomplishments with the Specific Objectives;
 - b. Explanations for why the Specific Objectives may not have been met;
 - c. Explanations for any cost overruns or high cost units.

One copy of the Performance Report will be submitted to AFR/DR/CCWAP.

E. Budget

| | | |
|---------------------------|--------------|---------------|
| Local Program | | |
| Personnel | \$124,362 | |
| Consultant | 1,348 | |
| Travel and Transportation | 16,218 | |
| Other Direct Cost | 29,441 | |
| Commodities and Equipment | <u>9,034</u> | |
| | | \$180,603 |
| Overhead | | <u>55,074</u> |
| Total Estimated Cost | | \$235,677 |

The Grantee may not exceed the total amount of the budget. Adjustments among the line items are unrestricted.

F. Negotiated Overhead Rate

Pursuant to the provisions of the Clause of the Standard Provisions of this grant entitled "Negotiated Overhead Rates - Other Than Educational Institutions," a rate or rates shall be established for the period beginning 7/1/81 until amended. Pending establishment for final rates for the initial period, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate applied to the base which is set forth below:

| <u>Rate</u> | <u>Base</u> | <u>Period</u> |
|-------------|---|----------------------|
| 32.1% | Total Direct Costs Excluding Commodities | 7/1/81 until amended |

G. Alterations in Standard Grant Provisions

In addition to the alterations in Standard Provisions set forth in Attachment 2 (Supplement), Specific Support Grants, August 1978, (both EI and OTEI) attached to the Standard Provision and made a part hereof, the following provisions as set forth in Attachment 2, Standard Provisions of this Grant are hereby deleted.

Standard Provision 7B Payment - Periodic Advance

Standard Provisions 7C Payment - Reimbursement

Standard Provision 12A - Title and Care of U.S. Property (Grantee Title)

Standard Provision 12B - Title and Care of U.S. Property (U.S. Government Title).