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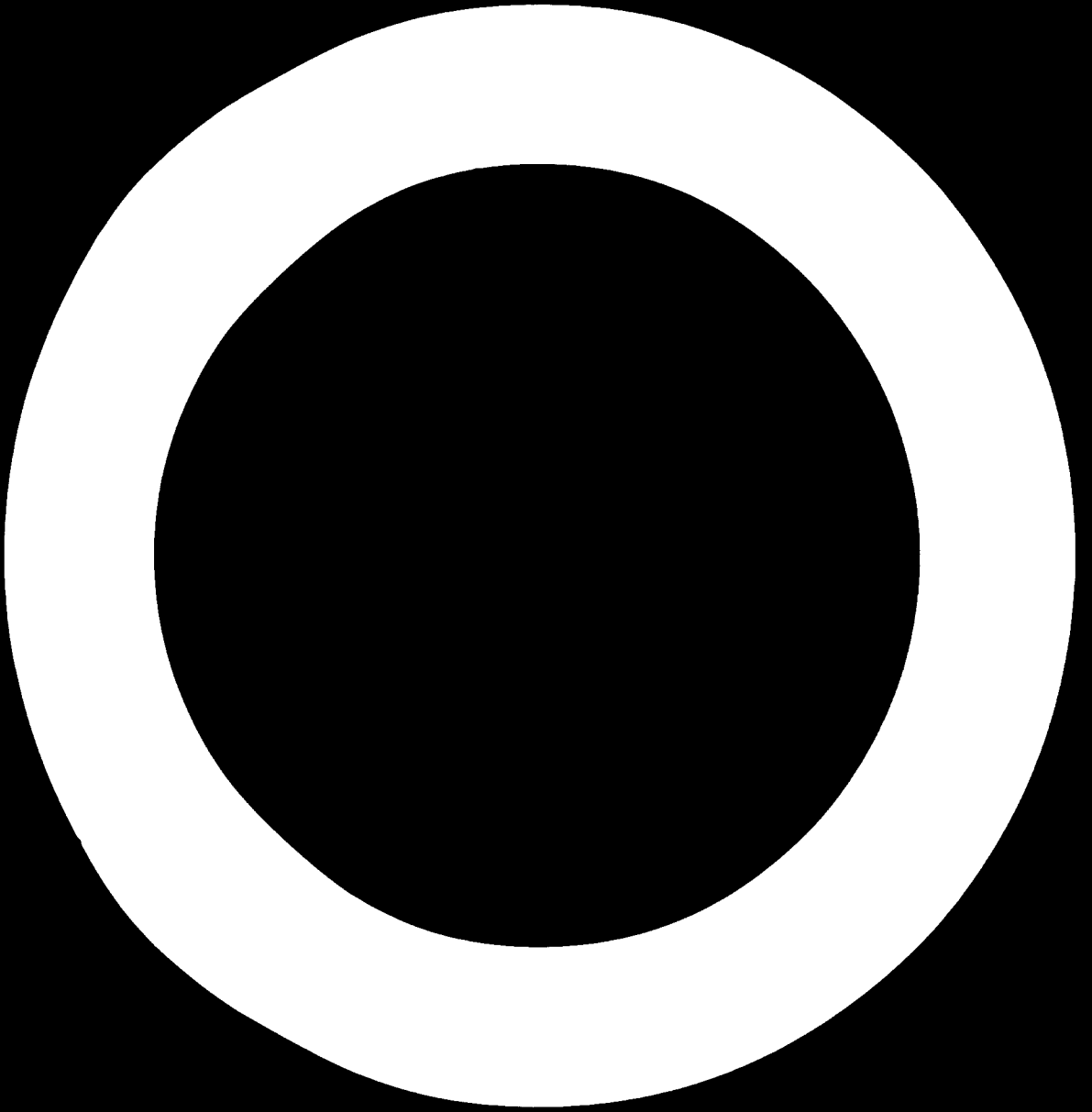
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UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF THE GOVERNMENT OF THE
SOMALI DEMOCRATIC REPUBLIC

INDUSTRIAL DEVELOPMENT UNIT - STRENGTHENING THE
MINISTRY OF INDUSTRY

(SOM/72/007/a/01/37)

id.74-200



UNITED NATIONS DEVELOPMENT PROGRAMME
Project of the Government of the
SOMALI DEMOCRATIC REPUBLIC

Title: Industrial Development Unit - Strengthening in Ministry of
Industry

Number: SOM/IS/001/A/01/87 Duration: Three years

Sector: Industry

Sub-Sector: Industrial Surveys and Studies

Government Co-operating Agency: The Ministry of Industry
of Industry Executing Agency: UNIDO

Date of submission: November 1974 Starting date: 1 July 1974

Government contribution: Som. Sh. 700,000,- UNDP contribution:
US \$ 600,000,-

Approved: _____
on behalf of the Government
(signature)

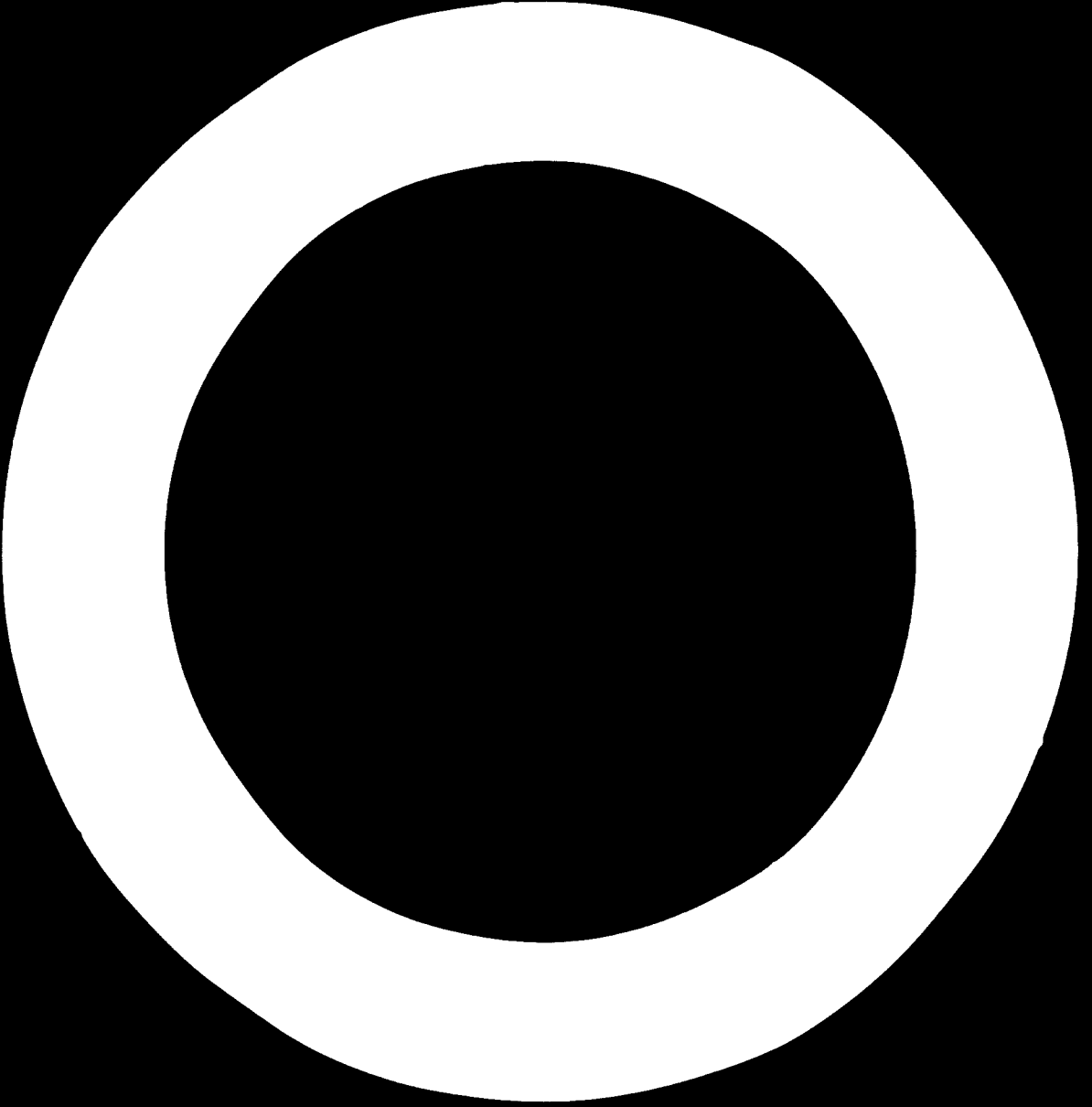
Date: _____

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(signature)

Date: _____



I. BACKGROUND AND JUSTIFICATION

A. Justification of the Project

Since independence, Guatemala has followed a policy of expansion in its efforts towards developing the industrial sector. In 1950, 16 industrial enterprises were existing in the country, 14 of which had only one sugar mill, with a total installed capacity of 1,000 tons of sugar per year. Eight years later, the industrial sector had grown to 100 enterprises, of which 10 were sugar mills and 90 were non-sugar mills. Eight years later, the industrial sector had grown to 195. Eighteen of these enterprises were in the non-sugar sector and employ 3,735 persons, or 6 percent of the total number of persons engaged in the industrial sector. The total value added in the sector was So.Sh. 10 million, an amount which represented only 7 percent of total manufacturing output.

This progress would have been even greater had the country not been faced with continuous and serious droughts. In the last 10 years of the Ministry of Industry's development, activities aimed at promoting industrial development.

An indication of the difficulties involved in the fact that implementation of the various development plans, starting with the first Plan for 1953-57 and up to the present plan for 1970-1973, never exceeded more than 50 percent of planned targets. Many industrial enterprises are still suffering, among other things, from shortages and delays in the supply of raw materials, equipment and spare parts, and from the lack of marketing outlets. The Ministry of Industry, on the other hand, would not and is still not in a position to carry out a number of essential tasks, such as the preparation of aggregate, sectoral and sub-sectoral surveys and studies, including the preparation of pre-feasibility and feasibility studies, and the formulation and elaboration of policies and policy measures and incentives designed to stimulate and guide the process of industrial development and to encourage and attract both foreign and domestic investors.

B. Institutional Framework

From the above, it is clear that the Ministry of Industry needs to be restructured. At present, the Ministry is being reorganized and it is intended that it will comprise three departments:

- a) Industrial Development Department;
- b) Small-scale Industries Department;
- c) Public Sector Department.

An Industrial Development Unit composed of a team of five international experts will provide assistance to the Ministry of Industry, and more particularly to the Industrial Development Department. The team will be based in the Ministry of Industry and will have budgetary provisions for its own physical facilities and for the national counterparts.

C. Provision of Government Follow-up

Three

At the end of three years, it is hoped that the Ministry of Industry will be able to perform adequately all the tasks assigned to the Industrial Development Unit. The Unit will then be transformed into an autonomous Industrial Development Centre whose function would be the carrying-out of industrial development studies aimed primarily at guiding the Ministry in the formulation of its industrial strategy, policies and plans. The Centre will also prepare and evaluate industrial projects and will be entrusted with the periodic review and appraisal of industrial development bringing to light problem areas facing such development and making recommendations for corrective measures.

D. Related Activities

The proposed Somali Institute for Development Administration and Management (SIDAM) will be mainly involved in the training of national students and civil servants in modern techniques of management in various fields, including industry and the provision of expertise in management to both the Government and the state-owned enterprises.

The proposed Industrial Development Unit will be established for strengthening the Ministry of Industry and Commerce, including component, but this strengthening is expected to be highly service-oriented and will be concentrated on industry. If a similar expert attached to the Industrial Development Unit is to be an administrator in UNDP seminars or in courses dealing with industrial development.

Presently UNIDO has a financial expert attached to the Ministry of Industry. This expert has been identified as assisting the Ministry in industrial planning, capital investment, and financial accounting, cost and pricing studies and industrial audits. This post will be absorbed in the proposed Industrial Development Unit.

UNIDO has a considerable experience in dealing with a small-scale industries adviser, for promoting an export-oriented small-scale industries in the country. This post will be absorbed in the proposed Industrial Development Unit in 1975. During the first six months of 1975, a project evaluator will concentrate on large and medium-scale industries. Starting in 1975, after the departure of the small-scale expert from Somalia, the project evaluator will cover the small-scale as well as the medium and large-scale projects.

E. Future UNDP Assistance: No assistance is anticipated.

II. OBJECTIVES OF THE PROJECT

The project is included in the country programme document No. DP/CC/SOM/R.1 of 12 September 1973, page 17, for approval by the Governing Council in January 1974.

A. Long-term Objectives

By the time the project terminates its activities, the Ministry of Industry should be able to carry out the tasks entrusted to the experts attached to the proposed project. The Ministry of Industry and the Industrial enterprises will have improved their efficiency and profitability. A modus operandi between the Ministry of Industry and the enterprises, which would provide the factories with the operational

flexibility needed for effectiveness, while at the same time affording the Ministry the necessary information and control systems to adequately monitor performance will have been established. The Ministry should be able to formulate plans, programmes, projects and to help in their implementation. Its competence to carry out the necessary economic surveys and studies for the selection and implementation of projects will have been established. Simultaneously Somali counterparts will have been developed to the level where the Ministry of Industry and the enterprises will operate normally. A central bureau of industrial and related statistics will have been set up as a going concern.

B. Immediate Objectives

The experts attached to the Industrial Development Unit will assist the Ministry in the following tasks:

At the national level

1. Conducting, through the appropriate collection of industrial data, macro-economic studies which would form the basis for comprehensive industrial programming and for the formulation of an industrial strategy, policies, and policy measures consistent with the overall objectives of the Development Plan.

2. Identifying problems facing the existing industries (management, marketing, maintenance, shortages of raw material and equipment etc.). In as far as possible, the team will make proposals for corrective measures to be initiated by the Ministry. When specific expertise are required, the team will assist the Ministry in drafting requests for recruiting appropriate short-term consultants or experts for solving these problems.

3. Performing periodic reviews and appraisal of industrial progress through the completion of industrial surveys at the national, sectoral and sub-sectoral levels. Such reviews would form the basis for updating the industrial programmes and for introducing the adjustments that would be required in industrial policies and policy measures and strategy. Such surveys and studies would be of an operational nature aiming primarily at pin-pointing investment opportunities, in addition to those identified by the industrial survey mission referred to below.

5. Setting-up an industrial statistical service for the collection and dissemination of industrial statistics and information.

6. Setting-up an industrial documentation and reference unit in the Ministry.

At the enterprise level

7. Prepare terms of reference for feasibility studies of the projects identified by that mission or the Ministry and advise the Government on the selection of the consulting firms which would carry out such feasibility studies, and in the negotiations stage.

8. Ascertain conformity between these studies and the terms of reference prepared for such studies. Evaluate the techno-economic aspects of these studies and advise the Ministry on the best ways and means for implementing them.

9. Finalize contracts for the procurement of equipment, machinery, supplies and technical know-how.

10. Control, on behalf of the Ministry, the successive stages of realization of these projects and draft periodic reports for evaluating the progress of implementation with a view to preventing or correcting errors and delays.

11. Developing information and control systems for the effective supervision of industrial enterprises placed under the Ministry's guidance.

12. Streamlining and up-dating the laws, regulations and institutions dealing with large, medium and small-scale industries.

13. Advise the management of public enterprises on various managerial aspects with the aim of increasing the efficiency and productivity of both their personnel and equipment.

14. Train counterparts and participate in seminars and courses on industrial development and industrial management, organized for the benefit of civil servants and industrial personnel.

III. WORK PLAN

A.	<u>Description of project activities</u>	<u>Location</u>	<u>Proposed duration and starting date</u>
I -	Familiarization with the Ministry of Industry, the Industrial Sector, industrial enterprises, industrial laws and regulations, industrial problems, available industrial reports and mainly the industrial survey and industrial pre-feasibility and feasibility studies;	Mogadiscio and main industrial areas in Somalia (Balad, Jowhar, Kismayo, etc.)	- 3 months - July 1974
II -	Drawing up of work programme for the project on the basis of the objectives of the project;	Mogadiscio	- 1 month - Oct. 1974
III -	Assistance to Ministry of Industry in framing legislation needed for the performance of the projects' tasks;	Mogadiscio	- 1 month - Nov. 1974
IV -	Assistance to Ministry of Industry in organising itself, for maximum effectiveness, both for controlling industrial enterprises under its control and for implementing the industrial development programme of the country. Developing information and control systems for effectively monitoring enterprises without undue constraints, setting up systems and procedures for prompt decision making and for short and long-term planning;	Mogadiscio	- Jan. 1975 - continuous

<u>Project Activities</u>	<u>Location</u>	<u>Duration</u>
V - Selection of priority industrial projects and-located by the Bureau Team and preparation of terms of reference for contract-entrusted the projects to consultant firms,	Manila	- continuous
VI - Evaluation of existing and new feasibility studies and presentation of written comments to the Government on the best way and means for implementing the studies,	Manila	- continuous
VII - Finalization of contracts for the procurement ^{of} equipment, machinery, supplies and services.	Manila	- continuous
VIII - Control of successive stages of establishment of these projects and preparation of periodic reports for locations of evaluating the progress of implementation with the view to preventing or rapidly correcting errors and delays,	Manila	- continuous
IX - Identification of problems (management, marketing, maintenance etc.), bottlenecks and shortages facing existing industries and advising on how these can be rapidly solved or drafting requests for the recruitment of short-term consultants or experts for solving these problems,	Manila and other industrial areas	- continuous

<u>Project Activities</u>	<u>Location</u>	<u>Proposed duration and starting date</u>
X - Revision of existing laws and regulations and preparation of new ones concerning industrial development institutions and formulation of incentives for the large, medium and small-scale industrial enterprises.	Mogadiscio	- continuous
XI - Provision of advisory services to enterprises on industrial management, implementation of capital projects, monitoring performance and training of managerial cadres in the units.	Mogadiscio Balad Jowhar Kismayo	- continuous
XII- Development of a marketing and sales organization and a strategy and tactics for expanding foreign and domestic sales of enterprises.	-do-	- continuous - February 1975
XIII - Development of operative systems, production planning, purchasing and material control, quality control, works management, maintenance planning and schedule, safety and security in enterprises.	-do-	
XIV - Development of financial and accounting systems and procedures in the enterprises.	-do-	- continuous - April 1975
XV - Preparation of annual reports for the appraisal and monitoring of progress in the industrial sector and the implementation of the 1974-1978 Development Programme.	Mogadiscio	- continuous

<u>Project Activities</u>	<u>Location</u>	<u>Proposed duration and starting date</u>
XVI - Pin-pointing new industrial projects;	Mogadiscio and other places of the country	- continuous
XVII- Preparation of regional and industrial surveys;	Various regions of the country	- continuous
XVIII- Preparation of sectoral industrial surveys;	Various industrial areas	- continuous
XIX - Locating new external markets and potential external investors;	Mogadiscio	- continuous
XX - Preparation and implementation of plan for the setting-up of an industrial statistical service for collecting and compiling industrial statistical data;	Mogadiscio and offices of main industrial enterprises	- continuous
XXI - Preparation and implementation of plan for the setting-up of an Industrial Documentation and Reference Unit in the Ministry of Industry;	Mogadiscio	- continuous
XXII - Selection of fellowship candidates to be sent abroad for training;	Mogadiscio and main towns of the country	- continuous
XXIII - Preparation for and implementation of seminars for counterparts, industrial officers and other nationals involved in the public and private industrial sectors;	Mogadiscio	- continuous

<u>Project Activities</u>	<u>Location</u>	<u>Proposed duration and starting date</u>
XXIV - Preparation for and transfer of full project responsibility to the Ministry of Industry or to an Industrial Development Centre to be created.	Nogodiscio	- 3 months - September 1977

Revisions

1. Semi-annual project progress report
 - December 1974
 - June 1975
 - December 1975
 - June 1976
 - December 1976
 - December 1975
 - March 1977
2. Project Review Meeting
3. Terminal Report
4. Technical Reports: The number and contents of these reports will be decided upon during the course of implementation of the project.

B. Description of UNDP Inputs

1. Assignment of international staff

(i) Industrial Economist (Project Manager)

The Project Manager will co-ordinate the activities of the experts and act as liaison between the Director General of the Ministry of Industry, the heads of industrial enterprises, the UNDP office in Nogodiscio and the UNIDO Headquarters in Vienna. He will advise the Ministry on all matters pertaining to industrial development such as industrial surveys and studies; feasibility studies; project formulation, including capital estimation and investment; evaluation and implementation of projects and programme evaluation; industrial policies and strategies; industrial development institutions; industrial marketing, including pricing policies; industrial investment; industrial and financial management; large, medium and small-scale industrial policies; problems and incentives; industrial statistics; review and appraisal of industrial development; finalisation of contracts for equipment, machinery, supplies and services; training and fellowships in the industrial field; information and control systems to be introduced in large industrial enterprises.

The project manager should have long practical experience in the field of industrial development and industrial management of state-owned enterprises in developing countries, preferably in the least developed countries, and should have participated in similar projects. Starting date: July 1974. Duration: 30 Months.

(ii) Industrial Development (Energy, Medium and Small-scale Enterprises)

Under the supervision of the project Manager, the project evaluator will be the technical advisor on all technical aspects related to industrial projects, planning and evaluation; site-visiting and selecting priority projects; carrying out pre-feasibility studies; advising on the commercial aspects of the studies; consulting firms; evaluating feasibility studies; controlling the implementation of projects; advising on the various aspects of setting up and running industrial projects, e.g. management, organization, sources of supplies, institutional arrangements. The expert will also participate in organizing the industrial sector development, technical reference unit and in the training of counterparts. The expert should have long experience in project evaluation and implementation in the developing countries as well as in the collection and processing of the industrial statistics; Starting date: July 1974. Duration: 30 Months.

(iii) Industrial Development (Light Industries)

The expert will be the technical advisor of Industry and other industrial enterprises of large, medium and small-scale managed by the Ministry on development of all operations, systems and procedures (production scheduling, production norms, monitoring performance, maintenance scheduling, quality control, elimination of wastages, utilization of by-products, realization of installed capacity, purchasing systems, procedures in stores etc. From the technological side, the expert will participate in the preparation and evaluation of feasibility studies, the selection of equipment and supplies and the supervision of the setting-up of new industries, as well as expansion or modification of existing ones, falling in his area of specialization. The expert will also participate in the training of counterparts and will contribute to the periodic reports and ad-hoc reports, studies and surveys. The expert must have had long and varied experience in industrial engineering work at the plant level. Familiarity with industrial development problems of developing countries is necessary. Starting date: July 1974. Duration: 30 Months.

(iv) Industrial Management Adviser

This expert will advise on all management areas (organization, finance, marketing, production, operational systems and procedures, etc.) which contribute to improving the efficiency and profitability of existing enterprises. In particular, the expert will advise the Ministry and its autonomous units in the following areas: Management decision making, financial planning, budgetary control, accounting procedures, personnel policies, production scheduling, production norms, performance monitoring, maintenance schedules, quality control, elimination of wastage, utilization of by-products, realization of installed capacities, purchasing systems, procedures in stores, etc. He will also conduct management audits and studies. In conformity with the general descriptions outlined above, the expert must have had broad experience in industrial management and consulting activities. Starting date July 1974 - Duration: 30 months

(v) Marketing Management Adviser

This expert will be the Marketing Adviser to the Ministry of Industry and its autonomous units. He will carry out his duties in close co-operation with the Industrial Management Adviser in giving advice in the field of his competence to existing industries. In particular, the expert will advise on every aspect of planning and development of marketing strategy and tactics (marketing planning, marketing organization, market and consumer studies, sales forecasting, sales analysis, distribution logistics, promotion planning and development, packaging, pricing, new products launching, economic evaluation of product lines, analysis of products and seasonal trends, merchandizing, marketing audit, development of marketing management, systems and methods). He will assist and advise in promoting internal and external demand for locally manufactured products and in optimizing the distribution methods, reducing marketing costs and improving the image and acceptance of Somali Products in the domestic and external market. The expert will also advise management on all aspects of marketing strategy, planning and organization of marketing activities and will assist and participate in economic surveys and in the formulation of projects related to marketing strategies. In addition to the qualifications and experience described above, this expert must have had extensive experience in marketing of food processing and textile products.

Starting date 1st July 1974 - Duration: 30 months

2. Short-term Courses

Specialized courses will be organized, on a short-term basis, for selected specific problems, involving the following industrial enterprises or the Ministry of Industry. Areas where the need for assistance contemplated are the following:

- a) Industry statistics, including surveys, etc.
- b) Trade statistics, cartographic services, etc.
- c) Project formulation and appraisal of industrial plans
- d) Finance and industrial management
- e) Management of industrial projects and programs
- f) Application of foreign expert resources to specific export markets
- g) Industrial development

Other specific areas will be included as the problems are identified. Starting point will be the identification of problems. Total duration, one year.

3. Provision of sub-industrial services

4. Training provisions follows:

Following herein will be eight months stipend for both formal training and in working capacity in similar foreign industrial enterprises or industrial development institutions. Participants will be selected from the Ministry of Industry and from industrial enterprises.

Eight fellowships will be awarded in the following fields.

- 2 fellowships in industrial statistics
- 2 fellowships in industrial survey methods
- 2 fellowships in industrial planning and programming
- 1 fellowship in project formulation and evaluation
- 1 fellowship in industrial and financial management

5. UNEP-provided supplies and equipment

<u>Non-expendable supplies</u>		<u>Delivery date</u>
1 Project car (Ford)	1 5,500	July 1974
1 Car (mini-truck)	1 5,500	July 1974
1 Mini-cover	1 3,000	July 1974
1 Car (mini-truck)	1 1,500	July 1974
1 Air-conditioners	1 2,000	July 1974
1 Copy machine	1 1,500	July 1974
3 typewriters	3 1,200	July 1974
Books and periodicals	4 4,000	As required
Miscellaneous	1 20,500	As required

6. Description of Government Inputs

1. Pre-requisite activities
Not applicable
2. Assignment of national staff
 - 1 Senior Industrial Economist to serve as Co-Manager
Duration: 36 months
 - 1 Industrial Economist (Project evaluator)
Duration: 36 months
 - 1 Industrial Economist (Market Analyst)
Duration: 36 months
 - 1 Industrial Engineer (Specialist in Agro-Industry Technology)
Duration: 36 months
 - 1 Industrial Engineer
Duration: 30 months
3. Secretaries, messengers, drivers, etc. will be made available at the time of arrival of the first expert.
 - 1 Administrative Officer 36 months
 - 1 Secretary to the Co-Manager 36 months
 - 1 Typist 36 months
 - 2 Messengers 66 months
 - 3 Drivers 102 months

- 1. Training provided
- Maintenance of equipment Rs. 1,00,00.-

- 2. Government provided building, utilities and equipment
 - (i) Office space at the Ministry of Defence Rs. 10,00,000.-
 This space will be available as of
 1 July 1966
 - (ii) Office supplies Rs. 1,00,000.-
 - (iii) One car for a member of the staff Rs. 1,00,000.-
 available as of July 1966.
 - (iv) Miscellaneous (if required) Rs. 10,00,000.-

WORK PLAN - BAR (HARI)

	1974	1975	1976	1977
Assignment of International Experts				
Assignment of Government Counterpart Personnel				

	1974	1975	1976	1977
Training Schedule				
		1 Fellowship in and trade statistics		
		2 Fellowships in industrial surveys and studies		
		2 Fellowships in industrial planning and programming		
		1 Fellowship in Project formulation and implementation		
		1 Fellowship in financial management		
Delivery of major items of equipment (UNIP)				
		1 Project car "FIAT"		
		1 VW Mini-bus		
		1 Land-Rover		
		3 calculators		
		5 Air-conditioners		
		1 copy machine, 3 typewriters, 3 desks, 20 chairs, 10 typewriter stands, 10 chairs		
Availability of government supplies and equipment				
		Office space, Ministry of Health		
		Office supplies		
		One car for the representative		
Provision of miscellaneous items				
		Operational and maintenance supplies		
		Electricity, telephone, telegraph, etc.		

PROJECT BUDGET COVERING UNDP CONTRIBUTION

(in US Dollars)

Country: SOMALI DEMOCRATIC REPUBLIC

Project No.: SOM/72,007/A/01/37

Title: INDUSTRIAL DEVELOPMENT UNIT STRENGTHENING THE MINISTRY

	1974		1975		1976		1977	
	m/m	\$	m/m	\$	m/m	\$	m/m	\$
10. PROJECT PERSONNEL COMPONENT								
11. Experts								
01 Senior Industrial Economist (Project Co-ordinator/Manager)	36	30,000	6	15,000	12	30,000	12	30,000
02 Industrial Economist; large, medium and small-scale projects evaluator	30	75,000	6	15,000	12	30,000	12	30,000
03 Industrial Engineer, project evaluator	30	75,000	6	15,000	12	30,000	12	30,000
04 Industrial Management Adviser	30	75,000	6	15,000	12	30,000	12	30,000
05 Marketing Management Adviser	30	75,000	6	15,000	12	30,000	12	30,000
06 Consultancy - Sectoral experts for various problems; for special assistance (problem-shooters)	6/38	95,000	18	45,000	14	35,000	6	15,000
Sub-total	11/194	465,000	78	120,000	74	185,000	42	165,000
13. Administrative support								
01 Secretarial assistance Driver		7,200		1,200		2,400		1,200
		4,200		700		1,400		700
Component Total		496,400		121,900		188,800		168,900

	1974		1975		1977	
	m/e	m/e	m/e	m/e	m/e	m/e
TRAINING COMPONENT						
Fellowships						
01 Industrial Survey, Planning and Programming	12	6,400	-	6	1,200	-
02 Industrial Surveys, Planning and Programming	12	6,400	-	3,200	-	-
03 Industrial Statistics	12	6,400	-	3,200	-	-
04 Industrial Statistics	12	6,400	-	3,200	-	-
05 Project formulation and evaluation	12	6,400	-	6	1,200	-
06 Project formulation and evaluation	12	6,400	-	6	1,200	-
07 Project implementation	12	6,400	-	6	1,200	-
08 Financial and Industrial Management	12	6,400	-	6	1,200	-
Total Component		51,200		30,000		5,400

EQUIPMENT COMPONENT

- Expendable equipment: none
- Non-expendable equipment:
 - 1 Project car "FIAT"
 - 1 UN Mini-bus
 - 1 Land-Rover
 - 3 Calculators
 - 5 Air-conditioners
 - 1 Copy machine
 - 3 Typewriters

	\$	1974	\$	1975	\$	1976	\$	1977
Total	\$	22,900	\$	2,500	\$	3,000	\$	1,200
4. Books and periodicals	4,500	2,000	1,000	1,000	1,000	500	500	
5. Sparepart:	4,500	2,000	1,000	1,000	1,000	500	500	
6. Others	2,200	500	500	1,000	1,000	200	200	
Total component	29,600	22,900	2,500	3,000	1,200			

99. MISCELLANEOUS

51 Operation and Maintenance	7,300	3,200	2,000	2,000	300		
52 Reporting cost	4,000	-	1,600	1,600	600		
53 Sundry	3,200	1,500	750	750	200		
54 Direct Cost	4,000	1,000	1,000	1,000	1,000		
55 Expert Travelling Expenses	4,300	2,000	1,000	1,000	300		
Total component	22,800	7,500	6,350	6,350	2,600		
99. GRAND TOTAL	600,000	152,300	223,250	203,750	28,700		

PROJECT SUPPORT GOVERNMENT INTERPART COOPERATION
(in Somali Shillings)

Country: SOMALI DEMOCRATIC REPUBLIC
Project No.: SDA/72/007/2/01/37
Title: INDUSTRIAL DEVELOPMENT UNIT STRUCTURING ADMINISTRATION

Total:		1974	1975	1976	1977
m/p	So. Sh. m/p	m/p	So. Sh. m/p	m/p	So. Sh. m/p

10. Project Personnel Expenses:

1. Co-Manager	1	4,000	0	0	0	0
2. Industrial Economist, project evaluator, (large, medium and small-scale projects)	30	60,000	0	0	0	0
3. Industrial Engineer, project evaluator	1	40,000	0	0	0	0
4. Industrial Management Adviser	1	0	0	0	0	0
5. Marketing Management Adviser	1	0	0	0	0	0
Administrative Officer	1	0	0	0	0	0
Secretarial (10 clerks, 5 messengers)	15	0	0	0	0	0
Messengers	15	0	0	0	0	0
Total component						

	1976		1975		1974	
	So. Sh.	m/m	So. Sh.	E/A	So. Sh.	E/A
Total						
30. TRAINING COMPONENT						
31 Fellowships - Maintenance of Fitness	108,000	-	54,000	-	54,000	-
39 Component Total	108,000	-	54,000	-	54,000	-
40. SCHOLARSHIP COMPONENT						
49 Component total	140,000	115,000	11,700	-	1,000	5,000
50. MISCELLANEOUS COMPONENT						
59 Component total	4,000	115,000	10,000	-	1,000	5,000
	36,000	15,000	12,000	-	6,000	3,000
GRAND TOTAL	36,000	25,000	14,000	-	6,000	3,000
	704,000	23,000	240,000	-	116,000	29,000

CHAPTER 1 - GENERAL

General Responsibilities

1. The Government, the Client and the Co-operating Agency shall be responsible for the execution of the project and the realization of its objectives as determined in Part I hereof.
2. The Government shall provide the project with the necessary personnel, training, facilities, land, utilities, equipment and other required services and facilities. It will designate the Co-operating Agency as the representative of the Government, which will be hereinafter referred to as the Co-operating Agency, which will be directly responsible for the implementation of the Government's contribution to the project.
3. The Client shall provide equipment and supplies for the operation of participation and will provide the Agency with the necessary required expert services, training, equipment and other services within the funds available to the project.
4. Upon commencement of the project, the Co-operating Agency shall assume primary responsibility for the project execution. However, that primary responsibility shall be exercised in consultation and in agreement with the Client and Agency.

Participation of the Government

5. The Government shall provide the Project with the services, equipment and facilities in the quantities and at the times specified in the Work Plan, budgetary provision in kind. The Government's participation so specified is set forth in the Project Budget.
6. The Co-operating Agency shall in consultation with the Executing Agency assign a Director to the Project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.

7. The estimated cost of items included in the Government contribution, as detailed in the Project Budget is based on the best information available at the time of drafting this project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms, the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

8. Within the given number of man-months of personnel services described in the Work Plan minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interests of the project.

9. The Government shall continue to pay the local salaries and appropriate allowances of national project personnel during the period of their absence from the project while on UNDP fellowships.

10. The Government shall defray any customs duties and other charges related to the clearance of project equipment; its transportation, handling, storage and related expenses within the country. It shall be responsible for safe custody of the equipment, its installation and maintenance, insurance and replacement, if necessary, after delivery to the project site.

11. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

12. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

Participation of the UNDP and of the Executing Agency

14. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Work Plan and other provisions for the full execution as specified is set forth in the Project Budget.

15. The Executing Agency, in consultation with the Government, shall assign a Director who under the direction of the Executing Agency will be responsible in the country for the Executing Agency's participation in the Project. The Director shall supervise the experts and other consultants and administer the Project, and the local training of national project personnel. He shall be responsible for the control of all equipment provided to the project from UNDP funds.

16. The Executing Agency, in consultation with the Government, shall assign experts and other personnel to the project as provided for the Work Plan, select candidates for fellowships and determine standards for the training of national project personnel.

16. If it is considered to be in the best interest of the project, the Executing Agency, in consultation with the Government, may make minor adjustments within:

- a) the number of man-months of expert services described in the Work Plan;
- b) the number of man-months of fellowships described in the Work Plan;
- c) the provision for material, equipment and supplies from UNDP resources.

17. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

18. The Executing Agency may, in consultation with the Government, execute part or all of the project by sub-contract. The selection of sub-contractors shall be made, after consultation with the Government, in accordance with the Executing Agent's procedures.

19. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it is held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

20. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life-time of the project, without prejudice to the final transfer.

21. Prior to completion of UNDP assistance to the project, the Government, the UNDP, and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion retain title to part or all of such equipment.

22. At an agreed time after the completion of the UNDP assistance to the Project, the Government and the UNDP and/or the Executing Agency shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

Facilities, Privileges and Immunities

A. UNDP Executing Agency Personnel

23. In accordance with the Agreement concluded by UNDP and the Government, concerning the provision of assistance, the personnel of UNDP and other United Nations organizations associated with this project, shall be accorded facilities, privileges and immunities specified in the said instrument.

B. Sub-Contractors and their Personnel

24. The Executing Agency's contractors and their personnel (except Government national employes locally) shall:

- a - be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project,
- b - be immune from national service obligations,
- c - Be immune together with their spouses and relatives dependent on them from immigration restrictions,
- d - Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purpose of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or, in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project,
- e - be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crises as diplomatic envoys.

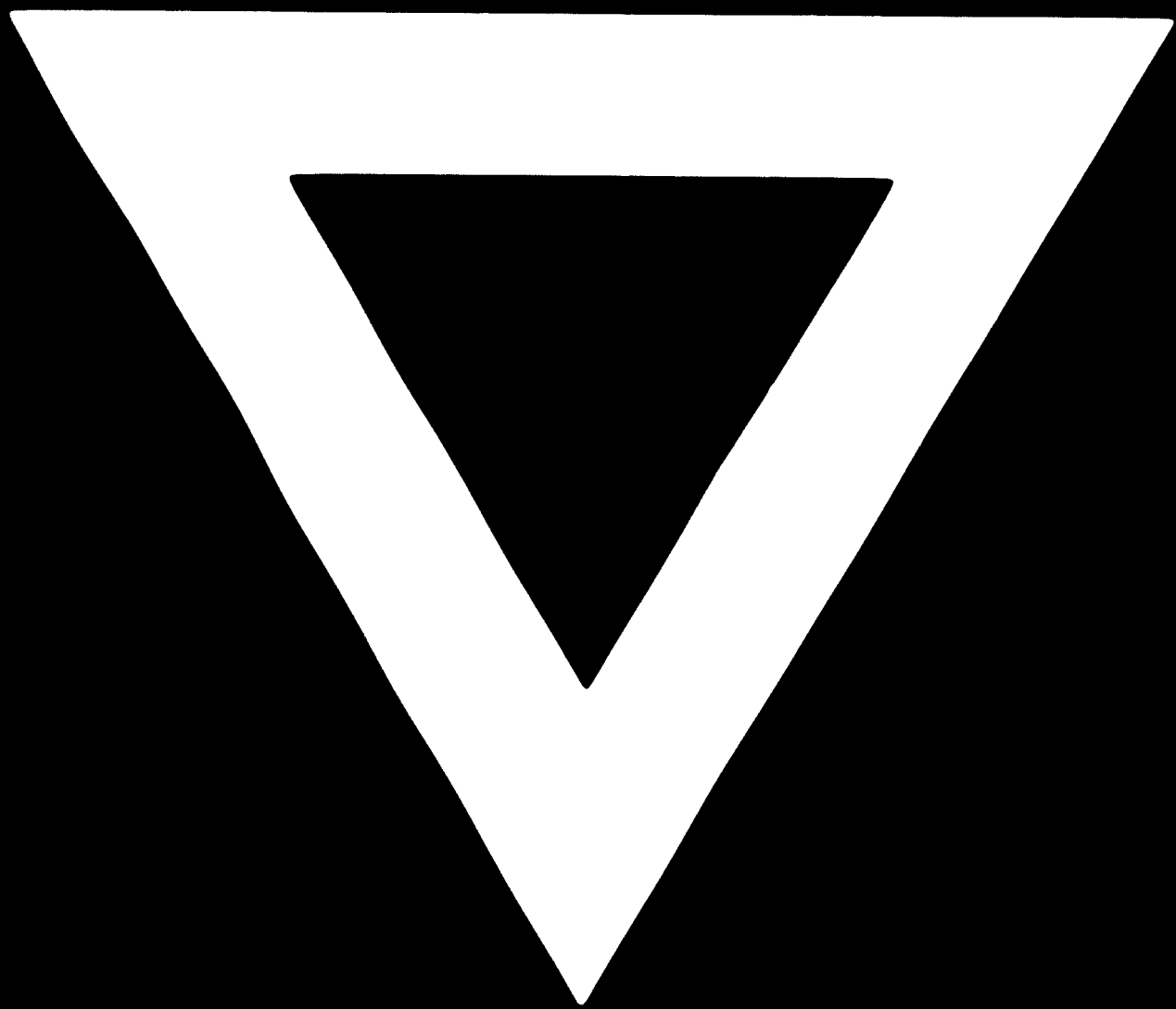
25. The Government shall either exempt from, or bear the cost of any taxes, duties, fees or levies which it may impose on any foreign firm or organization which may be retained by the Executing Agency and on the foreign personnel of any such firm or organization in respect of:

- 1. - [Faint text]
- 2. - [Faint text]
- 3. - [Faint text]
- 4. - [Faint text]
- 5. - [Faint text]

21. [Faint text]

22. The Executive Order shall remain in effect through the
incident dependent on the first of paragraphs in which the
principles and provisions contained herein shall apply.





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