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N I G E R I A

23-28 April 1978

ESTABLISHMENT OF A NATIONAL OFFICE FOR
TECHNOLOGY TRANSFER AND A NATIONAL INDUSTRIAL CONSULTANCY AGENCY

BY

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I. INTRODUCTION

(a) Background

On the request of the Government of Nigeria for UNIDO's assistance in the establishment of a National Office of Technology Transfer and a National Consultancy Agency, a UNIDO Advisory Team undertook a mission in Lagos from 23 to 28 April 1978 to assist the Nigerian officials in the preparation of a project document for UNDP/UNIDO assistance in the establishment of the organizations. While in Nigeria, Mr. Moll also visited ECOWAS and NISER and Mr. Ndam visited the OAU/STRC together with the President of the Association of African Industrial Technology Organizations.

(b) Composition of the mission

The mission consisted of Mr. E. Aguilar, Industrial Development Officer, Development and Transfer of Technology Section, International Centre for Industrial Studies; Mr. K. Moll, Senior Industrial Development Officer, Factory Establishment and Management Section, Industrial Operations Division; and Mr. S.N.Ndam (Team Leader), Industrial Development Officer, Office of the Director, Industrial Operations Division.

(c) Consultations in the field

Consultations were held in the field with the Federal Commissioner of Industries, the UNDP Resident Representative, the UNIDO SIDFA, the Director of Industrial Institutions, Policy and Planning, Federal Ministry of Industries, and other senior officials directly related to the projects. Mr. F.J.Okono, Assistant Director, National Office for Technology Transfer, worked closely as counterpart to the mission throughout its entire duration.

In ECOWAS, Mr. Moll met with Dr. Diawa-Moary Traoré, Deputy Executive Secretary, while in NISER he met with Prof. Onitiri, Director, and Dr. Titus Adeboye, Deputy Director of NISER. During his visit to the OAU/STRC Mr. Ndam held consultations with Dr. Odelola, Executive Secretary of the OAU/STRC and Dr. Koleoso, President of AAITO.

(d) Financing

The mission was financed from the funds allocated to the projects SI/NIR/78/801.

II. SUMMARY OF DISCUSSIONS

(a) General

Prior to holding intensive discussions with Government officials on the specific projects of direct concern to the mission, consultations were held with the UNDP Resident Representative on the availability of UNDP resources. This helped to provide guidance in the mission's work on the projects. During these consultations the mission was informed that the UNDP Headquarters was not approving large-scale projects for Nigeria since the Nigerian Government was behind schedule in meeting its commitments for cost sharing. This problem was particularly relevant for projects whose implementation were scheduled for 1978. The situation might however loosen up from 1979 on.

The Resident Representative however indicated that small-scale projects receiving high priority from the Government could be accommodated for implementation in 1978. Since the request of the Government for UNDP/UNIDO's assistance was of a small-scale nature, the Resident Representative did not anticipate any problem in approving such a project if the total cost of the project amounted to about US\$ 200,000, a level within his approval authority. In the light of the above, the Resident Representative suggested that the project, although consisting of two components, one dealing with the National Office of Technology Transfer and the other with the National Industrial Consultancy Agency, should be formulated as a single entity. In order to avoid undue delay in obtaining UNDP Headquarter's approval and to respond quickly to the urgent request of the Government, he also suggested that the project should be formulated as a small-scale project and not as a preparatory assistance type project which would imply a larger-scale project to follow requiring UNDP Headquarter's approval, even for the preparatory assistance.

The mission reminded the Resident Representative and the SIDFA to communicate their endorsement for the use of SIS funds to finance the Advisory Mission and the Study Tour being organized for three senior Government officials to visit Mexico, Brazil and Algeria. The Resident Representative and the SIDFA saw no problem in giving their endorsement.

During our initial meeting with the national authorities, a brief review was made on the events that had lead towards the Government's decision to establish a National Office for Technology Transfer and National Industrial Consultancy Agency. In June 1977, following a submission by the Federal Ministry of Industries, the Cabinet gave its approval for the establishment of these organizations under the aegis of the Federal Ministry of Industries. The Cabinet also requested the Federal Ministry of Industries to submit detailed proposals prior to launching the organizations.

In order to fulfill this mandate and in view of UNIDO's previous assistance the Government had requested and is relying on UNIDO's help in elaborating the detailed proposals for the establishment of the organizations. The National authorities stressed the need for close involvement of the competent UNIDO Headquarters staff in the implementation of the project.

The Government accords not only high priority but also urgency to this matter. In order to ensure consistant follow-up, the Federal Ministry of Industries has already appointed an officer to co-ordinate the work.

(b) National Office for Technology Transfer

While there are indirect controls on the acquisition of foreign technology, there presently exists no machinery for the direct regulation and control of agreements related to technology acquisition. In view of the highly sophisticated, diversified and dynamic economy of the country, the Government would like to institutionize a national machinery to accelerate and promote the acquisition of foreign and local technologies, evaluate the terms and conditions of technology contracts being signed, not only by the Government and public enterprises but also by private industry; as well as to control and regulate the implementation of such contracts to ensure compliance with their terms and conditions. The Government is therefore keen on establishing the Office for Technology Transfer to ensure that its objectives and scope;

immediate, long- and medium-term programmes; organizational structure; staffing; and legislative framework fully cover these three main aspects of the work of the Office. The UNIDO assistance was therefore be designed to assist the Government in reaching suitable decisions on each on the above points.

In the light of the above, the project document includes the services of Advisers on the organization of National Offices for Technology Transfer (6 man/months) and on the establishment of information activities for National Offices for Technology Transfer (3 man/months). Provision has also been made for the services of short-term consultants to be called upon to provide advice on specific and specialized aspects of the work as well as the training, on study tours and fellowships, for the basic staff required for the initial operations of the Office.

The mission stressed the need for the Government to undertake adequate promotional activities not only to ensure the full participation of both the local and foreign enterprises in the activities of the Office, but also to obtain their good-will towards the national efforts in the establishment of the Office. These promotion activities were considered to be extremely essential in order to avoid a misinterpretation by the local and foreign industrial enterprises of the Government's intentions and objectives in the establishment of the Office which, as stated earlier, would also help to facilitate the inflow of foreign technology and the procedures for setting up industries in the country.

The Government requested UNIDO to investigate the possibility of including Japan, or substitute Algeria with it, in the Study Tour being organized for three of its officials. The mission indicated that the experiences of Algeria are unique and would provide another approach at developing technology acquisition and industrial consultancy activities. If need be, and if the Government insists a separate Study Tour could be organized to Japan in the context of the project been developed. The mission preferred and the National authorities agreed to retain Algeria in the present Study Tour. The National Project co-ordinator also indicated his preference to the institutions suggestion by UNIDO to be visited in each country.

(c) National Industrial Consultancy Agency

The idea to establish a National Industrial Consultancy Agency, similarly to that of the establishment of a National Office for Technology Transfer, evolved during the joint UNIDO/ECA mission on the reorganization of the Federal Ministry of Industries. Although this idea has lately received national prominence leading towards the setting-up of a committee to investigate the establishment of a National Consultancy Organization, with objectives and scope much broader than those envisaged for the Industrial Consultancy Agency, the mission's discussions were limited to designing a programme that would assist the Federal Ministry of Industries in establishing its National Industrial Consultancy Agency for which the Federal Cabinet had already given its endorsement.

One of the motivating factors for the establishment of a National Consultancy Agency was the fact that significant sums of money were already been spent by the Government in acquiring foreign industrial consultancy services. A number of local consultancy organizations have already been established but lack competence and credibility. It is hoped that the establishment of a National Industrial Consultancy Agency, which would be operated as an autonomous organization on business principles, under the aegis of the Federal Ministry of Industries, would help to arouse greater conscientiousness among existing indigenous consultancy organizations to improve their competences. By enlarge, the ultimate goal is to expand the scope and to increase Nigeria's capacity and capabilities in industrial consultancy.

In the light of the above, the Government is keen on establishing an Industrial Consultancy Agency whose objective and scope; immediate, long- and medium-term programmes; organizational structure; staffing; and legislative framework fully cover the main aspects of the work of the Agency. The UNIDO assistance was therefore be designed to assist the Government in reaching suitable decisions on each on the above points. The project document drafted in the field therefore includes the services of advisers on the organization and management of industrial consultancy companies (6 man/months) and on management systems for industrial consultancy organizations (3 man/months). Provision

has also been made for the services of short-term consultants to be called upon to provide advice on specific and specialized aspects of the work as well as the training, on study tours and fellowships, for the basic staff required for the initial operation of the Agency.

The mission stressed the need for the Government to proceed cautiously and modestly in the establishment of the Agency, concentrating initially on developing the Agency's capacity for the preparation of terms of reference and tender documents for industrial consultancy projects as well as in the evaluation of tenders and the implementation of the industrial consultancy contracts. From this base, the Agency could then expand its scope and areas of expertise to cover such other aspects as project preparation and evaluation, engineering design, industrial management and preparation of feasibility studies for investment projects.

(d) Co-operation between UNIDO and ECOWAS

In the absence of the Executive Secretary Mr. Moll met with Dr. Traoré, Deputy Executive Secretary. Mr. Moll informed Dr. Traoré, in line with Mrs. B. Chambalu's Note of 21 April 1978, of UNIDO's possibilities and constraints in contributing to the ECOWAS programmes. UNIDO could assist in the establishment of the appropriate regional institutional machinery and in undertaking the planned survey of existing industrial capacity as well as pipeline industrial projects in individual countries. Dr. Traoré expressed interest in obtaining information and background material which UNIDO, on the basis of UNIDO's past assistance to the area, would have on the industrial structure that exists or is being planned.

Dr. Traoré informed Mr. Moll about the postponement of a meeting, to which UNIDO had been invited, from 9-10 May to 16-17 May 1978. UNIDO had meanwhile decided to send Mr. Tandon to this meeting. UNIDO was also requested to present a paper at that meeting. The paper should cover, inter alia, the role UNIDO could play in West African Industrial integration.

Dr. Traoré also drew Mr. Moll's attention to another meeting of regional institutions, 20 of which had met in Lagos on 6 and 7 February 1978. UNIDO had not participated in this meeting possibly because it had not been invited. A second meeting was planned for June at the expert level and another one at level of the Heads of the Organizations, is foreseen in July. UNIDO's professional and financial participation in these meetings, the first one of which is to take place in Benin on 27 June and for which invitations with the necessary documents have already been sent out, would be most welcome. A reaction from UNIDO particularly as to the extent to which it could participate in the financing of the budget, attached as Annex IV to this report, would be highly appreciated by ECOWAS.

(e) Co-operation between UNIDO and NISER

The National Institute for Social and Economic Research, NISER, which has been headed by Professor Onitiri since 1964, has grown out of the West African Institute for Social and Economic Research - WAISER. NISER was created in 1960 after Nigerian independence. Since 14 December 1977 NISER, which had until then been a department of the university of Ibadan, was made an independent institute by decree with a separate governing council. The council is composed of representatives of the Federal Ministry of Economic Development, Federal Ministry of Industries, Federal Ministry of Trade, the Central Bank, the Central Planning Office, the Chief Government Statistician, the Director of NISER (ex officio), 3 representatives of the Academic Community, 2 other members who represent the private sector and appointed on their personal capacities.

The organization employs about 65 academically trained consultants, 13 of whom have Master Degrees and 32 have Ph.D. degrees. The total staff amounts to 200 persons. 95% of NISER's budget is funded by the Government.

The activities of NISER are varied. Most of its work is in response to Government requests for which it obtains additional funds when assignments require the hiring of outside consultants. Its recent report on "Strategies for the 1980s" covers most aspects of Government planning and gives recommendations regarding future Government policies, with particular emphasis on social development.

NISER, in collaboration with the Nigerian Federal Institute of Industrial Research and the department of Technology of the University of Ibadan would also be undertaking, on behalf of UNIDO, a study on the capacity utilization of oil processing firms. Eight Nigerian firms would to be studied in depth and the investigation would subsequently be extended to other African countries. On the basis of the study a workshop will be organized in early 1979 to review the situation on the African regional level. This study and the workshop are a direct follow-up of the recommendations adopted at the global sectoral consultation meeting on oils and fats. Details of the project are to be forwarded to NISER by UNIDO (Mr. Kamel).

NISER is presently organizing, together with the World Bank, a Development Planners Seminar, of 5 weeks duration, covering: general aspects of planning, urban planning, social policy (health, education), transportation, industry and agriculture, and rural development. Representatives of 14 of the 19 Nigerian states will attend. Dr. Adeboye expressed interest to receive from UNIDO (Mr. Kamel) copies of UNIDO publications on courses which could be of interest in relation to this forthcoming seminar. Dr. Adeboye would also like to receive UNIDO's decision on the designation of a Co-Director for an Industrial Training course scheduled to take place in July. UNIDO is still awaiting an answer to its cable requesting the provision of funds (funds-in-trust) for this purpose. Messrs. Ndam and Kamel are following up on the matter.

Mr. Moll also discussed with Professor Onitiri UNIDO's interest in technical co-operation between developing countries concerning university involvement in industrial development. NISER requested UNIDO to provide it with a list of some institutes, which are already operating in a similar fashion in other countries. NISER would also like to have a liaison officer in UNIDO from whom NISER could obtain all background material on whatever UNIDO possesses on the industrial situation in the West African region. NISER is heavily involved in a survey related to the industrialization of ECOWAS states and, in fact, appears to be carrying out the study. NISER would provide UNIDO with more details about its operations to enable its greater involvement in the industrial development activities of UNIDO.

(f) Visit of the Federal Commissioner of Industries to UNIDO

The Federal Commissioner of Industries Dr. R.A. Adeleye indicated his inability to visit UNIDO Headquarters in May as proposed by the Executive Director. He would like to schedule his visit to UNIDO in conjunction with other visits to Vienna and Europe. He would therefore prefer to delay the visit until June or July. He requested UNIDO to communicate, as soon as possible, a date that would be most convenient to the Executive Director in this period to enable him finalize his travel plans.

(g) Discussions with the OAU/STRC and the President of AAITO

The discussions with the Executive Secretary of the OAU/STRC, Dr. Odelela, and the President of AAITO, Dr. Koleoso, related to the draft agreement between UNIDO and OAU and the consultancy assignment to be undertaken by Dr. Koleoso for the elaboration of AAITO's work programme. It was agreed that the draft agreement should not only be of a general nature but should include certain specific areas of activities in which UNIDO could co-operate with the OAU. An area of activity which was considered worth inclusion in the agreement concerns the development of industrial and technological research and development activities in Africa in collaboration with the OAU/STRC and the AAITO.

Concerning Dr. Koleoso's assignment with UNIDO it was agreed that the most suitable time for Dr. Koleoso to visit Vienna, as well as other relevant UN and international organizations in Europe together with the other UNIDO recruited consultant Dr. Tutuwan, would be the end of May. UNIDO would confirm the exact date to Dr. Koleoso. In this connection, Dr. Odelela indicated that he had already received the agreement of his Headquarters to visit Vienna in connection with the agreement between UNIDO and the OAU. While in Vienna, he also would like to visit the Atomic Energy Agency and other relevant institutions.

III. RECOMMENDATIONS FOR FOLLOW-UP ACTION

(a) Signature of Project Document

It is recommended that UNIDO cables its approval of the draft project documents and advises the SIDFA to undertake any necessary refinements for signature by the Government. UNIDO should also authorize the Resident Representative to sign on its behalf.

(b) Project Implementation

In view of the high priority and urgency accorded to the project by the Government it is recommended that a project team consisting of Messrs. Moll, Aguilar, Ndam and a representative of the Institutional Infrastructure Section be established to immediately undertake the necessary implementation action under the co-ordination of the Office of the Director, IOD. While awaiting the signature of the project document it is further recommended that advance implementation action such as finalization of expert job descriptions and completion of the necessary administrative formalities for advance recruitment of the experts, should be undertaken.

(c) Co-operation between UNIDO and ECOWAS

UNIDO should investigate the possibility of expanding the scope of its participation in the forthcoming meeting in which UNIDO will be represented by Mr. Tandon to include the presentation of a short paper on the "Role of UNIDO in the Industrial Integration of West Africa". UNIDO should also consider, in the context of its broader co-operation with ECCOWAS, in participating in the meetings of Experts and Heads of Regional Organizations in West Africa including the financing of some aspects of these meetings.

(d) Co-operation between UNIDO and NISER

The NGO's Section should undertake the necessary co-ordination follow-up action to ensure that the information requested by NISER from UNIDO is supplied in good time and to obtain and circulate to all relevant units of UNIDO more detailed information on NISER to enable its greater utilization in UNIDO's field and industrial studies activities.

(e) Visit of the Federal Commissioner of Industries to UNIDO

It is suggested that UNIDO inform, as soon as possible, the Federal Commissioner of Industries when Dr. Khane would be disposed to receive him in Vienna in June or July to enable him finalize his travel plans.

(f) Co-operation between UNIDO and the OAU

It is recommended that the draft Agreement between UNIDO and the OAU should, prior to signature, be reviewed to ensure that examples of specific areas of activities in which UNIDO could co-operate with the OAU such as the development of industrial and technological research and development activities in Africa in collaboration with the OAU/STRC and the APTO are included in the Agreement.

ANNEX I

PROGRAMME OF THE MISSION TO LAGOS, 23-28 APRIL 1978

Sunday 23 April 1978

06:30 hours - Arrival in Lagos, met at the airport by Mr. F.J. Okono,
Assistant Director, National Office for Technology Transfer

Monday 24 April 1978

9:30 hours - Meeting at the UNDP office with Messrs. L. Hauzer, UNDP Res.Rep.
and V. Lavidas, SIDFA

12:15 hours - Meeting at the Federal Ministry of Industries with Messrs.
- O.A. Oluwumni, Director of Industrial Institutions, Policy Planning
- F.J. Okono, Assistant Director, National Office for Technology Transfer
- G. Ugbebor, Senior Assistant Secretary, Economic and Planning Div.
- V. Lavidas, SIDFA

13:30 hours - Working Session with Messrs. F.J. Okono and G. Ugbebor

Tuesday 25 April 1978

09:30 hours - Working Session with Messrs. F.J. Okono and G. Ugbebor

10:00 hours - Meeting with Mr. P.A. Sabbah, Under Secretary, Federal Ministry
of Economic Development

11:00 hours - Meeting with Dr. J.A. Nwogwugwu, Assistant Chief Planning Officer,
Federal Ministry of Economic Development

12:15 hours - Meeting with Messrs. E.I. Onyia, Petrochemicals Project Coordinator,
Federal Ministry of Industries, and O.A. Adubifa, Principal Consultant
Chemical Engineer, National Institute of Social and Economic Research

12:45 hours - Meeting with the OAU/STRC and the President of the AAITO by Mr. Ndam

13:00 hours - Discussions on the National Industrial Consultancy Agency

14:30 hours - Discussions on the National Office for Technology Transfer

Wednesday 26 April 1978

10:00 hours - Drafting of Project Document
(a whole day)

Thursday 27 April 1978

- 07:30 hours - Meeting with Dr. Titus Adeboye, Deputy Director of NISER by Mr. Moll
- 09:30 hours - Meeting with Dr. Adeboye, Federal Commissioner for Industries
- 10:30 hours - Finalization of Project Document
(Rest of the day)
- 13:00 hours - Meeting with Dr. Diawa-Mory Traoré, Deputy Executive Secretary of ECOWAS
 - Meeting with OAU/STRC and the President of AAITO by Mr. Ndam
- 17:00 hours - Departure of Mr. Moll for Ibadan

Friday 28 April 1978

- 07:30 hours - Departure of Messrs. Aguilar and Ndam for Accra
- 07:30 hours - Meeting with Prof. Onitiri, Director, and Dr. Titus Adeboye, Deputy Director of NISER by Mr. Moll.

Monday 1 May 1978

- 10:40 hours - Departure of Mr. Moll for Vienna

ANNEX II

LIST OF PERSONS MET

A. FEDERAL MINISTRY OF INDUSTRIES

1. Dr. R.A. ADELEYE, Commissioner
2. Mr. O.A. OLUWUMNI, Director of Industrial Institutions, Policies and Planning
3. Mr. F.J. OKONO, Assistant Director, National Office for Technology Transfer
4. Mr. G. UGBEBOR, Senior Assistant Secretary Economic and Planning Division
5. Dr. E.I. ONYIA, Co-ordinator, Petrochemicals Project

B. FEDERAL MINISTRY OF ECONOMIC DEVELOPMENT

1. Dr. J.A. NWOGWUGWU, Assistant Chief Planning Officer
2. Mr. P.A. SABBAH, Under Secretary Economic Affairs Division

C. NATIONAL INSTITUTE OF SOCIAL AND ECONOMIC RESEARCH

1. Prof. H.M.A. ONITIRI, Director
2. Dr. T. ADEBOYE, Deputy Director
3. Dr. O.A. ADUBIFA, Principal Consultant Chemical Engineer

D. UNITED NATIONS DEVELOPMENT PROGRAMME

1. Mr. L. HOUZER, Resident Representative
2. Mr. V. LAVIDES, Senior Industrial Development Field Adviser

E. OTHERS

1. Dr. O.A. KOLEOSO, President, Association of African Industrial Technology Organization (AAITTO)
2. Dr. A.O. ODELOLA, Executive Secretary, Scientific and Research Commission of the Organization of African Unity
3. Dr. Diawa-Mory TRAORE, Deputy Executive Secretary of ECOWAS

UNITED NATIONS DEVELOPMENT PROGRAMME

Project of the Government of

N I G E R I A

PROJECT DOCUMENT

Title: ESTABLISHMENT OF A NATIONAL OFFICE FOR
TECHNOLOGY TRANSFER AND A NATIONAL INDUSTRIAL
CONSULTANCY AGENCY.

Number: DP/NIG/78/ Duration: 9 Months

Primary Function: Institution Building

Secondary Function: Direct Training and Assistance to the
Government and the Industrial Community.

Sector: INDUSTRY: (U.N.D.P. Class and Code) INDUSTRY (35)

Sub-Sector: Technology Acquisition (U.N.D.P. Class and Code):
and Transfer and Technology Acquisition and
Industrial Consultancy Transfer and Industrial
Consultancy (3)

Government Implementing Agency: Federal Ministry of Industries

Executing Agency: United Nations Industrial Development
Organisation (U.N.I.D.O)

Estimated starting date: (month, year) July, 1973

Government inputs: N191,240 (in kind) U.N.D.P. inputs: \$196,000
N--- (in cash)

Signed:

on behalf of the Government

Date: _____

on behalf of the
Executing Agency

Date: _____

on behalf of the United
Nations Development Programme

Date: _____

PART I.

LEGAL CONTEXT

This Project Document shall be the instrument (therein referred to as Plan of Operation) envisaged in Article I, Paragraph II, of the Agreement between the Government of Nigeria and the United Nations Development Programme concerning assistance under the Special Fund sector of the United Nations Development Programme signed by the parties on 10th February 1961.

A standard text, setting out the responsibilities of the Government, UNDP and the Executing Agency, appears at Annex I, pending the finalization of a new consolidated Standard Agreement between the Government and UNDP.

PART II.

THE PROJECT

A. DEVELOPMENT OBJECTIVES:

The development objective of the project is to assist the Government in building up an indigenous capacity in industrial consultancy particularly related to the negotiation and promotion of consultancy expertise, the planning and formulation of work plans and methods to control their implementation. It will also permit the government to exercise a greater control in the selection and acquisition of industrial technologies not only appropriate for Nigerian conditions but also under favourable terms and conditions as well as in the diffusion and absorption of the acquired technologies. It is expected that this will assist the Nigerian Government in the implementation of its present and future industrial development plans and programmes; in raising the level of its technological competence thereby cutting down on its dependence on foreign consultancy services and technologies; in optimizing the utilization of funds invested in the acquisition of foreign consultancy services and technologies; and consequently in reducing the amount of foreign exchange being currently used for the purchase of these foreign consultancy services and technologies. There is no doubt that this will also bring about several multiplying effects on the total industrial and economic development of the country.

B. IMMEDIATE OBJECTIVES:

The immediate objective of the project is to assist the Government in carrying out the groundwork for the establishment of the National Office for Technology Transfer and the National Industrial Consultancy Agency. This would entail assistance in:

1. Defining the objectives and scope of these organisations;
2. Drawing up their legislative or statutory frameworks;
3. Establishing their short and medium-term work programmes and budget;

4. Setting up their organizational structures including linkages with other relevant national institutions;
5. Identifying their staff requirements in the different phases of their evolution;
6. Formulating guidelines for the establishment of training programmes for the staff of each organization.
7. Determining the most appropriate scheme for their financing; and in
8. Carrying out promotional activities for the successful establishment of the organizations.

C. SPECIAL CONSIDERATIONS:

The project is considered of primary importance since it will stimulate and enhance the industrialization of Nigeria. As an indication of the high priority accorded by the Government to the Project, the Cabinet has already approved the establishment of these organizations.

D. BACKGROUND AND JUSTIFICATION:

The Nigerian economy has maintained a high rate of growth in recent years. Between 1970 and 1975 it grew at a rate of over 8% per annum. Manufacturing was among the fastest growing sectors. During the earlier part of the decade it grew at a rate of 10% per annum, which was thus significantly higher than the minimum 8% target of the International Development Strategy for the Second UN Development Decade. Notwithstanding this achievement the Nigerian Industrial base is still narrow, currently accounting for only 8% of the GDP.

The major constraints being faced in the industrialization of the country include: inadequate infrastructure; restrictive industrial policy and administrative practice; inadequate institutional infrastructure; shortage of and inadequate industrial manpower; relative unattractiveness of manufacturing to indigenous businessmen; and slow implementation of public sector enterprises. The Third Five-Year Plan has therefore formulated specific industrial policies to promote industrialization both in the private and public sectors, with special emphasis on local added value, conservation and mobilization of domestic resources, judicious utilization of foreign exchange reserves and local manpower development.

As a result of the present economic expansion in Nigeria, the industrial sector is developing rapidly. The industrialization effort in Nigeria is characterized inter alia, by a large inflow of foreign technology. This rapid inflow of technology may have certain negative consequences, particularly because of the volumes involved and the capacity to evaluate, acquire and absorb it in a proper manner. In this connection, the Government, inter alia, is seeking to establish a mechanism formula which will further accelerate the inflow of technology from abroad, encourage the development of local technological capabilities and make the most efficient use of all technological inputs both in industry as well as in the other sectors of the economy. Such an ambitious task

will not only require the undertaking of certain legislative and administrative steps on the side of the Government but will also require rapid inputs of skills to handle and tackle the complex issues involved in the process of technology transfer. In this connection, the Government has decided to establish a National Office for Technology Transfer, which will be charged with the responsibility of development of national policies for technology acquisition as well as the execution of the policies decisions vis-a-vis local and foreign companies.

Also as a result of the economic boom in Nigeria, the productive sector is expanding rapidly and, with it, investment opportunities. The volume of potential investment opportunities is, no doubt rising faster than the national capacity for project design, formulation, evaluation and preparation of pre-feasibility and feasibility studies and the effective implementation of industrial projects. This lack is, therefore, likely to be an important factor in delaying the implementation of both the economic and the industrial plans. Such delay may have serious economic repercussions in the case of key projects, the timing of which is tied to many other projects in the private and public sectors. In this connection, there is a scarcity of high quality indigenous consultancy services, for the identification, formulation, design and control of projects in various sectors of the economy, especially the industrial sector. Available resources are also scattered. There is, therefore, a great need to develop indigenous capability to undertake various forms of consultancy services particularly in the industrial sector in order to offer such services at reasonable prices to the Government, indigenous enterprises and foreign companies.

The Cabinet has accordingly approved a proposal from the Federal Ministry of Industries for the establishment of a National Consultancy Agency which will undertake, inter alia, the preparation of project profiles, feasibility and pre-feasibility studies for the Federal Ministry of Industries, public institutions and private enterprises. It is seriously being considered to establish the Agency as a full-fledged autonomous organization staffed with personnel of the highest possible qualifications. It is recognized, that such an agency would be flexible, competitive and provide sufficient incentives to its staff through competitive remuneration of services and provisions for continuity.

E. PROJECT OUTPUTS

In the course of the project a number of activities will be undertaken which would assist the Government to crystallise ideas on the various aspects of the establishment of the National Office of Technology Transfer and the National Industrial Consultancy Agency. The outputs of the project emanating from these activities will in particular, include:

1. Clear definition of the objectives and scope of the two Organizations;
2. Preparation of the legislative and statutory frameworks for the Organizations;
3. Definition of their short-and medium-term work programmes and budget;
4. Proposals for the Organizational Structures of the Organizations including linkages with other relevant national institutions;
5. Identification of the staff requirements including the training of key personnel required for the initial work of the organizations;
6. Preparation of guidelines for the establishment of training programmes for the staff of each organization;
7. Proposals for the most appropriate scheme for financing each Organization;
8. Promotional activities to be carried out to ensure the successful establishment of the organizations.

F. ACTIVITIES

The activities of the project which will be undertaken with the assistance of UNIDO recruited technical advisers and consultants as well as its competent headquarters staff will be oriented essentially to accomplishing the immediate objectives. These activities will include:

1. General Activities

Activities geared towards acquiring more background information to enable the formulation of meaningful proposals will include -

- a study of the current five year development plan and consultations regarding the next plan,
- a review of the existing industrial infrastructure and the patterns of the general productive development,
- identification of the critical areas of concern in the productive structure,
- review of the existing practices for the acquisition of technology and consulting services,
- identification of the range of technological and consultancy skills required for the implementation of the current development plan; and
- review of the existing institutions in order to identify those that would be called upon to collaborate in the implementation of work of the organizations.

An important activity of the project will be the organization of study tours to selected countries for a number of Nigerian staff to benefit from the experiences of these countries in the relevant areas.

2. Definition of the Objectives and Scope of the Organizations

With regard to the National Office for Technology Transfer activities will be undertaken to evolve government policy concerned with the acquisition of foreign technology. In this connection, the formulation and implementation of technology transfer policy will be guided by a strategy to enhance the national capabilities for acquiring foreign

technology, and to promote the continuous flow and application of technology into priority sectors of the economy. It is envisaged that through this project, the Government will initiate actions oriented to define explicit regulatory and promotional measures in the field of technology transfer.

Concerning the National Industrial Consultancy Agency, an investigation will be undertaken into the present Nigerian Market for consultancy services with particular emphasis on the public sector. Consultations will also be held, possibly by organizing a Workshop on "The Development of Consultancy Services in Nigeria", with the relevant parties in the country. On the basis of the above, the objectives and scope of the consultancy company will be defined in accordance with the requirements of the government as detailed particularly in the five year plan. They will also be determined on the basis of an in depth knowledge of the industrial structure and development pattern of Nigeria and in particular also of the size and structure of industrial consultancy within the country. Account will also be taken of successfully operating models and the particularities in defining the objectives and scope of the Agency.

3. Drawing up of the Legislative and Statutory Framework

On the basis of information collected from the general activities described above, essential elements will be identified to assist the Government in drafting the legislative framework for the National Office for Technology Transfer. These would also help to lay the groundwork for guidelines to serve as a basis for the negotiation of specific technological agreements which ensure that the terms and conditions of the agreements conform with the overall interest of the Nigerian Economy.

With regards to the National Industrial Consultancy Agency, a comparative analysis will be made of successfully operating consultancy agencies in other countries in identifying crucial elements to assist the Government in drafting the statutory framework for the Agency.

4. Establishment of Short and Medium-Term Work Programme and Budget

On the basis of the information collected in the course of the implementation of the general activities of the project, the short and medium-term work programme and budget for the National Office for Technology Transfer will be formulated and oriented to meet the most immediate requirements related to the formulation of a policy framework for the creation of a National Office for Technology Transfer. The medium-term workplan will concentrate on the development of the operational criteria for the evaluation and approval of technological transactions with Foreign enterprises. This National Office will enhance the government's capabilities for planning and coordinating national efforts for the development of technological capabilities in the country.

The establishment of a work programme and budget for the National Industrial Consultancy Agency will take account of, in as far as possible

evolution through various phases. The evolution of the industrial consultancy agency will most probably pass through several clearly distinct phases which will be tentatively defined during this period. Thus, the first phase could be one of working out suitable partnership arrangements with foreign consultancy companies with the purpose of involving existing Nigerian consultancy capacity ~~in hitherto inaccessible large scale projects and in parallel to this - building~~ up single sector capacities (for instance in the field of construction or in the field of fertilizer technology). The second phase could be the aggregation of additional sector (agroindustries, chemical industry etc.) or function - (accounting, marketing etc.) oriented capacities. The third phase could be one of creating the interlinkages necessary for multi-disciplinary large scale activities. The short and medium term work plan will be established estimating the type, number and size of consultancy assignments which will be carried through by the agency and related hereto the probable staff requirements.

5. Setting up of Organizational Structure including Linkages with other relevant National Institutes:

The project will serve to identify various alternatives concerning the organizational structure and operative procedures for the National Office for Technology Transfer. The Office will also require the necessary capability to regulate and promote the transfer of technology into the country. In this connection, the project will assist in establishing the inter-linkage that is required with the industrial sector as well as mechanisms for communicating and co-operating with relevant government agencies and technological institutions that would have direct involvement in matters related to the development and transfer of technology.

The Organizational Structure of the National Industrial Consultancy Agency will be determined and tentative plans will be made as to the adaptation of this structure to future requirements in line with the foreseeable phases of development, in defining the organizational structure of the company taking into account the peculiarities of managing this type of professional activities as opposed to other administrative patterns.

6. Identification of Staff Requirements

Relevant activities, including the ones briefly described in the general activities, will be undertaken to define specific staff requirements both at the initial stage and also through the different phases of evolution of the work of the National Office for Technology Transfer and the National Industrial Consultancy Agency.

/....

7. Formulation of Guidelines for the Establishment of Training Programmes and Training of Key Staff

On the basis of the background information to be collected from the general activities of the project guidelines will be formulated to indicate the philosophy, methodology and priority areas for the training of the staff of each Organization.

With regard to the National Office for Technology Transfer, specific training activities will be established through a programme whereby national officials could be prepared to undertake technical, economic and legal evaluation of foreign proposals, training activities also will rely on the experience of other developing countries by enabling them to visit and work in similar institutions in various countries.

Training for key personnel in the establishment and operation of the National Consultancy Agency will be carried out through the provision of the know-how required for the establishment and during the first phase of operation of the consultancy company.

Training activities for key personnel will be accomplished through study tours, fellowships, and through short term consultants. Training will be related to project management techniques, including the preparation and supervision of workplans, proposals for bids, the negotiation of consultancy assignments and similar aspects of coordination. Training on specific consultancy activities may be requested on an ad hoc basis.

8. Determining the Most Appropriate Scheme for Financing

Information will be collected from similar organizations in other countries to complement information collected locally to determine the most appropriate scheme for financing the two organizations to ensure, among other things, the sustained motivation of staff. The scheme would provide for financing the operational budget of the organizations as well as its projects including work carried out by other institutions for the organizations. It is understood that the different nature of the two organizations will result in totally different financing concepts.

9. Promotional Activities

A number of consultations and promotional activities will be undertaken with a view to establishing mutual dialogue and understanding between the organizations and their relevant communities not only within but also outside Nigeria. One activity would be the organization of joint consultations or workshops to produce an understanding of the intricacies of efforts directed to optimize the flow of technology and the performance of industrial consultancy.

C. INFUTS

1. Description of UNDP/UNIDO Inputs

a. Assignment of International Staff

The UNDP/UNIDO will provide the services of high level experts in the organization of National Offices for Technology Transfer; Establishment of Information activities for National Offices for Technology Transfer, Organization and Management Systems for Industrial Consultancy Companies.

- (i) Adviser on the Organization of National Offices for Technology Transfer Duration 6 m/m

The expert will:

- advise and assist in evolving a legislature and policy framework for the regulation and promotion of technology transfer activities
- identification on the overall requirements towards the creation of a technology transfer office including the definition of objectives and the scope of activities of this office.

This expert should have had higher and decision making responsibilities in a National Office of Technology Transfer and a degree in Economics of Industrial Engineering.

- (ii) Adviser on the Establishment of Information activities for National Offices for Technology Transfer Duration 3 m/m

The expert should assist in the preparation of handling information procedures, to ensure that key aspects of information related to technological transactions are properly secured, classified and organized for retrieval purposes. This would include preparation of questionnaires or formats, indexing methods, summaries of decisions and other type of information material that could complement specific data contained in technological contracts. This expert should also assist in identifying the most relevant sources of industrial and technological information within the country and others available at the international level. The expert should have broad experience in the information field preferably in a developing country and should have a university degree in the field of Industrial Engineering or Economics.

- (iii) Adviser on the Organization and Management of the Industrial Consultancy Companies Duration 6 m/m

The expert in organization and management of industrial consultancy companies will be expected to assist the government in the definition of objectives, legislative framework and statutory bylaws of the industrial consultancy agency based on an analysis of the offer and demand for consultancy services. He will also participate in the development of or give guidance on promotional activities.

principles of project negotiation and management, financing schemes and training priorities.

His background will comprise at least ten years of industrial consultancy activities both on an operational and management level. He should have a university degree preferably in management services or economics.

| | |
|--|-------------------|
| (iv) <u>Adviser on Management Systems for Industrial Consultancy Organizations</u> | Duration 3 m/m |
|--|-------------------|

The adviser will be expected to assist the Government in developing the productivity aspect of the industrial consultancy agency to be founded, by insuring that the legislative background and statutory bylaws will be designed to provide optimum efficiency. He will also assist in establishing a modern management information system, an operational promotion scheme, a training scheme and possibly programmes - as well as the financial and budgetary procedures.

The expert will have in depth experience in management systems as practiced by industrial consultancy companies. His academic background will be in business administration, management, general economics or other related fields.

| | |
|--|----------|
| | Duration |
| The services of short-term consultants will also be provided in specialized aspects of the project activities. | 6 m/m |

b. Provision of Sub-Contractual Services

Not applicable

c. Training Provisions

Fellowship Training will be provided for two staff of the National Office for Technology Transfer and one staff for the National Industrial Consultancy Agency. Study Tours will also be provided for three Senior staff of each organization.

d. Equipment and Supplies

Not applicable

e. Miscellaneous

In addition to meeting the expenses for the usual miscellaneous and unforeseen expenses, provisions will also be made for periodic consultation of national project staff, especially the Project Co-ordinator with UNIDO Headquarters.

2. Description of Government Inputs:

(i) Pre-requisites None

(ii) Assignment of National Staff

~~The Government shall assign the following staff to the project:~~

- One Project Co-ordinator
- Three Senior Administrative staff
- Four Clerical Officers
- Two Confidential Secretaries
- Three Stenographers/Typists
- Five Drivers
- Five Messengers

(iii) Buildings, Equipment and Supplies

The Government shall provide suitable office premises, office equipment and supplies for the project. The Government shall also provide at least two vehicles to the project.

(iv) Miscellaneous

The Government shall make adequate provisions for proper operation and maintenance of the premises, vehicles and office equipment; for communications (letters, telexes and telephone) expenses, as well as for such sundries as cost of stationary, office supplies etc.

H. PREPARATION OF WORK PLAN

| <u>Project Activities</u> | <u>Location</u> | <u>Starting Date</u> | <u>Duration</u> |
|---|------------------------|----------------------|-----------------|
| 1. Implementation of the general activities | Lagos | August 1978 | 3 weeks |
| 2. Definition of the Objectives and scope of the organizations | Lagos | End of August 1978 | 1 week |
| 3. Drawing up of the Legislative and Statutory frameworks | Lagos | September 1978 | 2 weeks |
| 4. Establishment of Short and medium term work programme and budgets of the Organizations | Lagos | September 1978 | 2 weeks |
| 5. Setting up of the Organizational Structures including linkages with other relevant national institutions | Lagos | September 1978 | 3 weeks |
| 6. Identification of staff requirements | Lagos | October 1978 | 3 weeks |
| 7. (a) Formulation of guidelines for the establishment of training programmes | Lagos | October 1978 | 2 weeks |
| (b) Training of key personnel | Nigeria/ abroad | October 1978 | continuing |
| 8. (a) Joint consultation or Workshop on strengthening industrial consultancy services in Nigeria | Lagos or other city | October 1978 | 1 week |
| (b) Joint consultation or Workshop on the acquisition and transfer of technology in Nigeria | Lagos or other city | December 1978 | 1 week |
| (c) Other promotional activities | Nigeria | August 1978 | Continuing |
| 9. Terminal project Review | Lagos | November 1978 | 1 week |
| 10. Drafting, finalization and Submission of Terminal Report | Lagos | January 1979 | 2 weeks |

I. Preparation of the Framework for Effective Participation of National and International Staff in the project

The activities necessary to produce the indicated outputs and achieve the project's immediate objective will be carried out jointly by the National and International Staff assigned to it. The respective roles of the National and International staff will be determined by their leaders, by mutual discussion and agreement, at the beginning of the project, and set out in a Framework for Effective Participation of National and International Staff in the project. The Framework, which will be attached to the Project Document as an Annex, will be reviewed from time to time. The respective roles of National and International Staff shall be in accordance with the established concept and specific purposes of technical co-operation.

J. Development Support Communication

The Federal Ministry of Industries would receive results of the activities carried out in the course of the project.

Other information would be made available on requirements for setting up specific types of organizations, as part of the information services it is intended to provide. Also information on services provided, and programme of courses, seminars and other training facilities for entrepreneurs, would be disseminated as a regular procedure.

K. Institutional Framework

The official Government body responsible for the execution of this project is the Federal Ministry of Industries.

The aims and responsibilities of this Ministry are to promote and develop industry throughout Nigeria.

L. Prior Obligations and Pre-requisites

None

M. Future UNDP Assistance

The requirements for UNDP future assistance will be identified in the course of the project and is foreseen in one of the outputs of the project.

PART III. SCHEDULES OF MONITORING, EVALUATION AND REPORTS

A. Tripartite Monitoring Reviews: Technical Reviews

The project will be subject to an annual review and possibly other reviews in accordance with the policies and procedures of UNDP.

B. Evaluation

The project will be subject to evaluation, in accordance with the policies and procedures of UNDP. The Organization, terms of reference and timing of the evaluation will be decided by consultation between the Government, UNDP and the Executing Agency concerned.

C. Progress and Terminal Reports

A Project Progress Report will be prepared every six months and submitted to the Government, the Agency and UNDP. The Agency will prepare a Terminal Report at the end of the project.

PROJECT BUDGET COVERING U.M.D.P. CONTRIBUTION

(In U.S. \$ Dollars)

Country: Nigeria
 Project No: **22/110/78**
 Project Title: Establishment of a National Office for Technology Transfer and a National Industrial Consultancy Agency.

| m/m | 1978 | | 1979 | | 1980 | |
|-----|---------|-----|---------|-----|--------|-----|
| | U.S.\$ | m/m | U.S.\$ | m/m | U.S.\$ | m/m |
| 6 | 33,000 | 5 | 27,500 | 1 | 5,500 | |
| 3 | 16,500 | 3 | 16,500 | | | |
| 6 | 33,000 | 5 | 27,500 | 1 | 5,500 | |
| 3 | 16,500 | 3 | 16,500 | | | |
| 6 | 33,000 | 4 | 22,000 | 2 | 11,000 | |
| 24 | 132,000 | 20 | 110,000 | 4 | 22,000 | |
| | 9,000 | | 7,500 | | 1,500 | |
| | 2,000 | | 1,500 | | 500 | |
| | 7,000 | | 4,500 | | 2,500 | |
| 24 | 140,000 | 20 | 123,500 | | 16,500 | |

Project Personnel

1-07 Advisor on the Organisation of National Offices of Technology Transfer

1-07 Advisor on Industrial and Technological Information

1-07 Advisor on the Organisation and Management of Industrial Consultancy Organisations

1-04 Advisor on Management Systems for Industrial Consultancy Systems

1-04 Short Term Consultants

1-01-TOTAL

1-04 Administrative Support Personnel

1-04 Local Travel

1-04 Meeting Agency Staff Travel

| | Total | | 1978 | | 1979 | | 1980 | |
|---|-------|----------------|------|----------------|------|---------------|------|--------|
| | m/m | U.S.\$ | m/m | U.S.\$ | m/m | U.S.\$ | m/m | U.S.\$ |
| 31-00 Individual Fellowships | 6 | 7,800 | 4 | 5,200 | 2 | 2,600 | | |
| 32-00 Study Tours | | 30,000 | | 30,000 | | - | | |
| 33-00 Component Total | 6 | 37,800 | 4 | 35,200 | 2 | 2,600 | | |
| 03-00 Miscellaneous (including travel of Senior National Staff to WHO headquarters for consultations) | | 10,200 | | 8,300 | | 1,900 | | |
| GRAND TOTAL | | 198,000 | | 167,000 | | 31,000 | | |

31-00 Individual Fellowships

32-00 Study Tours

33-00 Component Total

03-00 Miscellaneous (including travel of Senior National Staff to WHO headquarters for consultations)

GRAND TOTAL

BUDGET SUBJECT COVERING GOVERNMENT CIVILIAN EMPLOYEES
(an allocation table)

Agency: NSA

Account No: 10/100/10/

Project Title: Establishment of a National Office for Technology Transfer and a National Engineering Center
Activity:

| | Total | | 1978 | | 1979 | | m/m |
|--------------------------------|------------|----------------|------------|---------------|------------|---------------|-----|
| | m/m | m/m | m/m | m/m | m/m | m/m | |
| <u>Personnel</u> | | | | | | | |
| Project Coordinator | 12 | 10,000 | 6 | 5,000 | 6 | 5,000 | |
| Administrative Assistants (2) | 36 | 33,300 | 18 | 11,650 | 18 | 11,650 | |
| Technical Secretaries (2) | 24 | 7,150 | 12 | 3,565 | 12 | 3,565 | |
| Administrative Assistants (4) | 48 | 5,160 | 24 | 2,530 | 24 | 2,580 | |
| Administrative Secretaries (3) | 36 | 2,000 | 18 | 2,500 | 18 | 2,500 | |
| Administrative Assistants (3) | 60 | 6,450 | 30 | 3,225 | 30 | 3,225 | |
| Administrative Assistants (5) | 60 | 4,300 | 30 | 2,100 | 30 | 2,100 | |
| Total Personnel | 276 | 69,310 | 138 | 30,200 | 138 | 30,200 | |
| <u>Materials</u> | | | | | | | |
| Materials | | | | | | | |
| Materials | | | | | | | |
| Materials | | | | | | | |
| Materials | | | | | | | |
| Materials | | | | | | | |
| Total Materials | | | | | | | |
| Total | 276 | 191,240 | 138 | 95,620 | 138 | 95,620 | |

ANNEX IV

QI/EXT (II) /4

PERMANENT SELECT COORDINATING COMMITTEE OF
WEST AFRICAN INTERGOVERNMENTAL ORGANISATIONS

ANNUAL DRAFT BUDGET 1978/1979

| Designation (1) | Unit Cost (2) | | Number (3) | Frequency (4) | Sub - Totals | |
|---------------------------------|------------------|-----------|---------------|------------------|-----------------------|------------------|
| | US \$ | CFA | | | (5) = (2) x (3) x (4) | |
| | | | | | US \$ | CFA |
| 1. Travels | 653.00 | 150,000 | 6 | 6 | 23,479.00 | 5,400,000 |
| 2. Lodging and Subsistance | 109.00 | 25,000 | 6 | 6 | 3,913.00 | 900,000 |
| 3. Local Transporta- tion | 87.00 | 20,000 | - | - | 4,176.00 | 960,000 |
| 4. Consultancy (3 man/month) | 6,000 | 1,380,000 | 3 | - | 18,000 | 4,140,000 |
| TOTAL | | | | | 49,566 | 1,400,000 |

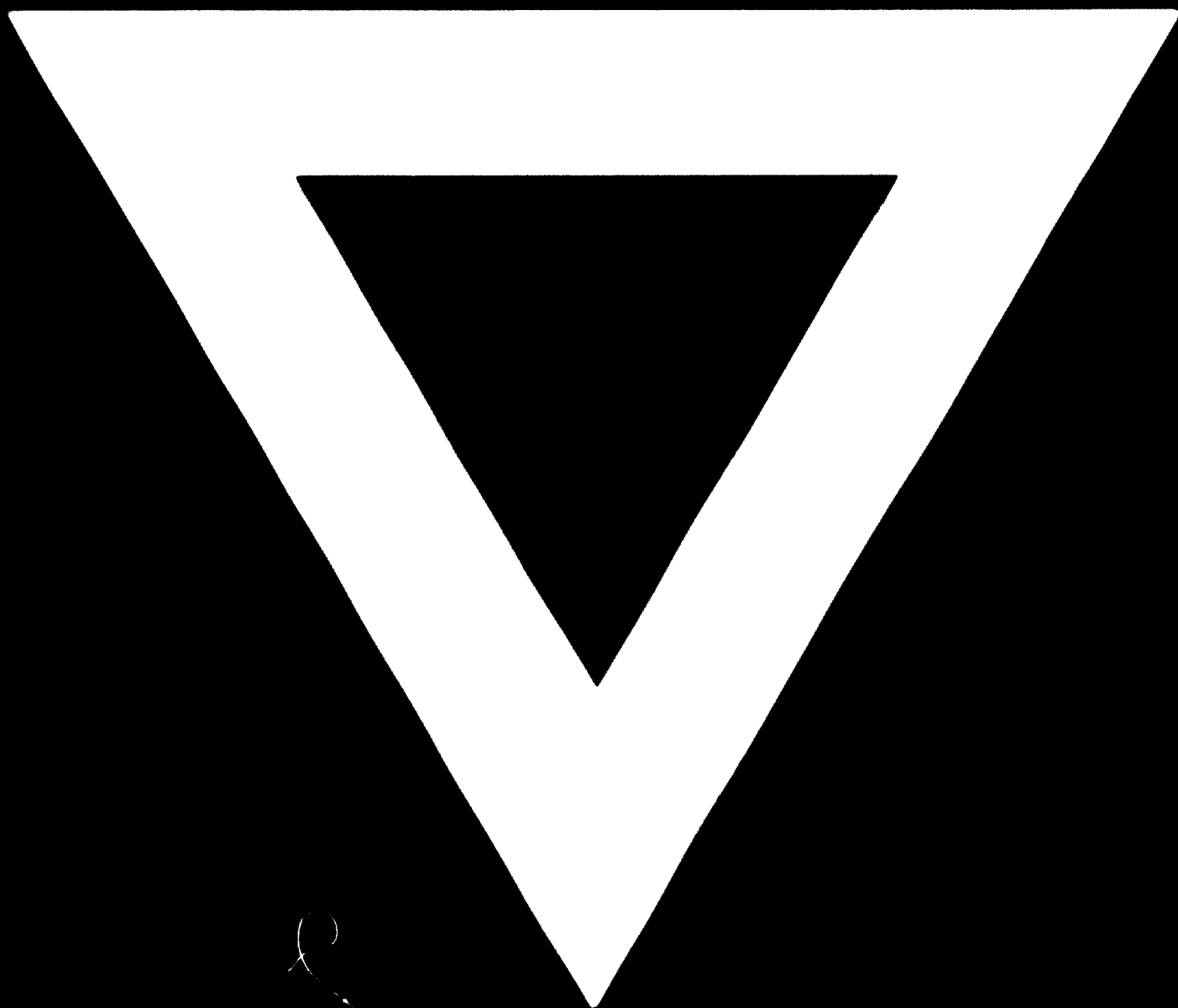
Notes: * US \$ 4,176 = US \$ 87,00 x 2 extraordinary sessions x 4 ordinary sessions
x 6 members

a) Column (3) : The Select Committee has 6 members : ECOWAS, WADB, CEAO,
MANO RIVER and CWS

b) Column (4) : The Select Committee holds 4 ordinary meetings and 2
extraordinary (contingency) meetings a year

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