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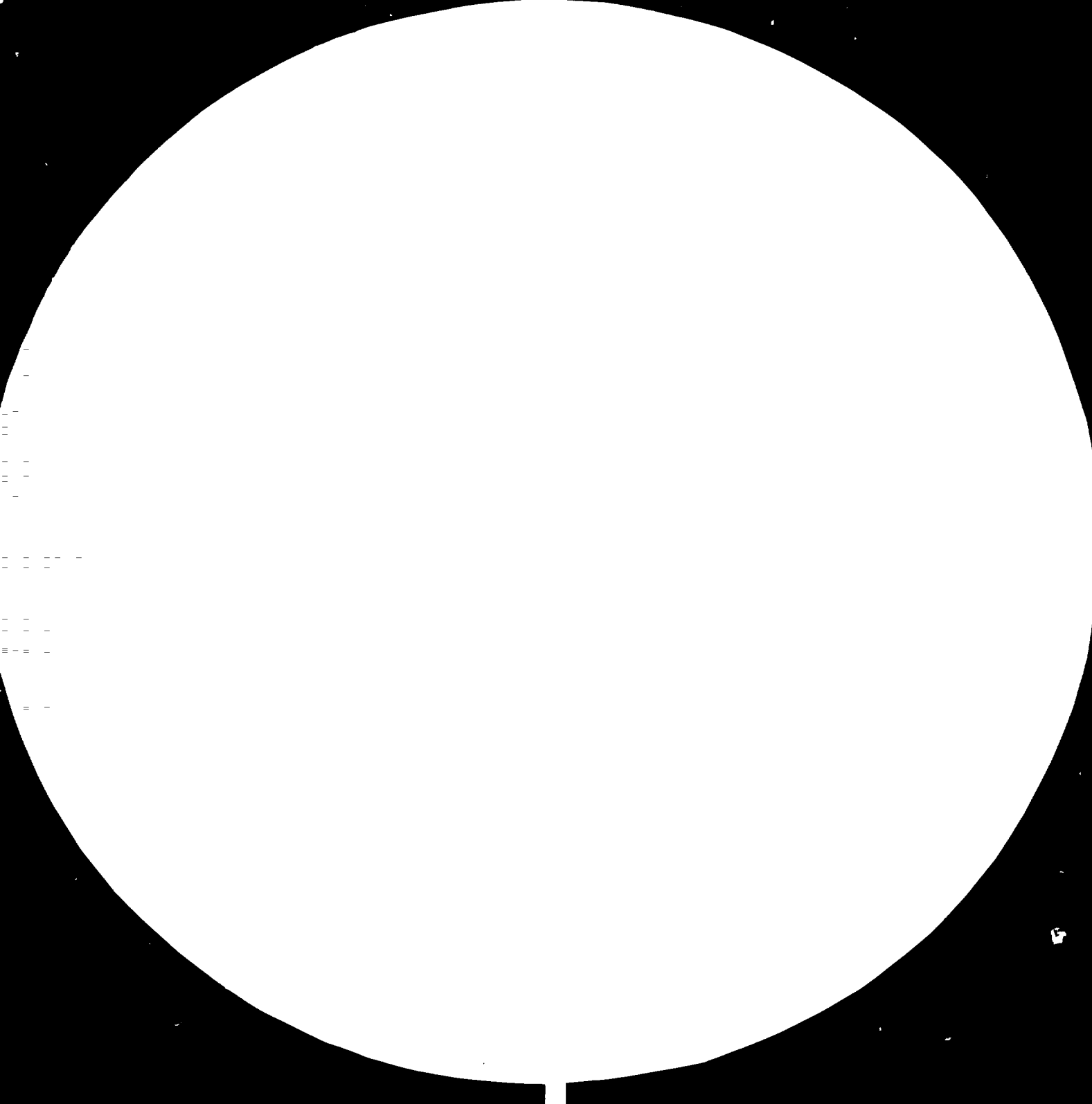
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12062

1982

Fiji.

ASSISTANCE TO SMALL SCALE RURAL

INDUSTRIES

FIJ/80/ 003

DRAFT TERMINAL REPORT.

Prepared by: A. PAGANI, UNIDO PROJECT COORDINATOR

36.43

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SECTION A

OBJECTIVES

The immediate objectives of the project were:

(1) To assist in establishing a rural industrial support services programme, which includes:

- a network of rural service workshops;
- a rural industrial extension services;
- mobile service units for isolated areas;
- training cadre of national officials to enable them to eventually operate the support programme.

(2) To assist and advise existing and potential local entrepreneurs in rural areas in :

- the setting up of small scale industries;
- optimizing the use of local resources;
- appropriate production technologies;
- management aspects.

The development objectives were:

(1) To contribute towards a more equitable distribution of the benefits of industrial development between rural and urban areas.

- (2) To encourage increasing participation of rural indigenous population in industrial activities and to create new employment opportunities for the rural youth.
- (3) To increase the share of small scale rural industry in the manufacturing sector as well as that sector's share in the Gross Domestic Product.

Project Conceptual Structure:

In its attempt to balance the growth of the urban and rural sectors, the Government has undertaken a number of initiatives designed to increase the participation of the indigenous rural population in non-agricultural activities. Among others, a number of rural centres were selected as growth poles where various activities, including those related to the industrial sector, should be encouraged and started. Along these lines the provision of technical services through a network of rural workshops was considered as the first necessary step towards rural industrialization, and a number of technical facilities were planned and partly established with the assistance of UNIDO/UNDP, during a previous project FIJ/73/008. The present project was aimed at continuing in the same direction by fostering new industrial initiatives in rural areas and more specifically by establishing additional workshops.



SECTION B

ACTIVITIES

The activities mentioned under this section are compared against the work plan attached as ANNEX 1 of the preliminary report submitted in January 1981. The same activities are reflected in the "Framework for effective participation of national and international staff in the project" attached as ANNEX 2 to the same report. Each activity will be dealt with separately.

ACTIVITY 1: Establishment of Nabouwalu Workshop  
status: completed.

Produced Outputs: fully equipped rural workshop.

Expected Outputs: as above.

Factors affecting its implementation: No major factors affected the establishment of this workshop. However some problems are being encountered in running it since the only Fitter and Turner employed should have more direct supervision. Unfortunately it was not possible to recruit an Associate Expert for this workshop as foreseen in the project document.

ACTIVITY 2: Reorganization of Kalabu Workshop  
status: completed.

Produced Outputs: A satisfactorily organized and smoothly running urban workshop - well oriented towards research and development activities.

Expected Outputs: Originally, the expected output was a workshop with a different orientation: namely assistance to urban industries.

Factors affecting its implementation: During the project tripartite review held in April 1981 the objectives of Kalabu workshop were reformulated as follows:

- (a) Research, Design, Development and Manufacture of prototypes.
- (b) Technical assistance to Government Institutions, including the ministry's workshops and other departments (UNDP Res Rep's Project tripartite review report).

Both objectives were fully achieved.

ACTIVITY 3: Mobile workshop overhauling:  
status: completed.

Produced Outputs: a truck equipped to perform technical activities in rural areas.

Expected Outputs: as above.

Factors affecting its implementation: Due to budgetary limitations the overhauling of the mobile workshop has been entirely carried out by the project personnel. This has obviously taken more time than planned.

ACTIVITY 4: Preparation of Mobile Workshop  
Activities Programme

status: ongoing

Produced Outputs: A new way of utilizing the mobile workshop is being experimented with, in the framework of the RURAL SERVICE UNITS programme.

Expected Outputs: The originally expected output was a comprehensive programme of visits to villages and rural settlements to assist local entrepreneurs and farmers with their technical problems.

Factors affecting its implementation: On the basis of the poor results achieved by this activity before this project, it was decided to reconsider the utilization of the M.W. During 1980 the revenue collected by the M.W. could not exceed one fourth of the annual operating costs and what is more important, the social impact and the services rendered were practically insignificant.

ACTIVITY 5: Assistance to small scale entrepreneurs

status: Ongoing

Produced Outputs: Produced outputs are not easily measurable in terms of quantity. However a number of entrepreneurs (about 20) were assisted in various fields.

Expected Outputs: Assistance rendered to a number of entrepreneurs.

Factors affecting its implementation: This is one of the most debated aspects of the overall project. If, in urban areas there may be small entrepreneurs who need some kind of assistance, in the rural areas of Fiji this aspect is practically non-existent. In the rural areas perhaps the problem is rather that of promoting some kind of industrial initiative. But this too often clashes with a total indifference of the local population. This indifference is a sort of self-defence against unknown novelties that could potentially change the traditional way of living and their scale of social values. That is why not only was the assistance to small scale rural entrepreneurs practically impossible, but also the promotion of new industrial initiatives had to proceed very carefully and slowly. As agreed during the project's first tripartite review, the Rural Service Units programme (Annex 1.) seemed to be the best way to tackle the problem.

ACTIVITY 6: Feasibility study on the establishment of a network of rural workshops

status: in progress

Produced Outputs: A proposal (Annex 1) has been submitted and approved for the establishment of a number of low-cost technical facilities in rural areas. Various sources of funds were tapped and encouraging replies received.

Expected Outputs: A study on establishment of rural workshops.

Factors affecting its implementation: In the original plans a network of workshops at the level of the one in Nabouwalu was foreseen. But on the basis of the experience gained during the first few months of project implementation the direction was slightly changed: less sophisticated and less expensive technical facilities (R.S.Us.) were preferred by all parties concerned on the basis of the following considerations :-

- (1) No Government building (and therefore heavy investments) were necessary.
- (2) No workers had to be employed by the Government since the labour is provided by the community.

- (3) The estimated cost of equipment for each unit does not exceed \$F6000. Obviously this new direction required a different approach and some time was spent in re-adjusting the project. The programme is now clearly defined and the only remaining problem is to find a substantive source of funds.

ACTIVITY 7: Establishment of a network of rural workshop.

status: in progress

Produced Outputs:

- One rural workshop in Nabouwalu.
- One RURAL SERVICE UNIT in Natogadravu (established).
  
- One RURAL SERVICE UNIT in Vunidawa (being established).

plus

- One RURAL SERVICE UNIT in Saqani. (Vanualevu) (requested).
- One RURAL SERVICE UNIT in Taveuni.

Expected Outputs: Creation of a number of small workshops in selected rural areas.

Factors affecting its implementation: Since the first few months of project implementation it was clear that the Government alone was not in a position to handle a network of workshops at the level of the existing ones. Moreover, in most cases, the effectiveness of the workshops established was very low because there were few requests for assistance.

M.C.I., therefore, decided to postpone the installation of the equipment in Gau and Kadavu, though the building, already under construction, couldn't be stopped. (see also following activity)

ACTIVITY 8: Installation of Kadavu workshop equipment

Status: cancelled.

Factors affecting its implementation: The building was completed only recently. In the meantime the Ministry of Commerce and Industry decided not to go ahead with the programme since it appeared that there was no scope in Kadavu Island for a workshop of that level. The possibility of renting the building to a local craftsman who will use it for small repairs, is being considered.

ACTIVITY 9: Identification and selection of industrial opportunities in rural areas

status: in progress

Produced Outputs: So far efforts have concentrated on preparatory work, though, in rural areas, the ground is not yet ready for the establishment of small scale industry.

Expected Outputs: A number of small scale industrial activities.

Factors affecting its implementation: It is generally recognized that, especially in rural areas, industrial activities are bound to be a failure if imposed from outside without a preliminary careful evaluation. Special attention has to be paid to the most important factors involved such as the inclination of local people towards technical activities, the appropriateness of the social context for the establishment of new enterprises, the role of traditions in everyday life, the spirit of competition and the racial differences.

After having carefully examined, among others, the above mentioned aspects of the problem, it appeared that the rural areas of Fiji were still unprepared for the establishment of any real industrial activity. In order not to jeopardize the Government's industrialization programme in rural areas, some delicate preparatory work is necessary. This should mainly aim to:

- better adjust the promotional work to the local context
- make people conscious of the important role that appropriate industrialization can play in their development process.

ACTIVITIES 10 - 14: Research and Development activities

Status: ongoing



Expected Outputs: Prototypes of machines and equipment.

Produced Outputs: An additional number of initiatives besides the few foreseen in the work plan, were taken in this area. Among others, the following items were designed and produced:

1. FOR AGRICULTURE:
  - Sugar cane juice extractor
  - Hand-operated maize planter
  - Motorized root-crops slicing-machine (electrical)
  - Two different engine-driven root-crops slicing-machines
  - Solar drier for root-crops
  - Coconut oil press
  
2. FOR CERAMIC INDUSTRY:
  - Motorized ball mill
  - Motorized mix muller
  - Motorized jaw crusher
  - Bicycle operated clay separator
  - Foot operated potter wheel
  - Motorized potter wheel
  - Motorized jar mill
  - Oil burners
  - Frit furnace
  - Mechanical tile press
  
3. VARIOUS ITEMS FOR RURAL AREAS:
  - Three different models of salt water solar distillators

- Mini-Hydro power plant turbine
- Model building for RURAL SERVICE UNITS
- Components of low-cost wood-stove
- Low -cost metal chair

4. OTHERS:
- Low-cost hospital wheel-chairs
  - Low-cost self propelled out of hospital wheel-chair
  - Dies, jigs and fixtures

ACTIVITIES 15-20: reporting; tripartite review; etc.

status: completed

Produced Outputs: as expected

Expected Outputs: reports; Tripartite review

Factors affecting their implementation: As explained in the progress reports the submission of the same reports was slightly delayed due to lack of personnel and other unexpected problems.

- the tripartite review was held on the 10th of April 1981.

## SECTION C

### ACHIEVEMENT OF IMMEDIATE OBJECTIVES

Since the beginning of the project it appeared that not all the immediate objectives could be achieved. This was mainly due to two different reasons:-

- a) The fact that most of the objectives were only theoretically linked to the real situation of the country.
- b) The critical lack of personnel both at national and international level.

As far as objective one: "assist in establishing a rural industrial support services programme" it must be said that: First + In Fiji there is not yet the rural industry to justify a network of the type foreseen in the project document. Second + There is nobody to be assisted in establishing such a programme.

The only reality is a tremendous need to promote a sound industrialization in rural areas through a number of initiatives. Which include among others:

- careful introduction of basic industrial mentality
- simple technical training
- spreading of rudiments of industrial management
- demonstration of appropriate technologies
- simple products identification, design, development and manufacture.

On the same lines, the assistance to existing and potential entrepreneurs in rural areas, as foreseen under the second immediate objective, was focussing on the necessary preparatory work rather than the mere setting up of sporadic small scale industry.

This has been the key-note of the overall project implementation, especially as reoriented by the tripartite review.

The process of industrialization, besides being irreversible, is a very delicate one since it affects strata of society which have never been involved in anything similar. However, in urban and suburban areas, very often the people taking part in the process are business people, shopowners and traders who are, somehow, aware of the financial and administrative implications, the importance of marketing and competitiveness, the value of labour, the problems related to avail. and raw material etc.

On the other hand, in rural areas, this awareness is practically non-existent and good-faith and trust in the "official advisers" takes its place. This, very often leads to unrealistic situations where important decisions are taken and enterprises established without any "background justification". The consequence being that the final result can only be a failure with all the obvious negative repercussions that this may have on future sound initiatives.

Therefore the need, especially in rural areas, is for being very careful not to arouse unfounded enthusiasm. No initiative should be undertaken unless investigations have been carried out, not only on the economic feasibility of the project, but also on the genuine inclinations of the people and their awareness of all the implications.

#### SECTION D

##### UTILIZATION OF PROJECT RESULTS

During the tripartite review, as explained in the previous sections, the immediate objectives of the project were "revised to reorientate the project more appropriately to meet the Government's development policy of increasing the participation of the rural population". This, up to a certain extent, led to a difference in the results of the project when compared to the originally expected ones. Which doesn't mean that the project did not achieve satisfactory results!

On the contrary, the results achieved, though less obvious, are of great importance for reorientating the overall strategy of rural industrialization in Fiji.

It is sometimes erroneously understood that the problem of unemployment, especially in rural areas can be tackled by simply promoting industrial initiatives and enterprises which are often rather

unrelated to the well established rural activities. Moreover the concept of "Small Scale Industry" is, in many instances, seen as a matter of size in economic terms, or as a photographic reduction of large scale industry, and not as a completely new approach to the objective of creating new opportunities for useful, satisfactory and human jobs.

The "traditional" process of industrialization, as it evolved in the so-called-developed countries, was mainly based on four fundamental points:

- (a) The practically unlimited availability of low-cost raw materials (from sources often under the control of the "customers").
- (b) Human resources of already remarkable technical capacity.
- (c) Availability of cheap and long-lasting man-power (the brain drain was not yet a problem).
- (d) Existence of an entrepreneurial middle class highly industrious and sensitive to innovative trends.

In developing countries, especially today, these conditions do not exist. The most necessary raw materials have almost completely been exhausted and the small quantities available have reached prices that can be afforded only by the richest.

Moreover, in most cases, the developing countries do not yet have an industrially-oriented middle class on the basis of which this process can be started. Too often the "technicians" who are selected among the best of the ruling class, are schooled in the universities of the industrialized countries and assimilate the concept of industrialization in its most common form. Even the manpower, while available in large quantities, is no more comparatively cheap as it was in Europe at the beginning of the century. The social costs have arisen enormously and the terms and conditions of employment are increasing so rapidly that any reasonable economic forecast is meaningless.

Finally, the technical starting point is often at such a low level and so inadequate to the needs, that the costs, both in production and in investment terms, become dreadfully high.

This being the situation, a completely different way of looking at the rural industrialization process is becoming necessary. The need for the promotion of industrial activities in rural areas is no more something that could be superficially assessed from outside, but something that should be deeply felt from inside. The people living in rural areas should be made aware of the potential advantages that appropriate industrialization can bring and, what is more important, they should be put in position to experience without substantial commitments, the "industrial way".

This has been the basic concept of the project implementation and I must say that the results have been satisfactory and rewarding. Wherever we have been working along these lines with rural population the consensus has been unanimous. Not compelled by a "m u s t" that comes from the top and cannot be rejected, the people in rural areas haven't refused - at the first go - and later have enthusiastically accepted our proposals. The simple type of assistance the project is offering seems to hit the mark perfectly and goes exactly to the roots of their daily community problems. The mythical figure of the "mother-government" is no more there and the villagers feel right from the beginning, the responsibility they are entrusted with. But the responsibility is not towards "The Society", a hardly identifiable entity, the responsibility is towards their small community, their friends and relatives. The establishment of the simplest possible technical facility at the service of the community, together with the technical assistance available, and the training possibilities always within reach, make the people of the rural areas feel at ease and without any inferiority complex.

The soft financial arrangements offered (Annex 2) and the possibility of withdrawing at any time during the first two years, give to the scheme the necessary flexibility to win the confidence of the most doubtful villager.



Once the community is aware and conscious of the possibilities the initiative offers and a decision is collectively taken, the main problem of lack of self-confidence is practically overcome. The community realises that nobody is there to impose his will, that any further decision is entirely left to them with discreet managerial and technical assistance available if and when requested.

In some cases the establishment of the Rural Service Units will merely represent a remedy to the every-day problems of repair and maintenance of tools and equipment. But in some other cases it will in turn generate new industrially oriented ideas and activities.

It is at this point, and not earlier, that the government assistance and expertise will play a fundamental role in upgrading and orientating genuine development possibilities and job opportunities.

Only within this framework can a RURAL INDUSTRIAL SUPPORT SERVICES mechanism justify itself.

The results of the project may be limited in quantity, but certainly not in quality, and the best utilization of them can only be achieved by carrying on in the same direction.

The foundations have been laid, the approach successfully tested, it would be a pity not to take advantage of it.

SECTION E

FINDINGS

Having changed, during its implementation the objectives of the project, slightly different results were achieved and new significant conclusions drawn. The most important of these being, in my opinion, the basic role that the social context plays in any industrial - development - related initiative in Fiji. For the gap between the level of development in selected urban areas and the standard of living and the existing social structure in the rest of the country makes inappropriate any conventional process of "osmosis" of development trends from urban to rural environments. In a few countries, like in Fiji, a deep knowledge of the social web, the human resources, the various customs, and traditional patterns as well of the material resources, the geographical constraints, the complex infrastructural and communication problems, is fundamental to the success of any kind of development programme. Too often in developing countries the so-called feasibility studies" only analyze the technical and economic aspects of the problems; And the latter only supports and justifies the former. What I called the social context, is only superficially considered as are the long term consequences, by simply taking for granted the generation of "new employment opportunities". In the best of the cases the present trend of industrial

development, favours a limited and selected number of people who often have the only advantage of immediately available credit and finances, leaving the rest of the population in the same if not worse conditions than before. Moreover, in a few years time, this produces remarkable damages to the country's development process as a whole, by increasing social costs that fall back on everybody, including that part of the population that had originally benefited. And the deterioration of the situation is such as to annul, in a very short time, all the initial advantages. How do the above observations fit into the reality of Fiji 1982 ? There are two questions to be answered:

- (a) If we do not take for granted that better living conditions should necessarily be judged by the standard of the already industrialized countries, at which level, in a hypothetical development scale, is the Fijian situation ?
- (b) How does the concept of a high standard of living apply to such a situation ? What and how large is the part of the population being involved in the development process ? And what and how large is the part of the population that will eventually benefit from the higher standard and better living condition ?

However old-fashioned the concept of social strata, if not classes, might seem, it still factually applies to many developing as well as industrialized societies.

In many instances, however, the various strata cannot be compared with the various classes existing in the western part of the world at the beginning of the industrial revolution.

Often, not all the elements are represented and a large part of the population shows characteristics unknown in Europe at the end of the eighteenth century.

In various ways and at various developed stages part of the population is engaged in agricultural activities. Agriculture, though at different levels (from subsistence to large scale highly mechanised), has always represented the starting point of any human activity.

From agriculture, through barter, to commerce, development has been very quick and in most cases one part of the population (often the smarter and less physically gifted) has devoted itself to commerce.

During the breaks between the various agricultural operations, the craftsmanship grew. An activity which later on played a fundamental role in the industrial development by providing the main human resource to the process.

In Fiji a true rural industry does not yet exist not even at small scale level. The Fijian small and large scale industries are still concentrated in the coastal areas and are under the control of the urban population.

The urban potential small entrepreneur very often belongs to a family of traders which is aiming at diversifying the investment of its savings, while the peasant and the farmer of the interior have usually little to invest and moreover, do not see any reason to do so.

The urban trader, however, approaches the industrial activity with the mentality of the shopowner who is after high returns in the shortest possible time. This cuts off all chances of carefully investing in appropriate and reliable equipment and of planning the various implementation phases according to sound economic and technical criteria.

With the intention of accelerating the industrialization process, the Government is inclined to encourage the growth of a number of small enterprises without the necessary careful evaluation of production and market possibilities, investment criteria, technical choices, repercussions on the local society, on the environment, on the ecology etc.

Indeed this leads to the flourishing of so-called "small industries" without any substantive background justification, that struggle for years in unbearable financial and administrative situations to which the only remedy seems to be Government protection. Faced with the threat of closing down and dismissing all employees, the Government tends to grant protection, *by putting*  
*imports under control, and, in some cases,*  
by banning them completely.

On the rural side, the potential entrepreneur doesn't have the necessary educational background to "create" an appropriate industrial activity. At the same time he hasn't got the necessary basic technical and managerial knowledge to produce by means of specialized manpower. The only choice he has, therefore, is to undertake an activity already experimented with overseas (often aiming at a misconceived import substitution) by using cheap but sophisticated labour-reducing equipment which, while putting him in a very delicate technical situation, do not really change the unemployment pattern nor modify the manpower drifting trend.

In these circumstances, what could be considered as a realistic approach to effective assistance ? What could be the best way of promoting the development, on solid foundations, of small scale industry ?

It seems that there can be only one answer: by laying solid foundations. Which means starting to educate the people in rural areas and gradually introducing them to the hundred facets of the industrialization process, so to create the awareness and the consciousness I have been referring to above.

This is the main aim of the RURAL SERVICE UNITS establishment programme: to give to the people the opportunity of developing the appropriate mentality for undertaking new diversified industrial activities.

The RURAL SERVICE UNITS are meant to be the nucleus and the forging shop of any spontaneous industrially-oriented initiative. At the same time, as it appeared already, the R.S.U. represents the meeting point of the community

interest: it takes care of the repairs and maintenance for the village, it creates new relationships with other settlements, it joins together youth and mature men, it offers spontaneous training opportunities, it generates incomes.

I would therefore come to the conclusion that this approach, however naive it might appear, is proving worthy of support and continuation.

In the next section an attempt is made to give indications on ways and means by which the original project concept and trend could be better tuned and definitely reoriented on the lines of the country's actual needs and aspirations.

## SECTION F

### RECOMMENDATIONS

In order to utilize the results of the project and to achieve the goal mentioned in the last paragraph of the previous section, a new course of action should be taken. Here below are the actions that the project management would advise the Government of Fiji to take in consideration.

#### a) General Strategy:

##### Recommendation 1

Any rural industrial development plan or assistance programme to small scale industry should start from ~~rural side rather than from the~~ the industrial one. The mentality, the aspirations and the problems of the people in rural areas should be given first priority.

Recommendation 2

Before promoting any industrial enterprise, an educational process, as well as a careful study of the various unknowns I dealt with in this report, should be carried out.

b) Project Reorientation:

Recommendation 3

The establishment of a network of Rural Service Units, is the best available tool at this point in time, for undertaking the basic educational process (which by no means should be confused with any training activity).

Recommendation 4

The Government should therefore reshuffle the ambitious programme of establishing a network of large workshops equipped with expensive and sophisticated machines which are far too sophisticated for the context they are set in and far too expensive for the little or no service they are requested to perform.

c) Project Facilities:

Recommendation 5

Among the facilities attached to the project there are a number of workshops. Some of them, Kalabu, Savusavu and Nabouwalu are fully equipped while, in other instances, like on Gau and Kadavu Islands, only the buildings exist.



In all the above cases the workshops are inappropriate to local conditions and under-utilized. Moreover, until now, the staff situation on the Ministry of Commerce and Industry (M.C.I.) has been far below the level necessary for handling and successfully managing such an apparatus. If there is a way of getting some benefits out of this scaffolding it is by either transferring the workshops to other more appropriate Institutions or handing them over to the private sector. Here below are some specific recommendations.

6. Central Industrial Development Kalabu Workshop

As explained , this workshop has been successfully oriented towards research and development. The staff is now qualified enough to continue in this direction and if properly promoted, the workshop could be satisfactorily utilized by other Institutions and organizations as well as by the private sector. In addition, as it is already happening, Kalabu could back up the Rural Service Units with technical assistance and training. The above solution has previously been discussed and a proposal made to F.I.T.

Mr S. Singh the Principal of the Fiji Institute of Technology (F.I.T.) visited Kalabu and expressed his appreciation and interest. It was suggested that F.I.T. could utilise the Kalabu workshop as a sort of flight simalator, where groups of selected students could be confronted

with well defined goals to be achieved within a given period of time. Each team of students, probably under the supervision of a teacher, could be exposed to the various aspects involved in the process: technical, organizational, financial, administrative and managerial.

At the end of the exercise the students should be awarded with a special diploma.

Kalabu workshop, considered as a separate institution within F.I.T., will have a Board of Directors where the M.C.I. should be represented.

As far as the financial arrangements are concerned, it seems there could be three different alternatives. In agreement with UNDP the M.C.I. could:

1. Offer gratis to F.I.T. the use of facilities and equipment.
2. Rent to F.I.T. the facilities and equipment for an annual amount ranging from F\$15,000 to F\$20,000.
3. Sale to F.I.T. facilities and equipment.

In this case the amount and the terms would obviously need separate and careful evaluation. As an indication the amount could range around F\$200,000.

If the idea is accepted by all parties concerned, discussions should be held with F.I.T. and UNDP representatives, and negotiations opened. Keeping the staff actually working at the workshop should in any event be considered as a "conditio sine qua non".

Besides offering it to F.I.T. the M.C.I. could also examine the possibility of keeping Kalabu as a RESEARCH AND DEVELOPMENT CENTRE. However this would be possible only after a ministry internal reorganization along the lines of the proposal made by the project management in 1981 (see Annex 3) has taken place.

#### Recommendation 7

SAVUSAVU WORKSHOP - This workshop is also underutilized, since there is not yet scope for the type of assistance it has been designed to provide. The building is in the centre of an area allocated for the Industrial Estate, but for the last two and a half years it has been towering alone in the middle of nowhere. No industries are there to be assisted, and the only possible activity would be that of repairing cars and trucks. But this is forbidden since it will put the government in competition with the few small garages existing in town. The alternative is therefore that of handing over this workshop also to the private sector.

Investigations have been made in this direction and the fitter and turner employed at the workshop has expressed his willingness to rent the facilities and equipment. The estimated value of the workshop building and equipment is about F\$60,000 and a reasonable rent would range between F\$2,500 and F\$3,500 per year. The interested person MR SEKOVE SAQALAU is a serious and reliable hard working mechanic and he could certainly earn a living out of the workshop when allowed also to repair vehicles. If the proposal is accepted, MR SEKOVE SAQALAU, should be called to Suva to discuss the details.

Recommendation 8

NABOUWALU WORKSHOP - At Nabouwalu the M.C.I. workshop is located within PWD premises. Only the equipment belongs to MCI/UNDP. The workshop is operated by one fitter and turner MR EMOSI TABU who is doing a good technical job. However, from the administrative point of view, the situation is not so satisfactory, since the man is meeting with difficulties when dealing with estimates, statement of charges, job records etc. The UNIDO associate expert posted in SAVUSAVU is visiting the workshop several times a month, but this is obviously not enough to keep the activities under control.

Once again repairing trucks and cars could justify a one-man-workshop and MR E. TABU has expressed his wish to purchase the equipment and open his own repair business. He is already building an extension to his home which could be used as a general store for his wife or preferably as his private workshop. The set of machinery at Nabouwalu is probably too sophisticated for a repair shop and the items MR TABU is interested in do not include the existing lathe and big generator. While these two items, which could be utilized elsewhere, are worth about F\$500, the remaining equipment has a value of about F\$12,000. MR TABU cannot afford this amount and is hoping to be granted a soft loan by the Fiji Development Bank. Once again, if the idea is approved, action should be taken and the assistance of BOMAS in obtaining the loan requested.

Recommendation 9

VUNISEA WORKSHOP - The building has been completed only two months ago, but the Ministry of Commerce and Industry is reconsidering the idea of proceeding with the installation of the equipment since it appears that on Kadavu Island also, there is no scope for something at the level.

Recently a villager from Kadavu, MR GEORGE DANSEY has shown some interest in renting the building and using it as a repair shop for outboard motors. He has been working in the past as Mechanic A. and has the necessary knowledge and skill to do the job. Since the cost of the building was about F\$5,000, and in consideration of the local conditions, a reasonable rent to start with could be around F\$1,200 per year.

Recommendation 10

GAU WORKSHOP - Also in the case of Gau Island the building is completed but the equipment is not yet installed. Once again the appropriateness of a specialized workshop on a relatively small island is highly questionable, and the M.C.I. is rather reluctant to go ahead. As an alternative the building could be utilized as a reference point for a number of various activities ranging from small repairs and maintenance, to handicraft. So far the MCI hasn't received any request, but the matter should be further investigated and discussed. When a firm decision is made BOMAS should be approached for assistance, if possible, in handing over the building to potential entrepreneurs.

d) Project Equipment

Recommendation 11

Kalabu Workshop Equipment

The equipment attached to the C.I.D. workshop should follow the fate of the building (see rec.6). Most of the equipment still belongs to UNDP and an official handing-over to MCI is necessary. The mobile workshop however should definitely be transferred to the MCI and used in the establishment and backing up of the RURAL SERVICE UNITS.

Recommendation 12

Savusavu Workshop Equipment

The equipment worth about F\$45,000, which belongs to UNDP, should be transferred to the Government and included as a package in the deal with MR SEKOVE SAQALAU (see rec. 7).

Recommendation 13

Nabouwalu Workshop Equipment

The generator belongs to the Government and its use is no longer required since power is now available. Consequently the large arc-welding set currently in the workshop, which can be operated only by the generator, should be excluded from the

list of items to be offered to MR EMOSI TABU. The same generator together with the arc-welding equipment could be utilized in one of the future RURAL SERVICE UNITS.

Recommendation 14

Other Available Equipment

The remaining available equipment entirely belongs to the Government but it has never been possible to find a complete and up-dated inventory. If the official purchasing documentation could be traced and a value attributed, it would be possible to plan the future utilization of most of the items in selected Rural Service Units.

e) National Staff

Recommendation 15

Ministry's Personnel

The problem of lack of counterpart staff has been mentioned and repeated ten's of times during the project implementation. Obviously there is an insurmountable difficulty in recruiting personnel who could be in a position to carry out the delicate and difficult task of a counterpart in a project such as this. It seems therefore more realistic to adapt any follow-up initiative to the available capacity and skill rather than keep dreaming about senior and principal engineers who will be difficult to recruit in the immediate future.

Recommendation 16

The M.C.I. currently has only one established post within this project: the technical assistant post at Savusavu. Mr Mohammed Hassan is currently holding this post and in the event that the workshop will be rented to MR SEKOVE SAQALAU (Rec No. 7), he could be transferred to Suva to assist the V.S.O. Mr Paul Worrall (Rec 22) in the Rural Service Units Programme.

Recommendation 17

For the other employees, all unestablished, there should be no problem, since in the case of Nabouwalu and Savusavu, the two fitter and



turners will hopefully carry on as private entrepreneurs (Rec. 7 & 8).

Recommendation 18

As far as Kalabu personnel is concerned, as already suggested, the personnel should follow the fate of the workshop. However, it would be highly advisable to keep two of the eight employees. The present leading hand MR JOSEVA RATABUA should be kept as a technician for the Rural Service Units Programme, while Mr Michael Buksh, the man presently dealing with administration at Kalabu, should be kept as an administrative clerk for the handing over operation. Later on the skill he acquired at Kalabu during the last 14 months could be successfully utilized in other activities within the Ministry.

Recommendation 19

In the event that the Ministry should be entirely reorganized, the project management would recommend a restructuring along the lines of the proposal submitted in 1981 at the request of the acting Permanent Secretary MR P. GOUNDER (Annex 3).

f) International Personnel

Recommendation 20

The project will come to its end by November 1982. The project manager, however, will be

leaving the country at the beginning of September. In the project, two expatriates will remain: Mr D. Selvaraj, UN Volunteer presently attached to Kalabu workshop, and Mr P. Deserranno, Associate Expert, attached to Savusavu Workshop.

Mr Selvaraj's contract will expire at the end of October 1983 while Mr Deserranno's will expire on the 5th of October this year. If the Belgian Government, the Government of Fiji, UNIDO and UNDP agree to extend Mr Deserranno's contract it would be advisable to transfer the Associate Expert to Suva, where, under the direct control of the SIDFA and UNDP, he could take care of the project phasing out as well as of Kalabu Workshop.

Mr Selvaraj could then be transferred to Savusavu where his capacities would be better utilized in a less sophisticated workshop.

#### Recommendation 21

In any event, if remaining at Kalabu, Mr Selvaraj should be put under the supervision of a more qualified engineer.

#### Recommendation 22

Since the middle of May this year Mr P. Worrall, a V.S.O. volunteer, has joined the M.C.I. and he is currently working on the RURAL SERVICE UNITS programme. If allowed to concentrate

on this field, Mr Worrall could do a very useful job and make less problematic the transition period between this project and a possible follow up. Mr Worrall who has visited Nabouwalu and Savusavu workshops, could successfully cooperate with Mr Deserranno after his transfer to Suva.

g) Cooperation with Other Institutions and Organizations

Recommendation 23

During its implementation, the project was cooperating with several other projects, Institutions and Ministries, such as Ministry of Fijian Affairs, BOMAS, Ministry of Energy, Department of Social Welfare, Crown Law Office, Red Cross, Fiji National Training Council, Ministry of Agriculture, other UNIDO project, FAO and National Marketing Authority. Contracts were also maintained with the Centre for Appropriate Technology and Development (C.A.T.D.) and the foundations for future cooperation laid.

The C.A.T.D.'s objective is that of training people from rural areas to enable them to establish at the end of the course, small enterprises in their villages of origin. The RURAL SERVICE UNITS (RSU) which should be based on the villages' available skill, represent an ideal platform for the taking off of such enterprises. At the same time the C.A.T.D. offers an excellent training opportunity for R.S.U. workers.

BOMAS obviously plays a very important role both in the R.S.U. establishment phase and in the following small enterprises promotional one.

Recommendation 24

The cooperation with the Ministry of Fijian Affairs should also be continued and possibly increased for it is only through the organizational network of this Ministry that a capillary work could be carried out in rural areas. Up until now any activity related to the R.S.U.'s has been discussed with and agreed upon by the interested Commissioners, and their various District Officers. This practice should be continued and encouraged if we want to keep in touch with reality.

Recommendation 25

Cooperation at other levels and with other organizations would be appropriate and necessary if the goals and the activities of the M.C.I. are to be modified along the lines of the proposal mentioned under recommendation 19 (ANNEX 3).

h) Project Future Activities:

Recommendation 26

Only two months are left to the end of the project and it seems it would be rather difficult to make important changes in such a short time. Activities will therefore continue in the direction of the ongoing ones and with the aim of carrying out the handing over of the project facilities as mentioned above.

Recommendation 27

At the same time the establishment of new Rural Service Units should represent the focussing point of all the parties concerned.

The process has taken off, examples have been and are being established, requests are coming in more and more frequently. Mr Paul Worrall, the V.S.O. attached to the M.C.I. is being trained and will soon be in a position to do a very fruitful job, though he will not be in a position to expand, alone, the complex and various activities involved.

Recommendation 28

It is therefore recommended that UNIDO/UNDP continue through an entirely new project to provide assistance to the M.C.I. in the rural industrial development field.

Recommendation 29

The type of assistance the Ministry of Commerce and Industry needs would include some expertise for at least two years to coordinate the implementation of the RURAL SERVICE UNITS establishment programme and some simple equipment in addition to the existing project vehicles.

The project "RURAL SERVICE UNITS ESTABLISHMENT" should preferably start at the beginning of 1983. It would have a duration of two years and would involve an input of about US\$250,000. From the Government side the input should be in the range of F\$50,000. A tentative draft project budget is enclosed (Annex 4).

Recommendation 30

In the event that the above proposal takes shape, the project could benefit from the services of Mr P. Deserranno, the Belgian Associate Expert presently in Savusavu, while for the overall coordination of the project, I would recommend the recruitment of Mr Sirp de Boer the former project Associate Expert. Mr de Boer, a qualified engineer, has been involved in rural development in Fiji for about three years, and before leaving the country for medical reasons, was actively taking part in the preparatory work on the RURAL SERVICE UNITS programme.

ANNEX 1

ANNEX 1

FIJI/80/003 ASSISTANCE TO SMALL  
SCALE RURAL INDUSTRY

A. BACKGROUND INFORMATION

A.1 Project Tripartite Review

A Tripartite review of the above project was carried out on 11 April 1981 with the participation of Ministry of Commerce and Industry, Ministry of Fijian Affairs, UNDP and UNIDO's representative.

During the review, both the development and the immediate objectives were discussed and revised in order to better tune the project to the Government development policy which aims at increasing the participation of rural population in non-agricultural activities.

On this line, not only the functions of some of the existing project inputs were reviewed, but also a few innovative proposals were made on the specific attempt to strengthen the project effectiveness in rural areas.

A.2 The Existing Network of Urban and Rural Workshops

The Ministry of Commerce and Industry, during the last five years, created, in cooperation with UNDP/UNIDO, a number of rural workshops to assist



(ii)

entrepreneurs in non-urban areas in setting up and operating small-scale industrial activities. Parallel to these a Central Industrial Development Workshop was established in Suva to back-up the workshops in rural areas and to assist small scale entrepreneurs in the urban area. The Central Industrial Development Workshop, located at Nasinu, also acts as "launching base" for the activities of a "Mobile Unit" which performs technical assistance in remote areas of Viti Levu.

However, after five months of project implementation it was recognised that the present network of rural workshops is not enough to service the all national territory. On the other hand the establishment of new rural workshop wouldn't be economically justified.

## B. RURAL SERVICE UNITS

### B.1 The concept

It seems therefore, more appropriate to create a number of small low-cost "Rural Service Units" which should serve an area lying within a radius of 15 to 20 kms each. These UNITS, based on locally available technical skill and resources, should be equipped by the Government with a very simple set of tools and operated as a part-time job by one or two local artisans/farmers.

(iii)

Manpower and facilities should be made available locally.

This type of organization would enable the Government to assist rural areas without heavy financial commitments and at the same time could encourage local people to undertake small-scale industrial activities.

Administratively, each Unit should be organised as a small enterprise and charges for jobs should be made according to the rates suggested by the Government.

The man in charge would be requested to keep records of the jobs carried out and in this respect BOMAS has already offered its assistance for training in basic administrative management.

From the technical point of view the existing rural workshops and the Mobile Workshop would back up the Units and provide them with technical assistance and training.

The set of tools for each UNIT should be composed basically by the most common hand-tools plus gas and arc-welding equipment.

As already mentioned the tools should be provided by Government and handed over, through District Authorities, to the people entrusted with the operation of the UNIT. By no means

(iv)

the tools should be given free of charges but a satisfactory financial arrangement should be found in order not to deplete local financial resources.

The matter should be discussed among Government, Regional, District and local representatives with the assistance and advice of BOMAS.

Whether a soft loan should be made available or a subsidized price or a nominal price requested, it has to be decided and agreed upon.

#### B.2 Financial Requirements

The cost of a set of tools has been estimated about 6,000 US\$, and within the end of the project (November '82) at least four to five UNITS should be established.

The total amount required is therefore 30,000 US\$.

ANNEX 2

NATOGADRAVU RURAL SERVICE UNIT

HIRE PURCHASE AGREEMENT

THIS AGREEMENT made the 22 day of MARCH 1982 between the Permanent Secretary for Commerce and Industry for and on behalf of the Government of Fiji (hereinafter called the Lessor) of the one part, and the Chairman of the Rural Service Units Committee of Natogadravu Village (hereinafter called the Lessee) of the other part.

WHEREAS

- (1) The Lessor is desirous of providing assistance to existing or potential small-scale rural industries and to equip the recipients and participants of such aid with a set of tools and equipment to better enable them to benefit from such aid and
- (2) It is desirable to recover the cost of such tools within a period of two years from the date of such aid, on the basis of an agreement with the Lessor.

It is hereby agreed as follows:

1. The Lessee agrees on behalf of the Committee to hire the tools and other chattles set out below in the first Schedule at a variable monthly fee as specified in the second schedule for a period of time up to twenty four months.
2. The Lessor and the Lessee further agree that the terms and conditions set out in the second schedule hereto shall form part of and shall be deemed to be incorporated in this agreement.

.....2/

FIRST SCHEDULE

Qty	DESCRIPTION	VALUE	REG.NO:
1	Drill black & decker model H720	88.20	1
1	Drill stand black & decker GD80	46.50	2
1	Rotary wire brush "Dixbro"	16.00	3
1	Bench grinding machine "G.M.F. 150 mm"	82.00	3
1	Portable cut-off machine "Makita 305 mm"	188.10	4
1	Trunsarc easy welder (130)	230.40	5
1	Face mask		
1	Electrodeholder & lead		
1	Electrode pack		
1	Pair welding gloves	4.00	5
1	4 metres work lead (earth)	11.40	5
1	Handshield	11.00	5
1	Comet 3 Gas welding & cutting set	280.00	6
1	Jack Hydraulic 5 ton (Masada)	27.90	7
1	Set hexagon socket keys metric 1-6mm (Allen Keys)	1.50	8
1	Set hexagon socket keys imperial 1/16" - 1/4"	2.20	8
1	Set ring & open spanners 1/4" - 1" (13 pcs) "Sidchrome"	111.00	9
1	Set of metric spanners open & ring 6-19 mm	40.03	10
1	Set broken bolt removers No. 1-6 (8 pcs) "Screw Extractors"	6.50	11
1	Bench vice 6"	42.23	12
1	Shifting spanner 8" "King Dick"	3.53	13
1	Shifting spanner 12" "Extra"	8.36	14
1	Pliers combination 8"	3.50	15
1	Pliers long nose 8" "Sidchrome"	6.80	15
1	Vice grip 10" "Universal grip"	3.50	15
1	Nippers 6"	1.95	15

## FIRST SCHEDULE/2

Qty	DESCRIPTION	VALUE	REG.NO:
1	Pliers side cutter 6"	1.90	15
1	Pipe wrench 18" Record	23.40	16
1	Pinch/wreck bar 30"	5.95	16
1	File Flat bastard 250mm	1.77	17
1	File square second cut 150mm	0.43	17
1	File Flat second cut 250mm	1.83	17
1	File 3 sided 200mm	0.44	17
1	File half round 200mm	0.96	17
1	File round 200mm	0.64	17
1	Woodrasp half round 300mm	3.52	17
1	Tinsnips 250mm	2.92	18
1	Cold Chisel 25mm wide	2.45	18
1	Cold Chisel $\frac{1}{2}$ "	0.90	18
1	Nail punch 100mm	0.75	18
1	Wire brush	0.49	19
1	Hacksaw frame 300mm	5.24	19
1	Claw hammer	6.62	20
1	Ball Peon Hammer 2lbs	3.74	20
1	Hammer Ballpen $\frac{1}{2}$ lb	4.90	20
1	Wood Chisel $\frac{3}{8}$ " Fuller	2.50	21
1	Wood Chisel $1\frac{1}{4}$ " Fuller	4.50	21
1	Steel ruler 300mm	2.85	21
1	Plane No. 3 $9\frac{1}{2}$ " "Stanley"	23.85	21
1	Combination square "22MS"	3.50	21
1	Set drill bits 1/16" - $\frac{3}{8}$ " No. 4 "Dommer" 22	18.35	22
1	Measuring tape 2m "San Tyau"	1.95	22



## FIRST SCHEDULE/3

Qty	DESCRIPTION	VALUE	REG.NO:
1	Wood bit set (Zip bits)	15.85	22
1	Packet arc-welding rods 2.5mm Weldcraft	6.55	23
1	Packet arc-welding rods 3.25mm Weldcraft	7.43	23
50	Rods gas welding mild steel 1.6mm	1.50	23
20	Rods brass welding	1.80	23
1	14" handle for hammer	0.63	24
1	Sledge hammer handle 36"	2.13	24
1	Screwdriver set (6 pcs) "Sidchrome"	10.00	25
2	G-clamps 150mm	13.80	25
1	Lightweight level 24"	7.95	26
1	Handsaw 7 point cross cut 26" "Challenger"	11.75	26
1	Tin grease (Mobil) 2.5 kg	5.88	27
1	Can 4 litres oil (Shell) "Rotella"	6.08	27
1	Oil can $\frac{1}{2}$ pt. "Mesco"	4.32	27
1	Grease gun KH300	11.50	27
1	Copper & Brass brazing flux (tin)	1.95	28
1	Solder resin-cored	5.69	28
1	Tin soldering Flux "Duzall"	2.24	28
1	Soldering iron 25 watt "Weller"	20.00	28
1	Crow bar 6' long	7.80	29
1	Sledge head 10 lbs	5.15	29
1	Full oxygen tank (*)	19.06	30
1	Full acetylene tank (*)	44.33	30

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 1556.34

(\*) The cylinders belong to COGS and the value includes rental fees for three months. After such period the Lessee will be fully responsible for the payment of rental fees.

Terms and Conditions

1. Delivery of the said goods to the Lessor is made upon the express condition that the property in the same shall not pass to the Lessee until payment of all moneys owing hereunder.
2. The Lessee will not, during the currency of this agreement, sell or attempt to sell or pledge, mortgage, charge or sublet or part with possession of the chattels or any part thereof without the written consent of the Lessor and will indemnify the Lessor from loss of the chattels by seizure under distress for rent or other legal process and also from its loss by fire, accident or any other means.
3. The Lessee shall keep the chattels in good order and condition and substantial repair and shall permit the Lessor or the assignee of the Lessor and any agent of the Lessor or assignee to enter upon the premises where the said chattels may be for the time being to inspect the same or for any purpose connected therewith. In the event of the chattels being repaired by any other person except the Lessor whereby the person affecting such repairs may have a lien on the tools the Lessor may pay the amount of such lien and treat the same in the same manner as indebtedness payable by the Lessee to the Lessor under the provisions of this agreement.
4. If the Lessee shall make default in payment of any sum payable hereunder, the Lessor is entitled to withdraw the entire set of tools and equipment or part of it as appropriate, and to determine the agreement for hire purchase hereby created and for such purpose the Lessee hereby gives leave and licence to the Lessor and his or their agents to enter or break into any premises in the occupation of the Lessee and as the act of the

Lessee to enter upon the premises of any other person to search for and retake possession of the chattels without being liable to any action or other proceedings whatsoever by the Lessee and also without prejudice to the right of the Lessor to retain all moneys then paid hereunder and the Lessor may recover from the Lessee his costs and expenses incurred in obtaining possession of the chattels and putting the chattels into reasonable repair. Any judgement obtained by the Lessor against the Lessee hereunder shall not until satisfied affect the Lessor's right to repossess the chattels under the above provision.

SECOND SCHEDULE

5. Fees Payment

- At delivery of the tools	F\$ 50.00
- three months after delivery (27 JUNE 50)	F\$ 30.00
- four months after delivery	F\$ 30.00
- five months after delivery	F\$ 30.00
- six months after delivery	F\$ 30.00
- seven months after delivery	F\$ 30.00
- eight months after delivery	F\$ 30.00
- nine months after delivery	F\$ 30.00
- ten months after delivery	F\$ 30.00
- eleven months after delivery	F\$ 30.00
- twelve months after delivery	F\$ 30.00
- thirteen months after delivery	F\$ 50.00
- fourteen months after delivery	F\$ 50.00
- fifteen months after delivery	F\$ 50.00
- sixteen months after delivery	F\$ 50.00
- seventeen months after delivery	F\$ 50.00
- eighteen months after delivery	F\$ 50.00

- nineteen months after delivery F\$ 50.00
- twenty months after delivery F\$ 60.00
- twenty one months after delivery F\$ 60.00
- twenty two months after delivery F\$ 60.00
- twenty three months after delivery F\$ 60.00
- twenty four months after delivery F\$ 60.00

Twenty four months after the delivery date of the tools the Lessee should decide whether to return the tools to the Lessor or to purchase them. In the second case the Lessee should pay to the Lessor a sum equal to the difference between the total value of the entire set of tools at the delivery date and the total amount paid by installments during the twenty four months of leasing.

6. As a security for the set of tools and materials listed in the first schedule, the Lessee is hereby offering the tractor Massey Ferguson 135 owned by the village.
7. The Lessee acknowledge having received a copy of this agreement.

IN WITNESS WHEREOF this agreement has been signed the day and year hereinbefore written.

SIGNED by the abovenamed  
Permanent Secretary for  
Commerce and Industries

*[Handwritten Signature]*  
.....  
(Narsey Raniga)

SIGNED by the abovenamed  
Lessee for and on behalf  
of Natogadravu Village  
Committee

*[Handwritten Signature]*  
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*[Handwritten Signature]*  
.....  
*[Handwritten Signature]*  
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Witness' signature

*[Handwritten Signature]*  
.....  
(Mr G. Guivalu)  
Commissioner Central

Witness' signature

*[Handwritten Signature]*  
.....  
(Mr A. Pagani) Project Coordinator  
FLJ80/003

Witness' signature

*[Handwritten Signature]*  
.....  
(Mr Selvaraj) UN Volunteer 22/3/82

ANNEX 3

Assist  
Industr  
Technol

A. Tec  
Ass

Org  
and  
B. Ass

C. Fir  
Com  
Ass

ANNEX 4

ANNEX 4

COUNTRY : FIJI  
 PROJECT NUMBER: FIJ/83/.....  
 PROJECT TITLE : ESTABLISHMENT OF RURAL SERVICE UNITS

PROJECT BUDGET COVERING UNDP CONTRIBUTION (US\$)

		TOTAL		1983		1984	
		M/M	US\$	M/M	US\$	M/M	US\$
10	PROJECT PERSONNEL						
11	EXPERTS						
11-01	PROJECT MANAGER	24	145,000	12	70,000	12	75,000
11-02	ASSOCIATE EXPERT	24	-	12	-	12	-
11-51	CONSULTANTS	3	21,000	1	7,000	2	14,000
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
11-99	SUB-TOTAL	51	166,000	25	77,000	26	89,000
13	ADMIN PERSONNEL		8,000		4,000		4,000
15	OFFICIAL TRAVEL		4,000		2,000		2,000
16	MISSION COSTS		5,000		-		5,000
			<hr/>		<hr/>		<hr/>
19	COMPONENT TOTAL		183,000		83,000		100,000
49	EQUIPMENT		70,000		30,000		40,000
59	MISCELLANEOUS		3,000		1,500		1,500
			<hr/>		<hr/>		<hr/>
99	PROJECT TOTAL		256,000		114,500		141,500

PROJECT BUDGET COVERING GOVT CONTRIBUTION (in kind)

A - PERSONNEL	1 - Administrative Clerk	4000/year	8,000
	1 - V.S.O. Volunteer	2100/year	4,200
	2 - Fitter/Turner	4000/year	8,000
	3 - Sec. Assistance		In kind
	4 - Miscellaneous		5,000
B - OPERATION, MAINTENANCE AND REPAIRS		5000/year	10,000
C - CONSUMABLE AND EXPENDABLE MATERIALS		10,000/year	20,000
		<hr/>	<hr/>
		Total	55,200



ASSISTANCE TO SMALL SCALE RURAL  
INDUSTRIES

FIJ/80/ 003

DRAFT TERMINAL REPORT

Prepared by: A. PAGANI, UNIDO PROJECT COORDINATOR



