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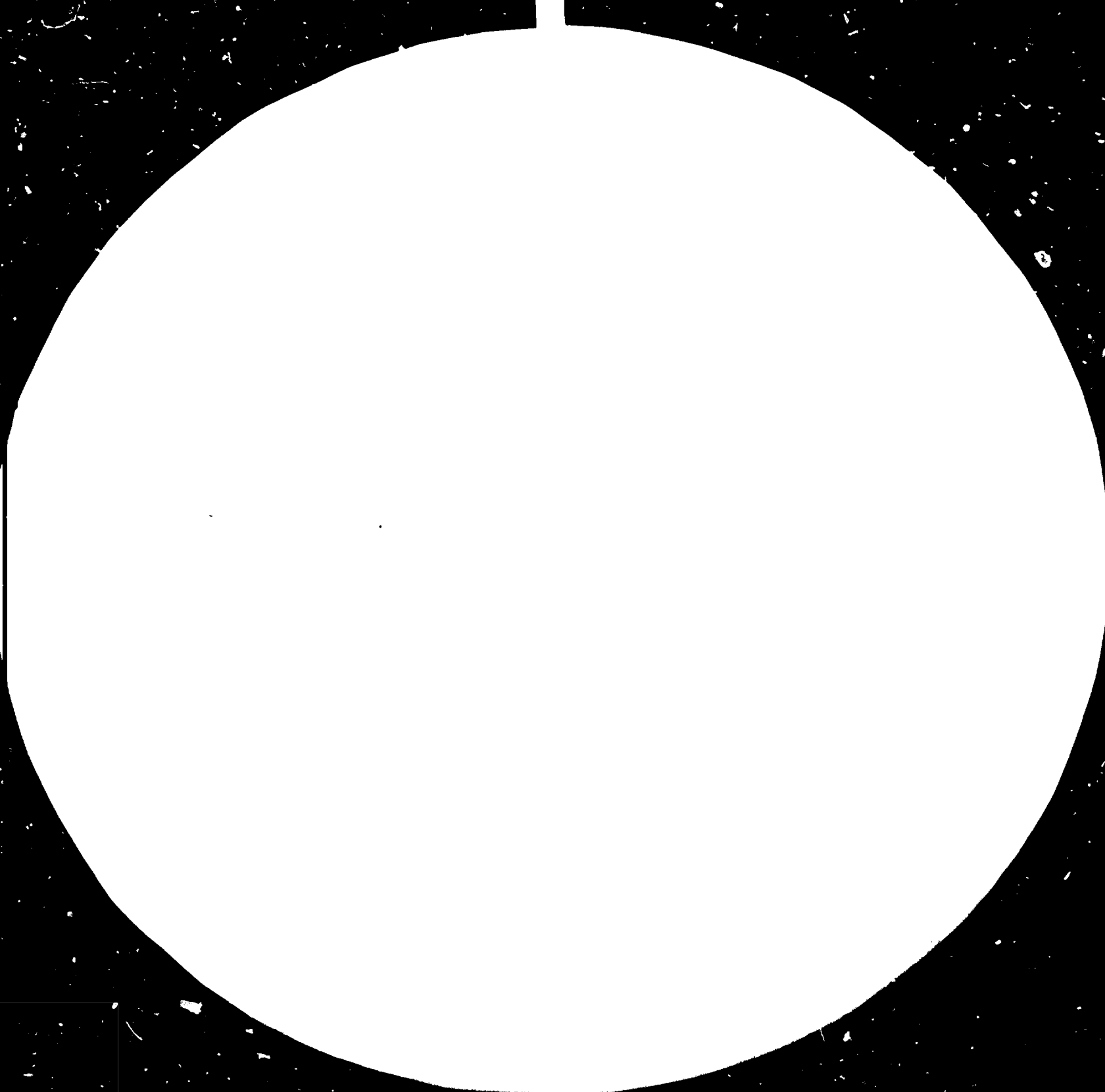
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INDUSTRIAL DEVELOPMENT CENTRE, OSHOGBO .

DP/NIR/73/014

NIGERIA

Evaluation report **

Prepared for the Government of Nigeria by the
United Nations Industrial Development Organization
in co-operation with Mr. H. Bertsch, consultant on behalf of
the United Nations Development Programme

United Nations Industrial Development Organization
Vienna

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1. INTRODUCTION

The Project DP/NIR/73/014 effectively started under Preparatory Assistance at the Industrial Development Centre, Oshogbo, in August 1976 and is scheduled to be completed in June 1984, thus in its eighth year.

Following consultation between the Government, UNDP and UNIDO, it has been decided to field a Mission to carry out a joint evaluation of the above project to examine the achievements and effectiveness of this project within the framework of the system of assistance to small-scale industries in Nigeria.

The evaluation was foreseen in the original Project Document signed in late 1977 and is in line with standard UNDP procedures. Evaluation is meant to be a useful management tool to provide objective and timely information to the decision-making officials.

Additionally, the Evaluation Mission was asked to prepare an assessment of Project DP/NIR/75/012, Industrial Management Development Service at the University of Ife. This project started in January 1978 and is due for completion in December 1984.

The responsibilities and tasks of the Evaluation Mission are outlined in the Terms of Reference and in a letter dated 11 November 1983 addressed by the UNDP Resident Representative to the Permanent Secretary of the Federal Ministry of National Planning (see Annex 1).

The members of the Mission are:

- Mr. Heinz Bertsch, UNDP Consultant, Team Leader
- Mr. Adrie de Groot, Representative of UNIDO

No Government representative could be made available to join the mission.

The mission took place from 5-23 December 1983.

Its findings and recommendations are based mainly on interviews conducted in Nigeria, on the numerous comments, opinions and advice collected from personalities that the Mission had the privilege to meet within the Federal and State administrations, at Industrial Development Centres in Oshogbo, Ilorin and Abeokuta, at the Industrial Services Centre of the Ogun State Ministry of Industry in Abeokuta, at the Zonal Workshop of the Oyo State Ministry of Trade, Industries and Co-operatives in Ibadan, from technical co-operation representatives and from industrialists (please compare Annex 2, List of Persons Met). The Mission also consulted a large number of reports, documents and other relevant material.

While the time allowed was felt to be rather limited, the Mission considers nevertheless to have been able to make a wide choice of contacts to back up its findings and recommendations. The findings and recommendations were preliminarily discussed at Oshogbo with the IDC Director and the UNIDO experts, as well as with the UNDP Assistant Resident Representative and the JPO on 19 December 1983.

A concluding meeting was held on 22 December 1983 with representatives of the Federal Ministry of Industry, the Federal Ministry of National Planning, the Director of the IDC, Oshogbo and the UNDP Resident Representative and Assistant Resident Representative, where the findings and recommendations of the Mission were presented and thoroughly discussed.

PART I: EVALUATION OF THE PROJECT DP/NIR/73/014
INDUSTRIAL DEVELOPMENT CENTRE' OSHOGBO

A. Project formulation

A.1 Objectives of the Project

The development objective given in the project document is "The development and rational locating of small-scale industries, existing and new, in order to create employment opportunities, mobilize local resources (both human and financial), and stem the flow of rural migration to the urban centres".

This development objective, although it could be formulated more concisely, is still valid, and possibly more relevant in the present state of the economy than when the project was formulated. Also the Government in the national development plan (1981-1985) confirms its commitment to the small-scale industries: "The objective of mounting a special small-scale industries programme is to ensure that budding investors are assisted to establish and eventually develop into future industrial giants".

The "immediate objectives" of the project were given as (abbreviated):

- (1) Improving the efficiency and productivity of existing Small-Scale Industries (SSI) in the six Western States by a continuous training programme and by investigating and solving entrepreneurs' problems;
- (2) Fostering development of new SSI by assisting the States in implementing the SSI Credit Scheme through industrial, economic and marketing surveys, carrying out feasibility studies, appraisal of loan applications and follow-up of loans;
- (3) Develop a cadre of IDC and other Government officers capable of implementing the above;
- (4) Acting as a catalyst in integrating SSI with larger industries through stimulating subcontracting of supplies and services;
- (5) Providing a comprehensive service to the SSI industrial estates which are to be set up;
- (6) Assist where required in the establishment of other IDCs in the six States concerned, give technical and managerial advice to the Government on these issues;

(7) Develop a register of SSI in the six Western States.

The above statements do not make clear to what extent the project was aiming at direct support or institution-building. In other words, they do not clearly spell out if the primary objective was to establish the IDC or to "directly assist the SSIs". Several of the above statements are tasks of the IDC, although initially, of course, the project may have been planned partly to deliver these services directly.

At the same time, however, the "objectives" do not specify or quantify. The objectives should have described the institutional capacity of the IDC to be established and the volume of assistance to be delivered to the SSIs.

In spite of this, the objectives were not modified during the seven years' life of the project.

A.2 Justification and socio-economic perspective

Small-scale industries are very important in Nigeria and were estimated to be contributing in 1980 approximately 8.6 percent of total value added in the manufacturing sector, a figure which is probably low as SSIs are not necessarily always registered. In 1972, one million small businesses were estimated to employ 3.2 million people. Sixty thousand of these were factory-type enterprises employing an average of thirty people. In the mid-seventies, the SSI sector grew at over 30 percent per annum, indicating the increasing interest in Nigeria in industrial activities. In the six States covered by the project, a 1972-73 survey identified over 23,000 SSIs. There is no doubt that almost all of these, being owner/manager type enterprises, lack adequate technical, managerial and financial know-how both in establishing and in running their businesses. The hypothesis on which the project was based is that if adequate services can be made available in each State, the potential and actual entrepreneurs will come to take advantage of these services and that this will assist them to grow faster and produce more and better products. From the many interviews, including small-scale industrialists, there is no doubt that this hypothesis is correct.

The Government had decided as part of the overall system of support to SSIs to establish Industrial Development Centres, originally three for the whole country, later one in each of the nineteen States (1983: 13 Centres exist). The project was designed to assist in the the establishment of the third IDC in Oshogbo, as the other two, in Zaria (North) and Owerri (East) had been established with bilateral assistance. A SSI Credit Scheme was also available for financing of small-scale industries.

During 1982 and 1983, the situation has deteriorated sharply for many small-scale industries. The main problem is the rapidly aggravating shortage of industrial inputs, spare parts and machinery, as imports are effectively almost stopped. Some SSIs benefit from this, however, as imports of finished products are equally sharply reduced. More effective discrimination in import licensing between industrial inputs (raw materials and capital goods, spare parts etc.) on the one hand and intermediate and final products on the other, could both reduce the problems for SSI and increase the incentives to produce locally. Priority industries could also be stimulated in this way.

Another problem is the increased difficulties that SSI have in obtaining low-interest loans for their capital investment as funds available under the SSI Credit Scheme have decreased sharply.

It is expected that in early 1984, however, negotiations will be completed between the Nigerian Government and the World Bank concerning a US\$ 41 million loan for a small-scale industries credit line to be administered by the Nigerian Bank for Commerce and Industry (NBCI). Part of this loan will be directed towards training of NCBI and Government extension staff. To what extent this will directly help the IDCs is not yet known.

A.3 Design of the project

In spite of having been designed with the future Chief Technical Adviser (CTA) already in the field, the design of the project is not very clear. The outputs and activities for this large-scale project cover together less than one page and are very unspecific, e.g. "...a continuing training programme...", "...an available service...", "...a reserve of knowledge, experience and information to assist, advise or liaise...". The project design does not specify how and by whom counterparts and industrialists are to be trained, how the IDC is to be made fully operational, etc. Also, the workplan only lists general continuous activities which in reality are IDC tasks and only partly also project activities and this without any time plan.

The only clearly quantified part of the design concerns the inputs. The delivery targets of buildings seem to have been highly optimistic, however, with virtually all buildings said to be completed "within five months".

The project document does in no way explain how needs for services were identified and how, on the basis of these needs, the IDC and its individual workshops were planned and designed.

Although it is always difficult to trace problems in implementation back to design, it seems clear to the Evaluators that the design of the project was rather deficient, and that this has not been a help in the implementation, management and monitoring of the project. In spite of this, the design was never revised during the seven years of implementation. Indeed, in the Tripartite Reviews the point was never really raised.

Another major shortcoming of the project design is the fact that no reference was made to the project DP/NIR/75/012 Industrial Management Development Services at the University of Ife. This project is located at approximately 60 km from Oshogbo, and is also meant to assist the small-scale industries sector. It was signed only three months before this project. Similarly no reference was made to the project DP/NIR/72/004 Small-Scale Industries Development (Ministry of Industry).

B. Project implementation

B.1 UNDP/UNIDO inputs

The project was initiated by a 12-month preparatory phase covered by a preparatory assistance document for the establishment of the Industrial Development Centre Oshogbo, approved in May 1975. It provided for an initial UNDP/UNIDO input for 1975/76 of US\$ 68,900. This preparatory activity effectively started only in August 1976 with the arrival of the UNIDO Chief Technical Adviser.

The planned Inputs were delivered as follows:

<u>PREPARATORY PHASE</u>	<u>Initial Budget (1975)</u>		<u>Revision 2 (1977)</u>	
	m/m	US\$	m/m	US\$
- Chief Technical Adviser	12	32,000	12	48,320
- Training: Fellowships for counterpart staff and Government officials	42	32,900	23	25,950
- Support Personnel, Travel, Miscellaneous	--	--	--	1,675
TOTAL UNDP INPUT		<u>64,900</u>		<u>75,945</u>

The project document signed in October/November 1977 provided for a UNDP/UNIDO input of US\$ 2,410,465 over five years (1976-1980). It included the actual expenditure for the preparatory phase 1976/77 as shown above.

The project, however, saw a number of revisions that extended it up to June 1984, i.e., from five to eight years, and increased the total UNDP/UNIDO input to US\$ 3,271,230 (project revision "N", signed in October 1983). An estimated US\$ 100,000 has probably not yet been committed (personnel costs January-June 1984 for 1 leatherwork expert and 1 textile expert, amendment not reflected in revision "N").

The main items compare as follows:

	Initial Budget (1977) Covering 1976-80		Revision "N" (1983) Covering 1976-84		Difference
	US\$	%	US\$	%	
- International Professionals	2,172,715	90	2,623,160	80	+21%
- Support Personnel)			157,736	5	(
- Experts' Local Travel)	93,600	4	136,836	4	(+263%
- Other Personnel Costs)			44,987	1	(
- Training: Fellowships for Counterpart Staff	144,150	6	112,146	4	-22%
- Equipment	--	-	89,046	3	+ %
- Miscellaneous	--	-	107,319	3	+ %
-TOTAL UNDP INPUT	2,410,465	100	3,271,230	100	+36%

Comments on the main differences:

- The higher personnel costs are reflected by an increase of the average cost per man/month by 32 % and are almost entirely due to the extension of the project by 3-1/2 years beyond 1980 (compensation for additional inflation 1981-84).

- Four main factors are responsible for the sharp increase (+263%) in cost for support personnel, experts' local travel and other personnel costs:

- (1) The 3-1/2 years of additional project duration (1981-84);
- (2) The shift in project emphasis away from the foreseen stationary training activity (workshops not ready) to in-plant in-plant consultancy work, requiring extensive travel;
- (3) The effects of inflation;
- (4) Underdelivery of expected Government inputs of local staff so that drivers and a secretary had to be hired by the project.

- The fellowships programme was reduced from 108 man/months planned to 74 man/months actual. While the cost per man/month of training abroad turned out to be 14% higher than expected, the total cost for fellowships decreased by 22%.

- The project document had anticipated that all equipment would be supplied by the Government and that no miscellaneous cost would occur. This was not realistic.

B.2 Utilization of UNDP/UNIDO inputs

International Personnel:

UNIDO provided the following international professionals:

	<u>Initially Foreseen months</u>	<u>Actually Provided/Planned (Revision "N") months</u>	<u>Difference + months</u>
- 1 Chief Technical Adviser Aug 1976 - Dec 1982 Jan 1983 - June 1984 (Foundry Expert)	55	95.2 (77.2) (18.0)	+ 40.2
- 1 Mechanical Engineer May 1979 - June 1984	40	61.6	+ 21.6
- 1 Management & Marketing Expert May 1978 - May 1979	40	12	- 28
- 1 Industrial Engineer Jan 1979 - Dec 1981	40	36	- 4

	<u>Initially Foreseen months</u>	<u>Actually Provided/Planned (Revision "N") months</u>	<u>Difference + months</u>
- 1 Training Consultant April 1978 - April 1979	36	12	- 24
- 1 Tool & Die Expert May 1978 - May 1979	32	12	- 20
- 1 Automobile Engineer Oct 1981 - Oct 1982 Jan 1984 - June 1984*	36	18*	- 18
- 1 Foundry Expert June 1978 - Dec 1982 Jan 1983 - June 1984 (the Foundry Expert is also CTA; therefore, not counted here)	34	54.6 (54.6) (18.0)	+ 20.6
- 1 Woodworking Expert Aug 1979 - July 1980 Sept 1981 - Aug 1983 June 1983 - June 1984**	34	35.9* (11.9) (12.0) (12.0)	+ 1.9
- 1 Leatherwork Expert Jan 1981 - May 1983 Jan 1984 - June 1984*	32	34.4*	+ 2.4
- 1 Textile Expert Jan 1981 - June 1983	--	29.8	+ 29.8
- Short-term Consultants	60	--	- 60
 	<hr/>	<hr/>	<hr/>
Total Experts UNIDO in man/months	439	401.5	- 37.5
 	<hr/>	<hr/>	<hr/>
in %	100%	91%	- 9%

*The latest modifications are not reflected in Revision "N" of October 1983; the 1984 assignments are not yet committed.

**The expert only arrived in October 1983.

The following can be seen as the main reasons for the differences in input of international professionals:

- The restructuring of the project in time (+3-1/2 years) in order to allow the planned workshops to be completed and equipped. However, the latter did not materialize up to December 1983.
- The apparent change in emphasis of the project away from workshop-based training and services to in-plant technical consultancy services and training on more theoretical and general topics.
- The establishment of new priorities, believed to be closer to the needs of SSI of the six Western States: emphasis on mechanical engineering, foundry technology, woodworking.
- The lack of agreement or co-ordination between the CTA and IDC management. E.g., no use was made of short-term consultants, which could have been a valid and economical alternative in attempting to achieve planned results under the given constraints.

Support Personnel: The project document presumed that support staff would be provided by the Government. However, one local secretary and three drivers were employed and paid by UNIDO, JNDP from 1979 onward and provided very satisfactory service.

Equipment: The project document foresaw all equipment to be supplied out of Government contributions. However, this did not materialize to the planned extent. In order to keep the project operational, the following items were purchased out of UNDP funds:

Cars: 1979 three new Peugeots;

1983 two new Peugeots in replacement of two vehicles provided in 1979.

In December 1983 a total of three well-maintained cars were at the service of the three UNIDO experts.

Up to spring 1979 the transport facilities were insufficient and had to be backed up by using experts' private cars to allow sufficient extension work to be done.

Office Equipment: 1979 one typewriter and small appliances;

1983 one plain paper copier.

Training and

Workshop Equipment: 1978 one small drawing board;
one hydraulic press (unused until 1983);
1980 one 16 mm film projector and screen
(counterparts not yet fully familiar
with it);
1983 one overhead projector;
one epidiascope;
one slide projector.

Experts' Travel: Expenses have been covered by the project to allow experts to travel on an average 8-10 days per month with five nights spent at hotels. This was felt to be adequate to permit in-plant consultancy and training activity throughout the six Western States.

Fellowships: Seventeen overseas fellowships of between three and seven months were awarded to sixteen IDC Technical Advisers, thirteen from IDC Oshogbo, three from other IDCs. Of these sixteen officers, in December 1983 four had resigned, three were still working at IDC Oshogbo, and eight were at IDCs of other States.

The Director of IDC Oshogbo felt that the training abroad was overall well organized and that his staff profited greatly from it. However, he regrets that the fellowship programme for his staff was discontinued after 1980. Of the 108 man/months originally planned, only 74 man/months were used.

B.3 Government contribution and their utilization

National Staff:

The project document foresaw the recruitment of the following staff for IDC Oshogbo:

- 35 professional staff
- 20 support staff (trainees)
- 8 administrative staff
- 80 general services staff

For the professional staff the precise grade as used in the civil service was specified for each position. However, no one seemed to have questioned if professionals of the required theoretical and/or

practical background were readily available in the desirable fields of specialization. The project document did not specify fields of specialization and the required qualifications for each of the foreseen positions.

Subsequently, the recruitment of professionals with qualifications in such fields as mechanical engineering, industrial engineering, foundry technology, etc. became a major problem, i.e., their non-availability a serious constraint to the project's pace of progress.

It can be pointed out that the Government, through its Federal Civil Service Commission, attempted to live up to its commitment and did post the foreseen number of Technical Officers and Industrial Officers at the various grades, though not to IDC Oshogbo alone, but to the five IDCs subsequently served by the project. Thus, in December 1983 not fewer than 55 Nigerian Professional Staff were attached to the five IDCs of the Western States:

- IDC Oshogbo, Oyo State	17
- IDC Abeokuta, Ogun State	11
- IDC Benin, Bendel State	11
- IDC Ilorin, Kwara State	8
- IDC Akure, Ondo State	8

Total Professional Staff	55
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However, the fields of specialization of these 55 IDC officers hardly match the fields of specialization required by a meaningful technical service to small-scale industry. Any random probing will reveal, as it has for the Evaluation Mission, that among the priority needs of Nigerian small-scale industrialists, maintenance of machinery and general metalworking ranks very high. At least two such specialists would be welcome and useful in any of the five IDCs. Unfortunately, only two Metalworking Officers are available in the eighth year of the project for all five IDCs (one at IDC Ilorin and one at IDC Abeokuta). The prospects of recruiting more mechanical or metal specialists for the IDCs over the next two years at least remain slim. On the other hand, textile Officers abound. At least fifteen professionals with a textile background were attached to the five IDCs in December 1983, with limited scope for their skills.

Buildings: IDC Oshogbo enjoys a very generous layout on approximately 70 acres of land with pleasant vegetation just outside town. Six very large workshop buildings (approximately 3300m² total covered space) and a handsome hostal block with thirty-six rooms are under intermittent construction since 1974. None of these buildings

is yet fully completed, nor equipped with electricity or water. The access roads and landscaping also still remains to be done. The total investment in buildings so far at today's prices can be estimated as in excess of US\$ 10 million. A little extra effort could make these buildings ready and accessible within a number of weeks at an estimated additional cost of below US\$ 200,000, i.e., less than 2% of the total investment committed earlier. However, since 1978 progress has been blocked apparently due to a lack of co-operation between the Ministries of Works, Finance and Industry. Completion of the buildings would no doubt contribute to the credibility of the IDC as well as to the confidence of its officers.

Staff Housing was well provided at Oshogbo since the beginning of the project:

- 10 large 3-bedroom houses for senior IDC staff, experts and temporary offices. Three of these houses are only very occasionally used for visitors. The construction of four additional 3-bedroom houses was started in 1982 at an estimated cost of over US\$ 80,000 without apparent immediate need for these houses.
- 30 smaller houses for junior IDC staff.

Equipment, Supplies and Vehicles: The project document specified that the workshop equipment was to be purchased through UNIDO for a total value in two phases of US\$ 1,538,000. After repeated efforts to finalize a trust fund agreement and repeated misunderstandings, an agreement was signed in late 1981 for a value of maximum US\$ 2,250,000 (TF/NIR/80/001). No payments have been made however to this date. Apparently the main stumbling block was the (standard) 14% (now 13%) overhead charge which the Nigerian Government did and does not wish to pay. It is likely that there were misunderstandings between the Government and UNDP/UNIDO on this overhead charge. Also, the advantages that this trust fund arrangement would have were apparently never adequately clarified (e.g., no costly pre-shipment inspection would be required).

Recently agreement was reached that initially US\$ 160,000 would suffice to buy the basic equipment, all available in Nigeria, for operation of the metalworking and woodworking workshops. Again the Nigerian Government has made it clear that it does not wish to pay the 3.5% overhead charge required for this arrangement and has informed UNDP that invoices will be paid directly. At the time of the evaluation, no payments had been received by the Nigerian Machine Tools Company in Oshogbo where the metalworking equipment has been ready for shipment since several months.

Equipment for teaching, training, information services and library was provided by Government to a modest extent, but well below the expected US\$ 15,000.

The project document listed the following vehicle requirement to be provided by the Government to IDC Oshogbo:

- 7 station wagons
- 4 4-wheel drive vehicles
- 1 5-ton truck

This was scaled down to three Government-provided cars, of which two are in working condition in December 1983, at the service of the whole IDC Oshogbo staff. The other IDCs served by the project also have some cars, so that the total number of station wagons may have been fulfilled. In view of the very different set-up, more cars are needed, however, to provide for adequate minimum mobility of all IDC staff.

B.4 Implementation of activities

After considerable discussions, checking and double-checking, the Mission has to conclude that the project did not enjoy effective collaboration. Up to the end of 1982 certain tensions between the former CTA and the IDC management and between the CTA and a number of UNIDO experts seem to have hampered fruitful communication and a joint effort to tackle problems.

For years, in fact, there were two separate organizations functioning side by side with each other with little or no co-ordination at the top.

Efforts to collaborate with other organizations, e.g., CIRDI Ife, seem to have been discouraged by the former CTA, who suggested that outside organizations were only trying to get assistance and who wanted to concentrate on the project itself.

The slow progress of the project must be partly attributed to this lack of co-operation.

It is unfortunate that the monitoring system (three Tripartite Review Meetings, field visits, reports, debriefings, the 1979 evaluation of the project, etc.) did not spot the magnitude of the problem and take corrective action. It should be added, however, that the responsible backstopping UNIDO officer was able to visit the project only twice; this must be considered highly insufficient.

Nevertheless, it can be added that the IDC Director and Technical Officers were overall satisfied with the choice of the UNIDO experts and especially with their professional qualifications. Those industrialists met by the Mission that had received direct support by UNIDO experts were pleased with their competence and dedication.

Since the appointment of a new CTA beginning 1983 a very noticeable improvement of the quality and extent of collaboration has taken place.

C. Project results

The results can be classified in two categories, institution-building and direct support.

C.1 Institution-building outputs

C.1.1 The management of the IDC

The IDC Director is directly supervising all professional staff, i.e., about twenty staff are reporting directly to him. This very wide span of control has led to a loose organization structure where functional specialization hardly exists and all professionals are involved in a variety of activities not related to their specific background. Partly this was explained by uncertainty concerning how long staff will stay at the IDC or be transferred, and by the shortage of some specialists and surplus of others. It seems clear, however, that a higher degree of organization based on functional specialization will lead to better-trained and probably better-motivated specialists. Very little planning and programming is done; individual jobs are distributed by the Director and supervised by him alone.

In December 1983 the IDC set out to complete a survey on SSI in Oyo State and for this job the staff was split up in regional groups headed up by team leaders. This may, however, be only temporary and will not provide the benefits of functional specialization.

The UNIDO experts have not directly assisted the organization and management of the IDC.

The institutional capabilities of the IDC Oshogbo can be broken down by IDC function as follows (see C.1.2 - C.1.4). In view of the above, this could not be done by organizational unit.

C.1.2 Training

A continuous training programme was foreseen in the project document, covering a large spectrum of technical and managerial topics. Only a small proportion of these courses were actually given by the project's experts and normally these were attended by the respective counterparts in the Oshogbo IDC, as well as by SSI entrepreneurs. The present training capability of the IDC must be considered as very limited. Some lecture notes of the above-mentioned seminars are available, but only in the textile area can IDC staff actually be expected to give a training seminar. Possibly one or two other seminars (basic accounting) could be given by existing counterparts in Oshogbo, but the materials and technical content should be developed further.

The IDC does not have technical staff experienced in training, nor does it have a regular training programme, nor an officer responsible for planning and implementing training events.

The planned hostel for trainees is almost completed (since years) but installation work remains to be done. The workshops that were partly to be used for training are not available; the buildings are almost completed since 1977, but no equipment has yet been obtained. No lecture rooms and limited training aids are available. No systematic survey of training needs has been done (beyond individual impressions gained on visits).

No systematic co-operation with other organizations that organize training for SSI has been pursued, although some adhoc co-operation does now exist with the CIRD at Ife University.

C.1.3 Surveys and pre-investment activities

Apart from the survey on existing foundries done by the expert concerned, the IDC staff has completed some market surveys partly related to feasibility studies, but no systematic approach or standardized formats have been developed, nor are the IDC staff completely trained in this activity. Although the surveys done have had some training effect, this in itself will not be sufficient to establish a good standard. No full register of SSI in Oyo State is available, but it is now under preparation. Several other IDCs have already completed such a survey which, however, only lists the companies and their main lines of business. No further details like machinery, plant details etc. are collected. The IDC Oshogbo SSI survey initiated in December 1983 includes very detailed information and could provide a useful basis for a number of activities.

The IDC is very involved in pre-investment activities. This begins with preparation of "pre-investment proposals", sometimes on request of would-be entrepreneurs, but mainly in order to have a portfolio of viable projects. These profiles include a brief statement on the market for the product, an initial breakdown of investment required and a financial analysis. The IDC has about thirty of these ready, but it seems that improvements in the quality of these proposals could be possible. Additional training to raise the present standards as well as a further developed format and guidelines are needed. In itself the activity and concept seem to be very useful, but it should be done in spare time rather than as a high priority activity.

Since 1982, IDC staff has prepared eight full bankable feasibility studies, two in 1982 and six in 1983. In this area, too, more training and experience is required before the IDC can be relied upon completely. Further, the IDC is represented in the Loan Appraisal Committee that approves loans under the Small-Scale Industry Credit Scheme of Oyo State and its (technical) recommendations do have an impact on the decisions. As the requirements for adequate loan appraisal are the same as for the preparation of such proposals in itself, the same comments, therefore, are valid. Nevertheless, the IDC is playing already an important role in providing expertise to these organizations. How frequent and important this is has not been fully assessed.

Part of the problem in bringing standards in these areas up to the required level is that all staff is called upon to perform these duties from time to time and no specialists in pre-investment activities have been built up. It could have been more productive to concentrate these activities in a section with two or three industrial officers calling upon the technical specialists as required.

C.1.4 Extension services

This is the only area where functional specialization based on specific education and training is partly applied. Basically the areas covered are metalworking, including foundry, wood-working, textiles, leather, food processing and management. The IDC Oshogbo professional staff consists of seventeen staff with the following backgrounds:

- 5 Industrial engineering and management
- 5 Textiles
- 3 Chemical engineering
- 1 Woodworking
- 1 Automobile
- 1 Leather technology
- 1 Electrical engineering

Further, three officers (B.Sc. level) are temporarily assigned to the IDC under the National Youth Service Scheme, one each in Mechanical Engineering, Finance and Economics.

The main types of extension services required by the SSI are:

- Industrial engineering advice (plant lay-out, production planning, inventory control, etc.)
- Management advice (including marketing, raw material sourcing, accounting)

- Technical advice and services (equipment installation, repairs and other trouble-shooting, simple product development, etc.)

The main industries in the Oshogbo IDC area (Oyo State), as well as in the surrounding States for which the Oshogbo IDC originally was catering, are food processing, building materials, woodworking and metalworking. Obviously, these priorities are insufficiently reflected by the IDC staffing. The problem appears to be caused by the national manpower supply difficulties. Certainly in metalworking, and to some extent in woodworking, there are national shortages of qualified staff.

For the Evaluators it is clear that there is a high demand for extension services, but, although the efforts of IDC staff are well appreciated, confidence of SSIs in the capabilities of the Nigerian staff is low, certainly in the practical technical areas. This may be caused partly by the fact that international experts are available. To what extent this played a role could not be verified. Overall, however, it seems clear that the ability level of the IDC staff is not (yet) sufficient to provide the range of basic services required and additional training should certainly contain a large proportion of practical technical work.

Only three of the IDC staff today have followed the existing regular Industrial Extension Training Course (INDEXTRAC) organized by the Centre for Management Development. The Director plans to send one per year. Maybe this could be speeded up.

The volume of extension services and other field work is heavily constrained by a shortage of operational funds, which reduces the opportunities to stay out on trips overnight, and the shortage of transport (only two or three IDC cars were operational in Oshogbo, apart from the project cars).

There is no systematic planning for extension services; staff goes out in response to calls for assistance. There is also no systematic supervision of the quality of extension work done. (See also C.1.1.)

C.1.5 Institutional co-operation

The Director of the IDC has established some useful contacts with other organizations and training institutions in Nigeria including Ife University and the Administrative Staff College. He also serves in his capacity of IDC Director on a number of

committees related to industrial development. Other co-operation with institutes like Ife University CIRD, the Centre for Management Development, etc. is rather ad-hoc.

C.2 Direct support outputs

As already indicated above, most project efforts were directed towards giving direct assistance to individual small-scale entrepreneurs. As no comprehensive and systematic records exist of services rendered and visits made since 1976, not all direct support results can be given here.

It is clear to the Evaluators that the experts have rendered a large variety of useful services to individual enterprises. The main services were:

- a) Installation and repair of equipment (laundry, plastics manufacturing, furniture, paper clips and puzzle manufacturing, etc.). Assistance with workshop planning and selection of equipment.
- b) Technical and managerial consultancy services (for instance in a sawmill, printing companies, bakery, foundries). Many of the consultancy services were related to companies that defaulted on their loans obtained under the SSI Credit Scheme from the State Governments, others were directly requested by the entrepreneurs.
- c) The organization and implementation of training courses and seminars for textile, metalworking, woodworking, foundry, silk-screen printing and small-scale industry development. Over the past six years (1978-1983) a total of 29 training events were implemented by the experts, assisted by their counterparts, of which nine were for IDC staff, three as part of the Industrial Extension Training Course (INDEXTRAC) of the Centre for Management Development held at Oshogbo IDC, one as a paper to the Foundrymen's Association, and 16 to small-scale industrialists. These seminars for SSI directly typically lasted 2-3 days (from two hours up to a maximum of three days) and were attended by about 20 entrepreneurs (a total of approximately 320).

Other direct support outputs were:

- Development of prototypes (a simple woodworking lathe and a foundry cupola furnace using local charcoal). However, none of these prototypes has been taken into production.

- Establishment of a Foundrymen's Association, which now meets regularly.
- Formation of at least one cottage-industry type weaving co-operative and assistance in obtaining yarns at more favourable prices.
- Provision of information on processes, equipment suppliers, etc., partly through the UNIDO Industrial Inquiry Service.

C.3 Contribution to the achievement of the objectives

It is clear from the above that the project has only contributed to a limited extent to the establishment of the IDC as an operating industrial service and development organization. Further, while the direct support to a number of SSI has been useful, its impact on the overall industrialization of Oyo and the other Western States must be considered as extremely limited. This is further reduced as a result of the present economic difficulties of Nigeria, which brings many SSI into serious difficulties and reduces new investments being made.

D. Conclusions and recommendations

From the above it is clear that the Oshogbo project has not achieved its objectives nor produced its outputs in terms of institution-building. The IDC Oshogbo at present is far away from the envisaged fully-equipped and self-reliant Industrial Development Centre. No "continuous training programme" has been established; the national staff is not (yet) able to perform all IDC functions independently; no data bank on SSIs exists; no workshops are in use.

As far as the direct support component is concerned, there is no doubt that a number of SSI establishments have been assisted in a variety of ways. It is very doubtful, however, if this justified the large-scale investment in the project, both from UNDP/UNIDO and from the Government side.

There are a number of reasons for these serious shortcomings in terms of results. The main one seems to have been the shortfall in Government inputs, this in delay of completion of buildings, non-delivery of the planned workshop equipment and less-than-planned manpower for IDC Oshogbo, whose fields of specialization only partly matched existing industry. Also the operating funds provided were less than planned. Another very important reason was the apparently critical lack of co-operation between the Chief Technical Adviser and the IDC organization, resulting in an over-concentration on direct services by the experts, instead of focussing on institution-building efforts.

Several of the project's problems can also partly be attributed to the very weak and vague project design, which may have resulted in misunderstandings between the Government, the IDC, Experts and UNDP/UNIDO as to the main function of the project and the ways in which this was to be achieved.

It is very unfortunate that the UNDP/UNIDO monitoring system did not identify these problems and take decisive action.

PART II: ASSESSMENT OF PROJECT DP/NIR/75/012 -
INDUSTRIAL MANAGEMENT DEVELOPMENT SERVICE
at the Centre for Industrial Research and
Development (CIRD), University of Ife

A. Project formulation

A.1 Objectives of the project

Although the project was signed in August 1977, it did not follow the format of the UNDP (PPM. 3400), which came into force early 1976.

The given "long-range objective":

"To hasten the growth of the country's industrial sector through the training of and assistance to indigenous entrepreneurs"

should have been more specifically referring to the SSI sector.

The given "immediate objectives" are somewhat mixed. The first one

"To establish the Management Development Service as an integral part of the Industrial Research and Development Unit"

seems to be the real objective, with the fourth one

"To provide on-the-job and fellowship training to the staff of the service"

as part of the way in which this is to be done.

The second and third given objectives

"To develop and carry out industrial management training programmes for indigenous entrepreneurs and government officials concerned with the SSI development programme"

"To provide consultancy services to small-scale enterprise with a view to improving, expanding and modernizing their operations"

are really both tasks for the Management Development Service itself, to be done permanently, and "activities" of the project aimed at establishing the service.

A.2 Justification of the project

General justification for provision of services to the SSI is given under project DP/NIR/73/014. The management services project was initiated by the University of Ife, Industrial Research and Development Unit (IRDU), which identified through surveys and some training courses that there was a large need for managerial training and assistance. In 1973, the IRDU Management Development Services programme aimed at SSIs was started, and UN assistance was requested. IRDU was renamed later to become Centre for Industrial Research and Development (CIRD).

A.3 Design of the project

As stated above, the Project Document used the pre-1976 UNDP format which did not specify project outputs. From the document it is clear, however, that the main project result was expected to be an established Industrial Research and Development Unit rendering training and consultancy services, mainly in the management area, to small-scale industries. This "Service Capacity" is rather well-described, although the exact services the unit is expected to provide are not so clear, and neither is the way in which the project is expected to establish this capacity.

The Project Document did mention other related projects but in which areas co-operation or co-ordination was expected or how this is to be achieved was not described.

B. Project implementation

B.1 UNDP/UNIDO inputs and their utilization

The project document planned for a total UNDP/UNIDO input of US\$ 605,230 over four years (1977-1980). Subsequent revisions increased the total input by over 70% to US\$ 1,031,405 (Revision "J" of October 1983) and re-phased the project to start beginning 1978 up until end 1984.

The planned inputs were delivered as follows:

	<u>Agreed in the Project Document</u> man/months	<u>Delivered up to end 1984 (Revision "J")</u> man/months
- Chief Technical Adviser	37	32.6
- Expert in Industrial Management Training	36	63.6
- Expert in Management Consultancy	36	26.0
	-----	-----
	109	122.2
	-----	-----
		+12%

Fellowships and Study Tours:

A total of eight fellowships were originally planned at a total cost of US\$ 63,600. Three Industrial Extension Officers attended a three-months course on "Small Industry Management Consultancy" at SIET, Hyderabad, India (1 fellowship in 1981, 2 in 1982) with very satisfactory results.

Two study tours were arranged by UNIDO for the Acting Director of CIRD in 1982 and 1983. While these tours were relevant, there were organizational problems, mainly because insufficient lead time was allowed.

This type of training activity is planned to be extended in 1984 and will increase the total expected cost by 32% to approximately US\$ 84,000.

Support personnel, local travel, equipment, sundries:

The total expenditure foreseen was originally US\$ 19,350 only. It will actually be US\$ 153,000 by end 1984, i.e., close to eight-fold.

B.2 Government contributions and their utilization

The situation in relation to the planned inputs by the Government/University of Ife is as follows in December 1983:

Assignment of National Staff:

	<u>Planned</u>	<u>Actual end 1983</u>
		(1)
- CIRD Director, part-time	1/2	Dr. O.A. Oguntoye assumes both functions
- Head of Management Development Service	1	
- Senior Field Extension Officers	6	3
- Junior Field Extension Officers	12	none
- Research Co-ordinator	1*	1
- Administrative Officer	<u>1*</u>	<u>1</u>
- <u>NATIONAL PROFESSIONAL STAFF</u>	<u>21-1/2</u>	<u>6</u>
- Secretariat, clerical and supporting staff	yes	appropriate

*Planned but not mentioned by the Project Document.

At no stage had the Centre more than five Extension Officers instead of the 18 foreseen. Structural, managerial and budgetary constraints are responsible for this shortfall, which heavily impeded the progress of the project. As the CIRD had in 1983 finally succeeded in establishing a sound structure and is now headed by a resourceful Acting Director, the budgetary constraints are likely to ease as well. The CIRD budget for 1984 requesting two additional teaching staff and three extra field officers (total of six field officers) was, however, not yet approved at the date of this project assessment (December 1983).

Buildings, equipment, supplies and miscellaneous:

These have been adequately supplied.

B.3 Implementation of activities

The project enjoyed overall a very good collaboration between the CIRD staff and the UNIDO experts. While the monitoring efforts by UNDP, UNIDO field visits and Tripartite Reviews were closely following the project, their impact remained limited as long as the internal institutional framework of the Unit was insufficiently established.

C. Project results

The project's expected results were basically two-fold:

- institution-building and
- direct services to small-scale industries.

C.1 Institution-building outputs

The Centre for Industrial Research and Development (CIRD) with which the project is directly concerned is run in December 1983 as an autonomous unit (since 1982) attached to the University of Ife and headed by a full-time Acting Director (since 1983). He reports to the Vice Chancellor of the University of Ife and is assisted by an Advisory Committee with SSI, Government and University representatives.

The CIRD operates out of offices within Ife University campus, but it also has outside "antennas" linking it to SSI in three Western States: One Extension Office each at downtown Ife (Oyo State), Ilorin (Kwara State) and Ado Ekiti (Ondo State). An Extension Office typically is staffed by one Field Officer and 2-3 clerical officers and attendants. Three more Extension Offices are planned to be opened in other Western States in the future as financial resources allow.

The CIRD is made up of a small group of six professional staff. The difference between this and the originally foreseen team of twenty-one full-time professionals plus one part-time Director was caused mainly by shortage of funds. In fact, before the start of the project in January 1978 (arrival CTA), the size of the Unit was not significantly different from what it is in the sixth year of project operation and after US\$ 1 million UNDP input. This is shown by the following comparison:

<u>CIRD Staff</u>	<u>Before Start of Project (1973-1977)</u>	<u>Original Plan (ProDoc 1977)</u>	<u>Actual Dec 1983</u>	<u>Budget 1984</u>
- Director/Teaching Staff	1-1/2	1-1/2	1	3
- Administration/Research Officer	2	2*	2	2
- Field Officers	4	18**	3	6
	-----	-----	-----	-----
National Professional Staff	7	21-1/2	6	11
	-----	-----	-----	-----
Field Offices	4	6	3	3

*Not specifically mentioned by the Project Document.

**Number of planned Field Extension Officers was decreased from 18 to 12 (Revision "H", October 1982).

One of the main reasons for this apparent lack of quantitative achievement in institution-building outputs is due to budgetary constraints: the inputs from Government fell far short of expectations (for recruitment of professional staff, field offices, transport etc.). While the CIRD has had its own operating budget since 1982, it still falls within the overall budget of the University of Ife, which continuously struggles itself with serious budgetary problems. Except for a one-time direct contribution of Naira 100,000 from the National Ministry of Planning to subsidize the 1982 activities of the Unit, no direct funds have been allocated to the CIRD by the Federal Government. A small-proportion of the CIRD operating funds come from fees for training courses and feasibility studies. This is expected to increase in the near future.

The capabilities and motivation of the three CIRD Extension Officers in post are said to be very satisfactory and living up to their present task. They have received intensive tutorial and on-the-job training by the UNIDO experts and the CIRD Acting Director. They benefited from a three-month fellowship to follow a course on Small-Scale Industry Management Consultancy at SIET, Hyderabad, India, and finally, all have several years of practical experience. They are acting as CIRD's contacts in the field, visiting SSIs (typically 4-6 in-plant visits per month) for problem-diagnosis and initial advice. They normally meet twice a month with the Acting Director for co-ordination, control and direction. This typically leads to about one consultancy assignment per month to be undertaken by the CIRD Director or the UNIDO expert.

The training capabilities of the CIRD as of December 1983 are limited to the very able person of its Acting Director, a situation not basically different from the one that existed at the start of the project six years ago. While the three Extension Officers assist in the organization of training events for SSI, all lectures are actually given by the CIRD Acting Director (Marketing, General Management topics) and the UNIDO expert (Accounting, Finance, Production Planning and Control etc.). Extensive lecture notes and carefully worked out teaching material does now exist and could potentially be used by trainers planned for recruitment in 1984 or later.

Some ad-hoc contacts do exist with the IDCs in Oshogbo and Ilorin and the Centre for Management Development in Lagos, but proper co-ordination has yet to be established.

If the CIRD should expand its services in the future, clear policies, systems and procedures will be required. An Operation Manual was prepared by UNIDO experts for an efficient functioning of the CIRD, but it is waiting to be adopted.

No assessment of the CIRD capabilities in pre-investment activities could be made, partly because activities in the past have been limited. Due to its location at the University, ad-hoc assistance from other University staff can be called upon here.

C.2 Direct services to small scale industries

Regular conduct of seminars and workshops for small-scale industrialists and their employees started in January 1982. Up to the date of this assessment (December 1983), CIRD conducted about 20 seminars of close to 16 hours duration each on management topics covering Marketing, Finance and Accounting, Inventory Control, Production Planning, Personnel etc. On average, approximately fifty participants have attended each seminar. Interest is said to be encouraging and the awareness of the need for better management techniques seems to grow among small-scale industrialists who have participated in such training events.

Typically a training seminar is immediately followed up by in-plant advisory visits by the seminar lecturer. During the past two years (1982 and 1983), about forty industrialists were visited in this way and given on-the-spot advice by the CIRD Acting Director and the UNIDO expert.

The CIRD has also been involved in feasibility studies (three in the year 1982/83; two are waiting for finance). This was a joint effort between the Centre's staff and the UNIDO experts.

D. Conclusions and recommendations

The project has clearly accomplished a considerable amount of work of high calibre. Also its international experts and especially the national CIRD Acting Director continuously proved their full dedication and patience over the past six years.

However, the project has not succeeded in covering more than a marginal step toward its objectives. The main reasons for this shortfall are two-fold:

- Problems of structure and personalities, as often found in institutions of academic learning;
- Budgetary constraints which prevented the recruitment of the additional foreseen professional staff for the CIRD, and thus impeded its development into an effective service for SSIs.

The overall concept of the CIRD can nevertheless be encouraged and may offer the most realistic alternative presently available in Nigeria for effective upgrading of managerial skills among small-scale industrialists, a need that is felt to be of obvious priority and a matter of urgency.

The credibility of the CIRD extension services and consultancy work is enhanced by the Unit's independence from Government. This is an important point when financial and accounting topics should be discussed openly. Furthermore, the fact that the CIRD's services are now charged for can act as an additional incentive for the industrialist to take advice seriously and implement proposed solutions.

The CIRD link with the University of Ife can be of great potential benefit, if systematically planned for

- to SSI: as a source of qualified ad-hoc consultancy for managerial and various technical problems, not only from CIRD staff but also possibly using other University staff on short-term basis;
- to the University's academic staff: as a challenging "anti-ivory tower" device, giving a practical link with industry.

The CIRD should now be given the opportunity for self-development over a number of years with adequate inputs from national resources. This should be based on a serious review of the national systems of assistance to small scale industry at Federal and State levels (see part III, below).

PART III: THE NATIONAL STRUCTURE OF ASSISTANCE
TO SMALL-SCALE INDUSTRIES

A. The Federal System

The Industrial Development Centres, originally three, in Owerri (east), Zaria (north) and Oshogbo (southwest), in 1983 thirteen, are financed by and report to the Federal Ministry for Industries and Commerce, Division of Small-Scale Industries. The objective is to establish an IDC in each of the 19 States, although expansion of the programme at the moment is seriously hampered by financial constraints. Only the first two, Zaria and Owerri, have operational workshops. It could not be established by the Mission to what extent these workshops are operating and what they are doing.

Apparently most IDCs concentrate on pre-investment studies and management and economic consultancy (verified in Oshogbo, Ilorin and Abeokuta).

The IDCs are operating rather independently from the Federal Ministry; the main link is the budgetary one. No systematic support in terms of policy and operational guidelines, no clearly established lines of authority and control, no information and hand-out material exists. Collaboration between IDCs is rare and ad-hoc and little exchange of material takes place. IDC Directors do meet from time to time in Lagos.

The Federal Government, which originally contributed to the State-run SSI Credit Scheme, has since withdrawn from this. The IDCs are, however, represented in the Committee supervising the scheme and approving new loans. Their technical appraisal was well appreciated by the State Ministries. Also, the Federal Ministry of Industry and Commerce is directly represented in the Committee, as well as some other Government and financial organizations.

B. The State Systems

Although the States are independent in their own activities in the field of assistance to SSI, most seem to have a system attached to the State Ministry dealing with industry. Obviously they differ but there seem to be some common lines. All three States visited have a network of extension officers varying in number and dealing with SSI. In Kwara State there are ten extension officers and in Oyo State, eighteen. This State has been divided into four zones and the Ibadan-based State Ministry is planning to establish a service workshop in each zone. The first one in Ibadan has been operational since two years in metalworking and is expected to expand into woodworking. It has a total of 25 staff. The first parts of the other three workshops, one of which will be in Oshogbo, is budgeted for in the 1984 budget proposal.

Also, the Ogun State Ministry has at least one partly-equipped workshop, called "Industrial Service Centre", based in Abeokuta, only a few hundred metres away from the Abeokuta IDC which does not have workshops. Both State workshops are only partly utilized and mainly active in repairs, although, in 1981, the Ogun Industrial Service Centre was said to have built some prototypes (cassava grinder, metal office cupboard).

The only co-operation between the Abeokuta IDC and the next-door Service Centre was the use of the workshop for an IDC-organized seminar.

Most States are also responsible for the SSI Credit Scheme. Funds expended under this Scheme have become seriously reduced but the Scheme is still operating. The Loans Committee is normally chaired by a senior official from the State Ministry responsible for industry, while the State Ministry of Finance is also represented.

C. Other sources of assistance to small-scale industries

Apart from the Federal and State systems, there are a number of other organizations offering services aimed at the Small-Scale Industries:

- (a) Centre for Industrial Research and Development (CIRD) at the University of Ife (Oyo State). See Part II, pages 22-29. It is possible that other universities in Nigeria are offering similar services. This should be investigated further.
- (b) Centre for Management Development (CMD) in Lagos which, in its Small Business Development Programme, is planning to hold on a regular basis courses on:
 - Industrial management training (10 weeks)
 - Project feasibility study (3 weeks)
 - Record-keeping and financial management (5 days)
 - Entrepreneurship development programme (3 weeks)
 - How to run a business (5 days)

These courses are foreseen to be run across the country.

The CMD also ran the three INDEXTRAC courses for Industrial Extension Officers (1979-1983); this course does apparently not figure in the future programme.

- (c) Negotiations between the Nigerian Government and the World Bank are expected to be completed early 1984 concerning a new credit line for Small-Scale Industries, to be managed by the Nigerian Bank for Commerce and Industry.

D. The overall structure of assistance to small-scale industries

The total structure can best be described using Oyo State as an example.

Apart from the IDC in Oshogbo with its wide range of planned and actual activities, including large workshops, there is the Oyo State Ministry of Industry in Ibadan with 18 extension officers and the zonal workshop. Three further workshops are planned, of which one is in Oshogbo.

Thirdly, there is the CIRI in Ife offering training courses and extension services mainly in the management area.

All three organizations aim their services at basically the same groups of small-scale industrialists. Thus, any SSI may be visited by the extension officers of each of these organizations, trying to identify problem areas and to provide sometimes identical, or often at least very similar, types of assistance.

All together the system can be a potentially powerful tool to assist small-scale industry. It is also clear, however, that the full potential will only be achieved if a close co-operation and co-ordination is established, avoiding duplication of efforts, feeding information to each other and each part specializing in its strongest area. Such co-ordination could lead to some of the existing or planned facilities and staff becoming available for other more useful purposes.

It is clear that the situation as it exists now is duplicating in many areas, and services could improve with better co-ordination. Not only is there a considerable under-utilization in terms of financial investment, but even more important, in terms of scarce qualified manpower that now is being wasted away in frustration, as tools or operating budgets are not available. In the present situation of tight finance, effective voluntary co-ordination and a clear division of work between the Federal and State systems, as well as with the other organizations, should be established, something which at present does not seem to exist.

PART IV: RECOMMENDATIONS

A. The Federal Ministry of Industry and Commerce

- (1) The Evaluation Mission strongly recommends that the Ministry reviews the overall system of assistance to SSIs, including that available from the State Ministries and from other organizations. The Ministry should perform a co-ordinating role as it alone is in a position to do so.

Negotiations with the States and other organizations involved in assistance to SSI to identify the particular strengths of each and to determine the respective roles, should lead to an overall system which makes an optimum use of the very scarce resources - human and material - and attempt to maximize the quality and range of services offered that match the real needs of the SSI.

Organizations like the Centre for Management Development, the CIRD at the University of Ife and the Nigerian Investment Information and Promotion Centre should each mainly offer a preferably highly specialized narrow range of services on national or zonal levels, partly for use by or distribution through IDC and the State Ministries.

- (2) The Federal and State Governments should specifically recognize the potentially useful role the CIRD at the University of Ife can fill in the overall system of assistance to SSI in the region. This should be reflected in Governmental policy decisions and efforts to co-ordinate the objectives and activities of the various organizations. The CIRD can potentially fill the need for training in management, administration and control of SSI in the region and the IDCs could partly be relieved from that task.

This co-ordination at the national level should be supplemented by strong guidance and a tighter control of all IDCs in respect of their areas of activity.

- (3) In the present situation, the Ministry should reconsider the total system of IDCs. It seems to the Evaluators that establishment of full workshops at State levels is both far too costly in terms of buildings and equipment, as well as potentially counterproductive, as the high technical level of staff required for effective utilization of these for IDC purposes is extremely scarce. The most viable option seems to be the completion and consolidation of the three oldest IDCs as zonal centres and developing the other IDCs on the lines that

they are now operating, concentrating on techno-economic advice and training. Practical workshop training and demonstration could be organized ad-hoc in these States concerned, using existing workshops of educational institutes or enterprises. Prototype development and all other workshop activities (apart from training) should be concentrated in the three specialized IDCs. The zonal IDCs each should concentrate on those branches of industry most relevant in their zone. This is likely to be metal and woodworking for Oshogbo, metal-working and food processing in Owerri and textiles and leather in Zaria. Outside its areas of specialization, the zonal IDCs should have a small number of technical advisory staff in the other specializations maintaining close relations with the specialist IDC in that specialization.

This approach should also entail a number of transfers of technical staff to those IDCs where they are most needed.

- (4) Independent from the above it may be a very good idea to establish governing or advisory boards for each IDC, including a strong representation from the local small-scale industrialists possibly through the National Association of SSIs (NASSI) and the local/State governments in order to create a more direct relation between the IDCs and local needs in drawing up a programme of activities etc.
- (5) At the same time, the Ministry should develop a clear organizational structure for IDCs, detailed policies and guidelines concerning their operation and instruments of assistance. This should include detailed guidelines on how to train IDC staff (on-the-job and outside training), how to do a survey of training needs in SSIs and when to do this, guidelines on utilization of workshops, guidelines for library operations and new acquisitions etc.

At the level of the Ministry itself, the following should be considered:

- (6) The establishment of a data bank for standards, specifications, working manuals, blueprints, SSI pre-investment profiles, appropriate prototypes etc. This data bank should draw upon and co-operate with existing national and international institutions and collect any materials produced by IDCs. It should then very actively disseminate selected material to all IDCs and other organizations concerned.

- (7) A programming and management structure complementary to the data bank which co-ordinates the work of IDCs to avoid overlapping of activities of individual Centres. This could involve development of course/demonstration materials, national level surveys, pre-investment profiles, simple instruction leaflets etc. This structure could also draw up the total programme of such materials to be developed. The Directors of all IDCs or at least those of the three leading ones should be given an active role within this structure.
- (8) A small Personnel Planning Service, which will be responsible for recruitment, allocation and career planning of IDC staff. Such planning should help to avoid uncertainty of IDCs concerning their staff, as well as developing a more balanced overall staffing.
- (9) The existing proposal of creating a Small-Scale Industries Development Corporation separate from the Federal Ministry of Industries (and the Civil Service staff recruitment system) is strongly supported by the Mission. This Corporation should be responsible for co-ordinating and managing the IDC system of support to the small-scale industries. In the design and establishment of the Corporation, the recommendations listed above should be taken into account.

The main advantages of this approach for the development of effective assistance are:

- More independent personnel policies;
- Faster and more effective decision-making and control partly due to full concentration on one task;
- More effective utilization of budgetary allocations;
- Opportunity to provide services closer to the needs of small-scale industries;
- Increased credibility in the eyes of small-scale industrialists for provision of services independent of direct Government control.

A Small-Scale Industries Development Corporation may not only be able to provide better services, but may also prove to be more efficient and less expensive overall.

Pending a decision on the Corporation, recommendations 1-8 should already be considered for immediate implementation in the Ministry as organized now. Newly-established functions could then later be transferred to the Corporation.

The Evaluation team strongly recommends UNDP/UNIDO assistance to the Ministry of Industry and Commerce - Division of Small-Scale Industries to assist in preparing for the above-mentioned policy decisions and in establishing the new functions, guidelines etc. An adviser could probably be recruited initially for about six months, after which he could return for short (1-2 months) missions in order to support development of the required structures.

B. The IDC Oshogbo

- (1) It is clear to the Evaluators that the main function of external technical assistance to the IDC should be to build up the Centre as an independent organization capable of serving the SSI in a variety of ways. Just supporting the SSI directly by providing international experts appears to be not sufficiently effective.

Any further assistance, therefore, should with immediate effect primarily be aimed at increasing the capability of IDC staff and effectiveness of the Centre in assisting SSI. This means that the ways in which experts and IDC staff cooperate should change. Experts should support IDC professional staff in doing their job rather than do it themselves.

- (2) The usefulness of building up the IDC as envisaged depends on the availability of the basic workshops in metalworking and woodworking planned since early 1983. Assistance to the IDC Oshogbo should only be considered beyond the presently-committed duration (June 1984), if by that time these basic workshops are fully installed and operational. The suggested time-frame for the realization of this is as follows:

- (a) One workshop building finished provided with electric wiring and water by end January 1984, the area adequately levelled.
- (b) The generator plant, already available on the IDC site since 1982 should be installed in a temporary location (automobile workshop) by end February 1984 (for above approximately Naira 10,000 is required).

- (c) Installation of the metalworking machinery by the end of March 1984 (the equipment is ready for shipment at the Nigeria Machine Tools Company in Oshogbo and can be delivered at 2-3 days notice). At mid-December 1983, the Company was awaiting the cheque from the Federal Ministry of Industry and Commerce that had undertaken to pay directly.
- (d) IDC staff who will operate the machinery should undergo machine training, available immediately free of charge at the NMT Company. The Ministry should consider transferring all metalworking staff from other IDCs without workshops by end January 1984 to IDC Oshogbo.
- (e) The remaining equipment, said to be available from stockists in Nigeria at approximately 2-3 months notice, should be installed and operational by April 1984.

Total cost of the equipment is approximately Naira 160,000. A further approximately Naira 10,000 will be required for raw materials and consumables.

Upon completion of the workshops, the Nigerian Government and UNDP/UNIDO may want to consider further assistance to the IDC. Further assistance could include one or more of the following:

- A woodworking professional (volunteer or expert) to establish good workshop procedures and guidelines, train IDC staff in running of the workshop, develop a series of short training-cum-demonstration seminars, some prototypes for demonstration, etc.;
- A metalworking professional (volunteer or expert) who will do the same for the metalworking workshop;
- An adviser to the Director of the IDC to assist in developing a comprehensive set of policies and organizational procedures as well as a detailed programme of activities for the IDC Oshogbo (3-4 months' assignment with possible follow-up visits). The above policies, procedures and programme could then also be used by the other IDCs using Oshogbo as a model. These materials should be developed in co-operation with the Federal Ministry, taking into account the other organizations providing assistance to the SSI.

Other areas that could be considered but of much lower priority than the above three at this stage of IDC development are short-term assistance in pre-investment activities and "training of trainers".

The existing UNDP/UNIDO experts at the IDC should with immediate effect reorient their activities along above lines, preparing for effective operation of the workshops.

The Government and UNDP/UNIDO could investigate the situation at the other two advanced IDCs in Owerri and Zaria and, depending on the situation found, consider similar assistance to be proposed for further bilateral funding or direct financing to these IDCs that now each specialize in the two areas of industry prevailing in their respective geographical areas of coverage. It has been suggested that these areas are likely to be as follows:

- IDC Zaria: leather and textiles
- IDC Owerri: metalworking and food-processing
- IDC Oshogbo: metalworking and woodworking

This will give national specialist coverage for five priority areas.

(3) The IDC Oshogbo should consider setting up at least one SSI producing spare parts in the already available workshops.

The Evaluation has found ample evidence that the availability of spare parts is probably the most serious problem for many SSIs. This is likely to become even more so as import restrictions hamper external spare parts supplies. At the same time, this is an area of opportunity for specialized SSIs. Installation of one or more such SSIs at the IDC would have the following advantages:

- Existing infrastructure and buildings would be used to a higher extent;
- Technical and engineering knowledge to support the SSI is available on site;
- A new SSI would be created to cater for an urgent need with a relatively modest investment in supplementary equipment;
- The industries perception of the IDC as a centre for services would be enhanced.

It should further be added that production of spare parts as well as routine repairs are typically tasks where SSIs could excell. The existing UNIDO experts should attempt to identify potentially interested entrepreneurs by April 1984.

All IDCs should consider similar approaches in the other areas of specialization.

- (4) Establishment of a "mini industrial estate" at the IDC Oshogbo site. Apart from the above-mentioned spare part manufacturer(s), the Mission strongly recommends that the remaining empty workshop space is soonest (as of 1984) made available to other small-scale Industrialists. This would further add to IDC's credibility as a Centre for Industrial Development at no further investment. It would make excellent use of the existing buildings, infrastructure and available expertise, while, for the long term, the buildings could still remain reserved for the IDC when needs require and funds allow expansion. The mini estate could, if successful, be expanded on or outside the IDC plot.

Such action should be co-ordinated with the Oyo State Department of Industries, which already has plans to build its own separate small industrial estate in Oshogbo, and which would be interested in co-operation to achieve its aims and save on scarce finance for investment.

C. The CIRD at the University of Ife

- (1) After careful review of the national system of assistance to SSI as a whole (elimination of duplications, clear policy outlines), the Federal and State Governments may consider subsidizing the CIRD possibly to the tune of Naira 100,000 per year. This would allow the CIRD to develop and intensify its services to SSI with more continuity and independence from the budgetary uncertainties of Ife University.
- (2) The present CIRD Advisory Committee should be transformed into a Management Committee in 1984. A small group of influential persons who take a real interest in SSI development should sit on this Committee. Preferably, it will be comprised of businessmen and industrialists as the direct beneficiaries of the CIRD's services; of members of relevant Faculties as a source for managerial and technical consultancy services; of high-ranking officials of Federal and State Ministries of Planning and/or Finance also in order to induce a more continuous inflow of operating funds for the CIRD. Such a Management Committee may considerably increase the effectiveness of the CIRD and ensure continuous focussing of its services on the real needs of Small-Scale Industry.
- (3) The UNIDO expert in post should remain at CIRD until the end of his contract in December 1984. He should give priority to institution-building activities, i.e., training of new CIRD staff and development of procedures, guidelines and course materials.

- (4) The need for eventual additional UNDP/UNIDO assistance beyond the end of 1984 may be reviewed at that time. A main consideration will be the availability of a considerable number of newly-recruited extra CIRDP professional staff who would require additional training.

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DEVELOPMENT PROGRAMME



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REPRESENTATIVE IN NIGERIA

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11, QUEEN'S DRIVE-IKOYI

Ref: NIR/73/014/GEN

Date 11th November, 1983

Dear Sir,

re: Joint UNDP/UNIDO Evaluation of DP/NIR/73/014 -
Industrial Development Centre, Oshogbo

.... I have pleasure in enclosing for your perusal and comments a copy of the terms of reference for the above evaluation.

Although the evaluation mission naturally must focus on the achievements and the effectiveness of the project itself, it is our contention that it cannot do so without placing the project within the overall industrial extension system and an appraisal of this system is therefore included in the terms of reference (page 2 point a). We would nevertheless like to make this point clearer in the final version of the paper by including a specific request for an appraisal of our project at University of Ife, NIR/75/012 - Industrial Management Services, which is actually striving to establish its own extension network. Apart from this amendment, we are in agreement with the terms of reference as prepared by UNIDO Headquarters.

As you will notice, it is suggested that the mission should be composed of the following :-

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- one representative of UNIDO
- representative(s) of the Government

The names of the representatives of UNDP/UNIDO will be submitted to you shortly. In the meantime, we would urge you take steps to identify the representative(s) of the Government and to communicate the names to us at your earliest convenience.

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We wish to take this opportunity to bring to your attention that Revision 'N' of this project, which we forwarded for your signature on 10 October 1983, has not yet been returned.

UNITED NATIONS



NATIONS UNIES

Since this Revision inter alia include the budgetary provision for the evaluation mission, we hope to receive signed copies from you shortly.

Thanking you for your co-operation in this matter, we look forward to hearing from you.

Yours sincerely,


Anders Roekjaer
Resident Representative

The Permanent Secretary (Attn: Alhaji Eabeeku)
Federal Ministry of National Planning
ECONOMIC AFFAIRS DIVISION
New Secretariat
Ikoyi, Lagos.

cc: The Permanent Secretary (Attn: Mr. A. O. Oluwunmi)
Federal Ministry of Industries
New Secretariat, Ikoyi Road
Lagos.

cc: Mr. Kayode
IDC, Oshogbo

cc: Mr. Bakka ✓
Project Co-Ordinator
(NIR /73/014)
IDC, Oshogbo.

JOINT UNDP/UNIDO EVALUATION OF
DP/NIR/73/014
INDUSTRIAL DEVELOPMENT CENTRE, OSHOGBO

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The Nigerian economy which is highly dependent on oil revenues has been forced to adopt severely restrictive policies due to the slump in oil prices and demand. Emphasis is on greater self-reliance through diversification of the national economy and balanced development of all sectors and geographical areas of the country. The promotion and accelerated development of the small-scale industrial sector is an essential element of the development and diversification of Nigeria's manufacturing capacity. Both the third (1975-80) and the fourth (1980-85) National Development Plan emphasized the importance of small-scale industries to generate employment opportunities, stimulate indigenous entrepreneurship, facilitate effective mobilization of local resources, capital, and skill and reduce regional disparities and dependency on imports and at the same time to provide forward and backward linkage to large-scale industry development. The two main instruments created by the Government to promote small-scale industry development are 1) Industrial Development Centres (IDCs) for rendering technical and management services to small-scale industrialists and 2) Small-scale industries Credit Scheme (SSICs) for giving financial assistance to existing and prospective small-scale enterprises. In October 1977 at the request of the Nigerian Government a project of UNDP/UNIDO technical assistance to the Industrial Development Centre, Oshogbo (DP/NIR/73/014) was approved. The aim of the project was to enable the IDC Oshogbo as well as IDCs in five other Western Nigerian States to be instrumental in improving and modernizing existing small-scale industries and in developing new ones.

In order to assess the overall achievements of the project and facilitate the resolution of persistent problems it has been agreed by all parties concerned to undertake an in-depth evaluation.

II. Scope and Purpose of the Review

..... In accordance with provisions contained in Chapter 3470 of the Policies and Procedures Manual (PFM) and the relevant guidelines described in the attached documents on Project Monitoring, Evaluation and Duration - UNDP/PROG/FIELD/150 of 30 September 1982, the primary purpose of the evaluation mission is:

To evaluate the achievements and effectiveness of the projects, specifically:

- a) Assess the achievements of the project against the set objectives and targets and expected outputs;
- b) Examine the extent to which the results/outputs achieved by the project have contributed towards the building up of the institutional capability of IDCs and subsequently, towards the overall industrialization of Nigeria;

- (c) Identify and assess the factors which facilitated the achievements of the project's objectives as well as those factors that impeded the fulfillment of those objectives.

As part of the above tasks, the mission is also requested:

- (a) to determine the role the IDCs are called upon to play in the overall system of industrialization process including a critical analysis of the actual needs of small-scale industry as regards the services expected from the IDCs;
- b) to assess the actual contacts of IDCs with target industries and with the Government;
- c) to assess the results achieved by the technical assistance projects pointing out the progress or lack of progress with regard to the building up of IDCs institutional capabilities and credibility;
- d) to assess the actual technical capabilities of the functional units of IDCs related to the major areas of
- (i) survey and study capabilities (feasibility, techno-economic, market sectoral and sub-sectoral studies);
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- g) to suggest the time frame when IDCs would be in a position to operate efficiently and effectively without further external technical assistance.

The mission should feel free to review all steps in the formulation and implementation of the project and make recommendations as to its future.

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The mission will be composed of the following:

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IV. Consultations in the Field

The mission will maintain close liaison with the UNDP Resident Representative in Nigeria, the concerned agencies of the Government, the project national and international personnel, the IDCs themselves, and the industries.

Although the mission should feel free to discuss with the authorities concerned all matters relevant to its assignment, it is not authorized to make any commitments on behalf of UNDP or UNIDO.

V. Time-table and Report of the Mission

The UNDP consultant will receive briefings at UNDP Headquarters and UNIDO, on his way to Nigeria. Upon arrival in Lagos, the mission will be briefed by UNDP Resident Representative, who will also provide the necessary substantive and administrative support. The mission will endeavour to complete its work within 2 1/2 weeks, starting December 1983. Upon completion of its work, it will be debriefed by the UNDP Resident Representative and by the Substantive Division at UNIDO Headquarters, Vienna.

The mission will complete its report in Nigeria and discuss its findings, conclusions and recommendations with the Government. If the report cannot be finalized in the field, the mission will leave behind with the Resident Representative a draft of its report.

The final version of the report will be submitted simultaneously to UNDP and UNIDO Headquarters, which, in agreement, will transmit the report to the Government of Nigeria through the Resident Representative.

PERSONS MET BY THE MISSION IN NIGERIA

Federal Government, Lagos

- . Mr. A.O. OLUWUNMI, Director, Industrial Policy and Planning
Federal Ministry of Industries
- . Mr. AMUSA-EKF, Assistant Director, Industrial Policy and Planning
Federal Ministry of Industries
- . Mr. J.O. ADEBAYO, Deputy Secretary, Small-Scale Industries Division
Federal Ministry of Industries
- . Mr. A. LIMAN, Principal Assistant Secretary
Small-Scale Industries Division
Federal Ministry of Industries
- . Mr. E/O. OGBAN, Assistant Secretary, Small-Scale Industries Division
Federal Ministry of Industries
- . Mrs. R. ONAYEMI, Under-Secretary, Small-Scale Industries Division
Federal Ministry of Industries
- . Mrs. D.A. OBI, Industrial Officer, Small-Scale Industries Division
Federal Ministry of Industries
- . Mr. C.N. ETTA, Under-Secretary, Federal Ministry of National Planning

Oyo State Government, Ibadan

- . Mr. E.A. AKINWUMI, Chief Industrial Officer, Department of Industries
Ministry of Trade, Industries and Co-operatives

Kwara State Government, Ilorin

- . Mr. E.F. ALASI, Chief Commercial Officer
Ministry of Trade, Industry and Co-operatives
- . Mr. D.A. AKODA, Head of Small-Scale Industries Division
Ministry of Trade and Industry Co-operatives

UNDP/UNIDO

- . Mr. A.R. ROEJKJAER, Resident Representative, UNDP
- . Ms. L. LINDBERG, Assistant Resident Representative
- . Mr. J. MOLHOEK, JPO, UNIDO
- . Mr. J. HAKKA, CTA, Foundry Expert, IDC Oshogbo
- . Mr. J.W. WESTON, Mechanical Engineering Expert, IDC Oshogbo
- . Mr. C. SVAELAS, Woodworking Expert, IDC, Oshogbo
- . Mr. S. VENKATARAMAN, CTA, Industrial Management Training Adviser
Centre for Industrial Research and Development
University of Ife

Other Technical Assistance Organization

- . Mr. H.M. SCHAAPVELD, Third Secretary, Royal Netherlands Embassy

Industrialists

- . Mr. L. EBOFIN, Chief Executive, Nakel Engineers (Nigeria) Limited
Ojota, Ikeja, Lagos State
- . Mr. D. ADEOGUN, Managing Director, Ogo-Oluwa Metal Pots Industry
Hkosin, Oshogbo, Oyo State
- . Mr. N. AJAYI, Owner, Rainbow Furniture Industry
Oshogbo, Oyo State
- . Mr. B. AJAYI, Managing Director, Bisi Ajayi and Sons (Nigeria) Limited
Manufacturers of T-Shirts and Underwear Garments
Oshogbo, Oyo State
- . Mr. S. SUDHAKARAN NAIR, Manager Planning, Nigeria Machine Tools Limited
Oshogbo, Oyo State

- . Mr. M. NINAN, Engineer Design, Nigeria Machine Tools Limited
Oshogbo, Oyo State
- . Mr. M.L. KAUSHAL, Engineer Project (Equipment)
Nigeria Machine Tools Limited
Oshogbo, Oyo State
- . Mr. P. JANARDHANA RAO, Manager Training
Nigeria Machine Tools Limited
Oshogbo, Oyo State
- . Mr. S.A. DARA, Managing Director, Mestra Engineering Co., Limited
Ilorin, Kwara State
- . Mr. S.B. OLOMU, Owner, Leather Works (Nigeria) Limited
Ilorin, Kwara State
- . Mr. I. WOYE, Woye and Sons (Nigeria) Limited
Printing and Publishers, Bakery
Ilorin, Kwara State
- . Mrs. ADEYEMI, Managing Director, Adeyemi Furniture Works Limited
Ilorin, Kwara State
- . Mr. J.D. LAPIDO, Owner, Oje Wood Toys and Wood Engineer Limited
Ilorin, Kwara State
- . Abayomi Foundry Works, Ibadan, Oyo State
- . Automotive and Mechanical Workshop, Abeokuta, Ogun State

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Oshogbo, Oyo State

- . Mr. O.A. KAYODE, Director IDC, Oshogbo
- . Mr. T.O. APELEHIN, Principal Technical Officer (Woodworking)
- . Mr. O.A. OSHINOWO, Principal Technical Officer (Textile)
- . Mr. F. AKINGBEMISILU, Higher Technical Officer (Chemical Engineering)

Zonal Workshop, State Ministry of Trade, Industries and Co-operatives
Ibadan, Oyo State

- . Dr. S.O. LAOSEBIKAN, Zonal Officer

Centre for Industrial Research and Development (CIRD)
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- . Dr. O.A. OGUNTOYE, Acting Director, CIRD
- . Dr. J.A. FABAYO, Co-ordinator (Research)
- . Mr. O.Y. TJA, Administrative Officer

Assistance to Small-Scale Industry in Ogun State

Industrial Development Centre (IDC), Federal Ministry of Abeokuta,
Ogun State

- . Mr. G.F. ADESODUN, Senior Technical Officer (Textiles)
- . Mr. J.O. OFUME, Senior Technical Officer (Auto)
- . Mr. S.A. OGUNSANWO, Ag. Principal Technical Officer (Wood)
- . Mr. O. 'GBUYI SONUBI, Ag. Principal Technical Officer (Wood)
- . Mr. O.Y. ADETAYO, Higher Technical Officer (Leather)
- . Mr. L.A. OGUNREMI, Industrial Officer Grade I (Management Services)
- . Mr. L.A. ADUNOWO, Technical Officer (Metal)
- . Mr. K.D. MAYUNGBE, Technical Officer (Textiles)

Industrial Services Centres (ICS), State Ministry of Industry
Abeokuta, Ogun State

. Mr. L.A. Adefiti, Technical Officer (Mechanics)

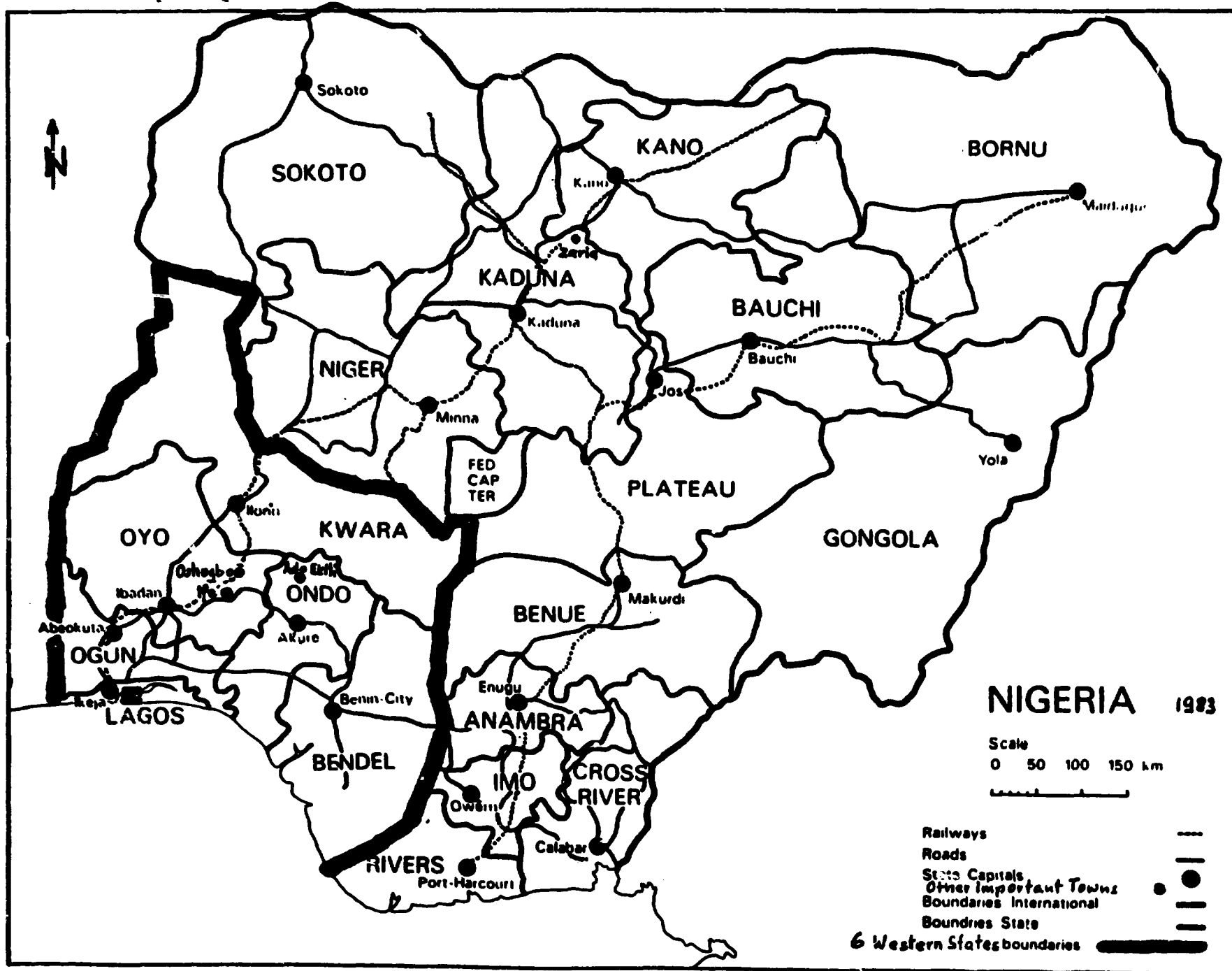
Assistance to Small-Scale Industry in Kwara State

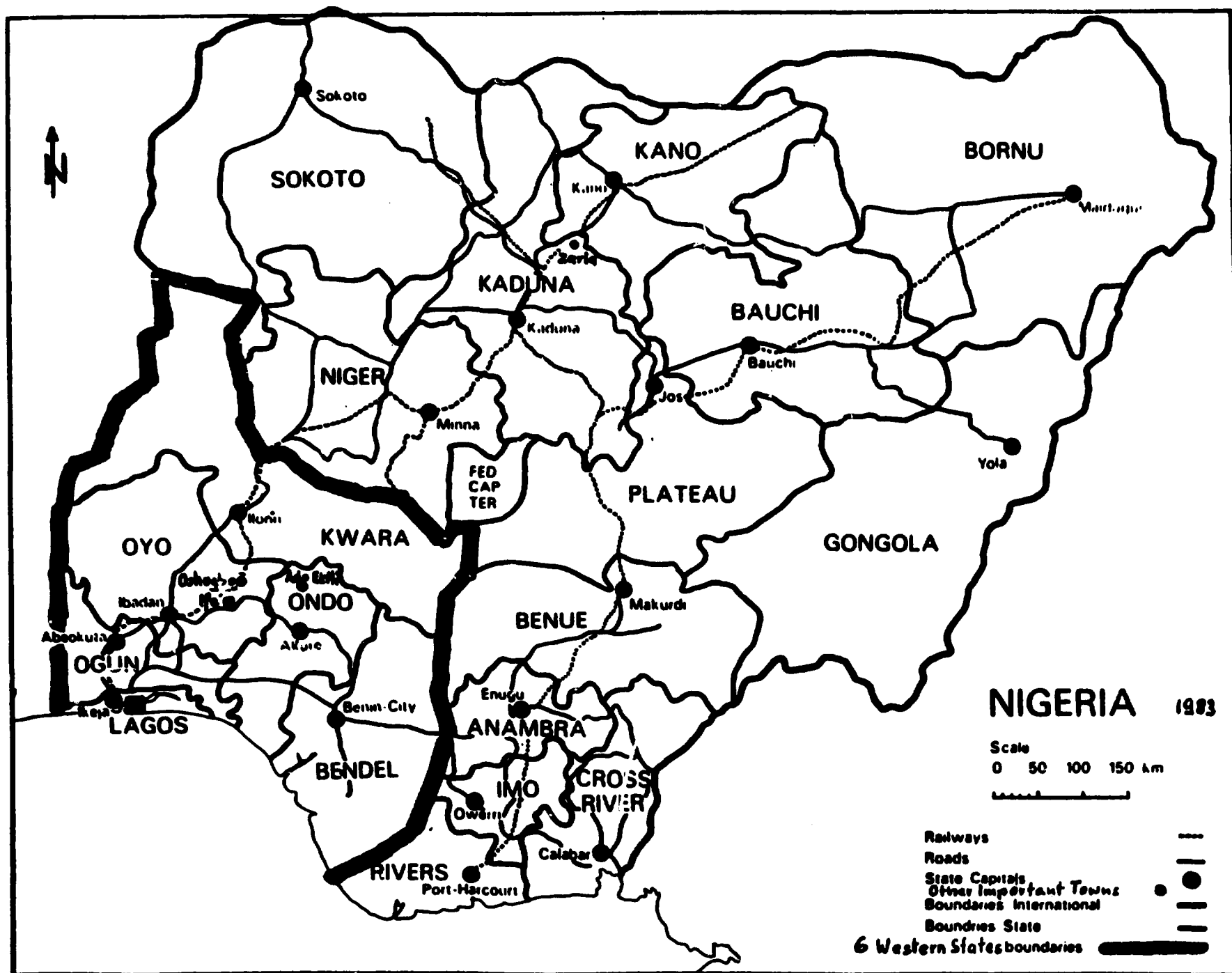
Industrial Development Centre (IDC), Federal Ministry of Industries
Ilorin, Kwara State

. Mr. M.D. ASHONIBARE, Director IDC, Ilorin

. Mr. P.O. ONARE, Higher Technical Officer (Metal)

. Mr. D.G. ADEJUNIO, Senior Technical Officer (Textile)





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Ref: NIR/73/014/GEN

Date 11th November, 1983

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Resident Representative

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ECONOMIC AFFAIRS DIVISION
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Ikoyi, Lagos.

cc: The Permanent Secretary (Attn: Mr. A. O. Oluwumi)
Federal Ministry of Industries
New Secretariat, Ikoyi Road
Lagos.

cc: Mr. Kayode
IDC, Oshogbo

cc: Mr. Balda ✓
Project Co-Ordinator
(NIR /73/014)
IDC, Oshogbo.

JOINT UNDP/UNIDO EVALUATION OF
DP/NIR/73/014
INDUSTRIAL DEVELOPMENT CENTRE, OSHOGBO

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Although the mission should feel free to discuss with the authorities concerned all matters relevant to its assignment, it is not authorized to make any commitments on behalf of UNDP or UNIDO.

V. Time-table and Report of the Mission

The UNDP consultant will receive briefings at UNDP Headquarters and UNIDO, on his way to Nigeria. Upon arrival in Lagos, the mission will be briefed by UNDP Resident Representative, who will also provide the necessary substantive and administrative support. The mission will endeavour to complete its work within 2 1/2 weeks, starting December 1983. Upon completion of its work, it will be debriefed by the UNDP Resident Representative and by the Substantive Division at UNIDO Headquarters, Vienna.

The mission will complete its report in Nigeria and discuss its findings, conclusions and recommendations with the Government. If the report cannot be finalized in the field, the mission will leave behind with the Resident Representative a draft of its report.

The final version of the report will be submitted simultaneously to UNDP and UNIDO headquarters, which, in agreement, will transmit the report to the Government of Nigeria through the Resident Representative.

