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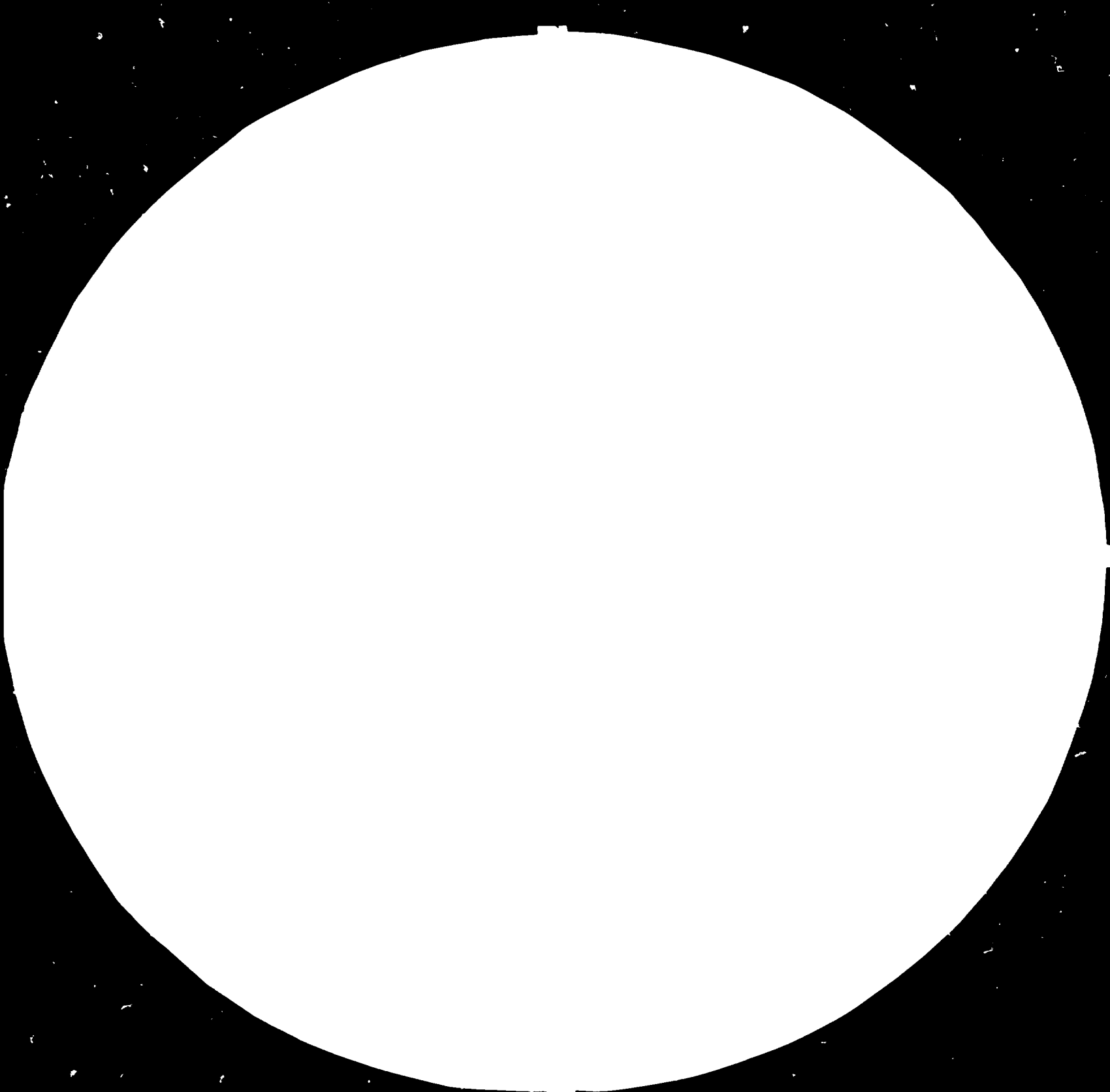
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Resolution test chart pattern 2.5, consisting of five vertical bars on the left and five horizontal bars on the right, with the number 2.5 in the center.

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RESOLUTION TEST CHART

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RESTRICTED

DECEMBER 1982

INDUSTRIAL DEVELOPMENT CENTRE - OSHOGBO,

NIGERIA

PROJECT NO. IP/NIR/73/014

FINAL REPORT

FOR THE PERIOD JULY 1976 TO DECEMBER 1982

OF

WILLIAM MILES THOMPSON

PROJECT MANAGER

OF

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANISATION,

EXECUTING AGENCY FOR THE UNITED NATIONS DEVELOPMENT PROGRAMME

This report has not been cleared with United Nations Industrial Development Organisation, and the views expressed are those of the author.

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1.0 Summary of Recommendations

- 1.1 That the UNIDO Project Manager be consulted and involved in all matters relating to the Project.
- 1.2 That the UNIDO Project Manager and/or Experts should attend the I.D.C Directors' meetings.
- 1.3 That an Evaluation Review be carried out of the Project as soon as possible, in which the Government should participate. To restate the Project Objectives and ensure adequate inputs.
- 1.4 That the Evaluation Team at 1.3 above, also examine the whole situation regarding workshop buildings, administrative block and foundry, together with the funds for machinery and equipment and its installation, in the context of a time scale and availability of Experts.
- 1.5 That a Semi-Autonomous body be constituted, similar to the Centre for Management Development. With representatives from Industry on its Board. To take over the responsibility for the operation of all I.D.C's in the country.

NOTE: For explanations of the above see Section 5.1 to 5.5 of this report.

ACKNOWLEDGEMENTS

The Project Manager wishes to express his thanks and appreciation to all those who have been involved with this project over the years and for the contributions they have made. They are on the Government side:-

- MR OLUWUNMI - Director of Policy and Planning, Federal Ministry of Industries.
- MR DEDE)
- MR OKON)
- MR OYEGUN) - Each in turn being Head of the Small Scale Industries Division, Federal Ministry of Industries. Responsible for all I.D.C's in Nigeria.
- MR TAIWO)
- MR OYENUGA)
- MR UABOI)
- MR ANYASO)
- MR ASHONLBARE) - Each in turn being Director of I.D.C. Oshogbo.
- MR KAYODE)
- MR ASHONIBARE - Director I.D.C. ILORIN, KWARA STATE
- MR ADETAYO - Director I.D.C, AKURE, ONDO STATE
- MR AKINSEYE - Director I.D.C, ABEOKUTA, OGUN & LAGOS STATES
- MR OKITIKPI - Director I.D.C, BENIN , BENDEL STATE

Plus all the counterparts working at the five I.D.C's serving the six States with which this project is concerned. Which also includes the staff at each of the State Ministry of Industries with whom we have been closely associated.

The help and support from UNDP without whom, the project could not exist:-

- MR JANSEN - Resident Representative
 - MR NOLTE - Acting Resident Representative
 - MR RIEFENRATT - Acting Resident Representative
 - MR HOUZER - Resident Representative
 - MR RIEFENRAT - Acting Resident Representative
 - MR MILLEY - " " "
 - MR IKEHORN - " " "
 - MR LUBEGA - " " "
 - MR ROEJKJAER - Resident Representative
- Each in turn being responsible for the whole of the UNDP in Nigeria, including this project.

- MR LAVIDES - Senior Industrial Development Field Adviser
- MR LEHMAYER - " " " " "
- MR A.N. OTHES - Junior Professional Officer (Belgium)
- MR MIKELSEN - " " " (Denmark)
- MR BAUMANN - " " " (W. Germany)
- MR BJERREGAARD - " " " (Denmark)

I am also indebted to my colleagues the Experts, to the six who have left the project and the five remaining. Their professionalism and dedication was often an inspiration, and gave meaning to the word team-work.

Finally I would like to acknowledge the three UNIDO Backstopping Officers who have served this project in turn, and have always given me their full support and guidance:-

- MR ZIMMERMANN
- MR AGUADO-JOU
- MR ZEREZCHI.

2.0 INTRODUCTION

2.1 Purpose of Report

This report covers the period from July 1976 to December 1982, during which time the Project Manager was responsible for this project.

Briefly, the report is to:-

- Outline the main activities of the Project Manager.
- Identify the driving and restraining factors influencing the project.
- Give some recommendations, which could be considered to assist and improve the effectiveness of the project.

2.2 Terms of Reference

First there is the job description of the Project Manager, then the Project Document he prepared for this project, which was agreed to and signed by the Nigerian Government, UNDP and UNIDO in OCT/NOV 1977.

2.3 Objectives of the Project

A. Development Objectives

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

Also, to ensure that the small-scale industry sector keeps pace with Government plans to industrialize Nigeria.

B. Immediate Objectives

1. Improving the efficiency and productivity of existing small-scale industrial establishments in the six States of Bendel, Kwara, Lagos, Ogun, Ondo and Oyo by:-

Providing a continuous training programme to upgrade the knowledge and skills of entrepreneurs, as well as by investigating and solving entrepreneur's problems. Training will be provided in the fields of:

- (a) Marketing
- (b) Book-keeping and Financial Control
- (c) Machine Installation, Maintenance and Repair
- (d) Product Design and Improvement
- (e) Production Planning and Control

- (f) Tool and Die Manufacture and Design
- (g) Plant Layouts
- (h) Purchasing
- (i) Store-keeping
- (j) Worker Training and Education
- (k) Technical Expertise and Machine Operation, etc.

2. Fostering the development of new small-scale industry, according to priority requirements, and maintaining individual sectors at their optimum size by:

Assisting the six States concerned in implementing the small-scale Industries Credit Scheme. Assistance will be directed towards:

- (a) Carrying out Industrial, Economic and Marketing Surveys to establish priorities of different types of Industry.
- (b) Carry out feasibility studies and appraisal of projects requesting loans, making recommendations on suitability and viability of such projects, in support of the States' responsibilities in this field.
- (c) Carry out follow-up procedure to ensure success of projects receiving loans.

3. Developing a cadre of fully trained Government officers for I.D.C's and other Small-Scale Industry bodies, capable of carrying out consultancy and extension activities, surveys and market studies, loan appraisals and feasibility studies, and continuous training programmes for entrepreneurs.
4. Acting as a catalyst in creating links between large and medium industry on the one hand and small-scale industry on the other, with a view to the securing of contracts for the supply of goods and services by small industry to large and medium industry.
5. Providing a comprehensive service to the Small-Scale Industry Industrial Estates which are to be set up.
6. Assist where required in the establishment of other new I.D.C's in the six States concerned. Give Technical and Management advice and assistance to Government on the planning, organisation and operation of Industrial Development Centres.
7. Develop a register of Small-Scale Industry in the six States.

3.0 PREPARATORY ACTIVITIES OF THE PROJECT MANAGER

3.1 Original Plan

Initially the Project Manager was concerned to examine the industrial situation in Nigeria with special emphasis on the small scale industry sector, in order to assess the needs and problems, to determine what assistance was required and how the problems could be solved.

The surveys made and information gathered were to be used by the Project Manager in drawing up a draft Project Document and present it for approval.

3.2 The Situation Originally Presented

The Small Scale Industries Division in the Federal Ministry of Industries was responsible for two existing Industrial Development Centres, one in the Eastern part of Nigeria at Owerri, responsible for the Eastern States, and another in the North of Nigeria at Zaria responsible for all the Northern part of the country. They had been in existence for some ten years and more. Another I.D.C. was being planned for the West of Nigeria at Oshogbo, to cover the six States of Ogun, Ondo, Oyo, Bendel, Kwara and Lagos.

When the Project Manager took up his duties, there was a nucleus of five Government Officers in post at Oshogbo in a dwelling house being used as an office, whilst the I.D.C. had been under construction since December 1974, but was not ready for occupation.

3.3 Discovering the Situation

The Project Manager spent one week at Owerri I.D.C and visited industry in the area, and saw how the work was organised by the I.D.C and what support they were able to give industry. He then spent another week at Zaria in the North and examined the situation there within the I.D.C and the industry they were assisting.

After gathering what information was available in the Federal Ministry of Industries at Lagos, the Project Manager travelled to his duty post Oshogbo, four weeks after his arrival in the country. And for the next few months visited all six States to be serviced, meeting the Officers in the State Ministry of Industries and attending their Small Scale Industries Loan Management Committee meetings. Where loan applications were discussed and decided upon.

3.4 Familiarisation with Problems

Every opportunity was taken to travel with each of the five counterparts from Oshogbo, to visit Industry, whether to discuss the situation with a loan applicant or in response to a request for technical or managerial assistance.

All P.I.P's (Pre-Investment Proposal forms) made out by the counterparts on behalf of a loan applicant, which detailed the financial and technical requirements as well as the machinery and equipment proposed for the project, and showing the expected cash flow and profit, were passed to the Project Manager for his perusal and comments, before being sent to the Loan Management Committee of the State concerned.

3.5 Information Available

Little information was available on the types, location and situation prevailing in the small scale industry sector. The only information that was available was a series of surveys that had been carried out a few years earlier by Ife University, covering most of the six States serviced by Oshogbo I.D.C.

However the Ife Surveys were very vague and held little information. Only the major towns had been covered, and typical of the information concerned was for example, that in Ibadan (second major city of Nigeria) there were approximately 1,700 tailoring businesses employing a total of approximately 1,850 people. So many of the enterprises listed were in fact one-man businesses.

Each of the State Ministry of Industries did have a list of registered companies, but not many companies at this time were registered.

3.6 Lack of Experience and Awareness

In evaluating and surveying the situation plus the many contacts with industry, Government officials and members of other bodies, it was evident that these people lacked the experience necessary to assist industry. In fact it was obvious that there was a great need for the Oshogbo Project.

3.7 Formulation of Project Objectives

To have a creditable small scale industry sector, capable of being integrated within the major framework, which was the industrialisation of Nigeria, meant that not only did existing industry require a large degree of assistance, but new types of industry needed to be brought into being.

3.8 Expertise Required

It was clear that small industry required assistance in all aspects of its activities both technical and managerial. Apart from Experts specialised in Woodwork, Leatherwork, Textiles, Foundry and Automobile Engineering, expertise was required in general fields, like Industrial Engineering, Management, Marketing, Mechanical and Electrical Engineering, for installation, repair and maintenance.

In deciding upon the expertise needed, it was considered that a teamwork approach was essential, because it would be no good installing machines and equipment if they could not be operated. And it would be no good manufacturing a product if it could not be sold. Also it was necessary for all companies to keep good records, have at least a simple bookkeeping system and be able to control stocks, production and sales.

For one aspect of a business to be efficient is not enough, all aspects are interdependent, so it was decided that the Project, if it were to succeed, must be capable of assisting industry with both the technical and managerial functions.

3.9 Training Aspects

There was, and still is, no doubt that industry requires technical assistance. At some earlier date the Centre for Management Development had been brought into being as a semi-autonomous organisation for management training.

As far as small industry is concerned in Nigeria and the Centre for Management Development, it was discovered that the staff of this Centre were both highly qualified in the academic sense and also well motivated. However their courses were designed more for Government Extension Officers and the like, rather than such people as entrepreneurs and workers in small-scale industries. In fact the Management Centre considered it was their role to teach the teachers.

The Project Manager believed that this Project should have a more practical approach, and whilst seminars and courses would be organised, plus demonstrations and training, when the Industrial Development Centre was built and equipped, these would always be followed up with application in the factories and businesses. Also that the Nigerian counterpart staff would derive most of their training from on-the-job activities.

4.0 Management of Project

4.1 The Project Document

After a period of ten months, during which time the Project Manager had been busy working within the sphere of small industry, he, now believed he had absorbed as much knowledge as possible regarding the problems and needs of industry as well as the wishes of Government.

The draft Project Document was prepared and then discussed with the acting UNDP Resident Representative and the Head of the Small Scale Industries Division, Federal Ministry of Industries, who were in post at that time.

Agreement was reached and the Final Project Document was sent to UNDP New York, Nigerian Government and UNIDO Vienna. The document was approved and signed by all concerned OCT/NOV 1977, without change or comment.

4.2 UNIDO Experts

The Project Manager prepared all the job descriptions for the Experts required, only the job description of the Textile Expert was returned for more detailed information before being accepted by UNIDO headquarters.

Because the Head of the Small Scale Industries Division in the Federal Ministry of Industries, was an Executive Administrative Officer, it was agreed with him that when C.V's of Expert candidates were received for his approval, the Project Manager would prepare a summary of the merits of the candidates, regarding their suitability for the post concerned and submit it to the Head of the Small Scale Industry Division.

4.3 Working Relationships

The duty station Oshogbo differs from many duty stations, in that the Experts live and work in very close proximity, on the site or compound of the Industrial Development Centre.

There is virtually nothing to attract the Experts and wives in the area, so that all entertainment is confined to the homes. Under these circumstances the Experts get to know each other extremely well, and are interdependent to a great degree in so many ways.

There has always been a good team spirit and because of the situation the Experts are like a family. So that at worst there has never been more trouble than what could be termed family squabbles.

4.4 Organising of the Work

Each Expert prepares his plan of work for approximately two or three months ahead, and discusses it with the Project Manager. Sometimes slight changes are made to co-ordinate the activities and to book the vehicles which may be required.

Initially the six States serviced were all served from I.D.C Oshogbo, now four other I.D.C's are in being with another expected next year. Each I.D.C is responsible for its own State and works together with that State's Ministry of Industries.

To utilize the Experts to the maximum possible, and to satisfy the requirements and demands of each I.D.C and State. a meeting was arranged at Oshogbo attended by the Directors of each I.D.C and all the Experts.

At the meeting the Project Manager proposed that one Expert would be allocated as liaison between each I.D.C; that was between the Director and Project Manager. This was accepted.

The Directors in turn clarified the position by saying all their requests would come direct to the Project Manager, and that all work carried out in their States on behalf of the State Government or private enterprises by the UNIDO Experts was to be done through them. The business of National Counterparts from one I.D.C working in another State with the Experts, would be settled each time by the Directors concerned.

The above arrangement has worked very well for the past two years. All the Experts still operate from Oshogbo and cover all six States, but each has the responsibility for ensuring the needs of a particular I.D.C and State are covered. With the Project Manager co-ordinating all activities.

4.5 Local Staff

A word must be said about the three drivers and secretary employed by UNIDO on the project.

Through very careful selection three drivers were appointed. It must be said that in Nigeria there is a very high incident of accidents on the road. The UNIDO drivers have performed their duties exceedingly well and safely.

In the case of the secretary, no praise would be enough, and the project is wholly dependant upon her.

4.6 Project Meetings

Every morning prompt at 7.30 all Experts who are not travelling, or away on duty, assemble in the Project Manager's office.

The meeting may only last a few minutes or as occasionally happens up to an hour. There is generally a free-for-all discussion, either of the previous days activities or on problems that have arisen. So that every Expert knows what each is doing and can offer advice or assistance. By this method the team is welded together, this helps both the individual Experts and the Project Manager, because no Expert could be of any real value on his own, all are interdependant, and learn from each other. Because to the entrepreneur an Expert is expected to be an Expert in everything.

So in the I.D.C. and State for which the Expert is responsible, he is not just offering his own services but that of a team he knows and understands.

5.0 Recommendations

5.1 Consultation

There have been three Tripartite Review Meetings of this project, and also a project Evaluation by a team constituted to carry it out and make a report.

Due to lack of funds or follow-up, decisions, agreements and recommendations of the above never materialized.

Over the years and more so recently, due to lack of funds, but also to the turn-over of people associated with the project on the side of Government and UNDP, new ideas, new priorities, etc have tended to change the project. Until we now have the position where Government/UNDP confer and decide to make fundamental changes, affecting the project's ability to carry out its work or meet its objectives. The changes generally involve the Experts and rearrangement of their man months, but never a change to project objectives.

UNIDO headquarters receives the modified project document for signature, possibly thinking the Project Manager has been consulted and involved, which is not the case.

It is therefore recommended:-"That the UNIDO Project Manager be consulted and involved in all matters relating to the Project."

5.2 I.D.C. Director's Meetings

The Head of the Small Scale Industries Division is an Executive Administrative Officer, who can be transferred from one Ministry to another. The average time for anyone to hold this particular post during the past six years has been little more than one year.

Consequently, the holder of the above post relies strongly upon the advice of the I.D.C Directors who are responsible to him. These I.D.C Directors are either Industrial or Technical Officers.

At one time monthly now less frequent, meetings of I.D.C Directors are held and chaired by the Head of the Division.

An example must be given to illustrate the need for the next recommendation. Earlier this year at a meeting of the I.D.C Directors, the Head of the Division informed the Directors that funds were available to build six new I.D.C's and could the Directors concerned provide him with the building and machinery layouts. Also could they provide the list of equipment and machinery for Metalworkshops with Foundry, Woodworkshop and Automobile workshop. None could do so, and it was left to the UNIDO team to come forward and offer to prepare the information.

The above situation shows the need for direct discussion and consultations.

5.3 Project Evaluation

As has been stated previously a Project Evaluation was carried out but no action taken regarding recommendations in the subsequent report. Government had declined to provide a member of the Evaluation Team.

The time has arrived when the Objectives of the Project need to be examined against the depletion of Experts and available time to achieve these Objectives.

Because of the situation and one could say dilemma facing the project, it is considered a complete reappraisal is necessary.

It is therefore recommended:- "That an Evaluation Review be carried out of the Project as soon as possible, in which the Government should participate. To restate the Project Objectives and ensure adequate inputs.

5.4 Trust Fund Agreement for Machinery and Equipment

Five years ago the Project Manager as part of his responsibilities, prepared lists of equipment for various workshops at Oshogbo I.D.C, and requested UNIDO Purchasing and Contracts to obtain quotations. Subsequently requisitions were prepared, and sent to Purchasing and Contracts, copies were also given to Government and UNDP.

At that time it was imagined Government would sign the Trust Fund Agreement and provide the necessary funds, as agreed to in the Project Document.

Last year Government promised to sign the Trust Fund Agreement, as the Agreement had been altered to provide for payment by instalments over six months at their request. So UNIDO Purchasing and Contracts were asked to up-date the four year old quotations.

At this very time, it is still expected that the first payment will be paid, since the Trust Fund Agreement was signed last December, but up to the time of writing this report UNIDO has still not received any payment.

It is therefore recommended:-

"That the Evaluation Team at 5.3 above, also examine the whole situation regarding workshop buildings, administrative block and foundry, together with the funds for machinery and equipment and its installation, in the context of a time scale and availability of Experts.

5.5 Autonomy

Some satisfaction has been derived by the Project Manager in his contacts with entrepreneurs and people engaged in the private sector. There are hundreds of sensible, energetic, knowledgeable persons with a will to succeed, who have benefitted and been grateful for the assistance this project has given them.

It is recommended:-

That a Semi-Autonomous body be constituted, similar to the Centre for Management Development. With representatives from Industry on its Board. To take over the responsibility for the operation of all I.D.C's in the country.

6.0 Conclusions

6.1 Achievements

For a complete understanding of what has been done and achievements, in the period of over six years, plus what have been the problems and difficulties, it would be necessary to study the regular six-monthly reports prepared by the Project Manager in conjunction with the team of Experts.

However certain things can be mentioned:-

- a) The Project has been firmly established.
- b) Counterparts have received some training. (See appendix I)
- c) Seminars and Courses have been organised for entrepreneurs and repeated throughout the States.
- d) There is a continuous and growing demand for the Project's services.
- e) Many existing industries have received assistance. (see Appendix II)
- f) New enterprises have become established with the assistance of this Project.
- g) More ambitious enterprises are in the planning stage, where market surveys have been carried out, feasibility studies made, and State Ministries and Development Banks have, and are prepared to loan capital. For Foundry, Engineering and Leatherwork projects, which have relied entirely on the work carried out and the recommendations of this Project, and which will also rely upon this Project for their subsequent take-off and establishment.
- h) At grass roots level, this Project has been able to organise dozens of cooperatives of traditional hand weavers, and establish a profitable basis, where they had been in a state of stagnation, able to make profits as individuals.
- i) Requests for help and advice, etc, have come from other UN Agencies, Projects, Government Organisations and other Establishments, such as:-

European Economic Commission, French Government, Centre for Management Development - I.L.O Project, Ife University - UNIDO Project, Ministry of National Welfare - I.L.O Project for Rehabilitation of Disabled, UNESCO - Design of School Furniture, National Board for Technical Education, Nigerian Leatherwork Research Institute, Development Banks, Industrial Consultancy Companies, Nigerian Association of Small Scale Industrialists, I.D.C's around the country, both Ibadan and Kwara State Colleges of Technology, etc, etc.
- j) Attendance at regular Small Scale Industries Advisory Committee Meetings, where papers were presented by this Project. In one instance this resulted in a National Meeting for the whole of the interested parties in the Leather and Leatherwork Industry in Nigeria, being organised and hosted by I.D.C. Oshogbo. (The first ever)

k) Establishment of Foundrymen Association of Nigeria.

6.2 Counterpart Problems

The training of Counterparts is probably the most important aspect of the Project's objectives.

The task of the UNIDO Experts is not to train the Counterparts to be Experts, but to be able to carry out their individual jobs, so that when the Experts leave, the work of the I.D.C. can carry on.

Since this is such an important objective, it must be reported that this is the most worrying of subjects, since this objective may not be realized.

The reasons why this may not be achieved are numerous, and have a lot to do with the fact that civil service procedures, thinking and discipline do not lend themselves to the I.D.C's, which require to be organised more in keeping with industrial discipline.

Possibly it is for the above reason that the Counterparts are lacking in motivation, incentive and discipline. This does not promise well for the future of the Project, and this problem has been reported upon and wrestled with over the years, but remains. This is another reason why an autonomous organisation should be considered as a possible solution.

6.3 Finally

Government has the task of establishing nineteen I.D.C's (one in each State), at the present time fourteen are in being, and the remainder could be established next year.

It would have been ideal if all efforts by Government had been concentrated on establishing I.D.C. Oshogbo as a model I.D.C, setting the pattern for all others. Where staff could be trained for other new I.D.C's. This opportunity should not be lost.

Government now faces an immense task of operating, organising and running a large number of I.D.C's, which in reality exist in name only. Since the staff are inexperienced and lacking the essential training to carry out their functions.

This is why the demand for the services of this Project continue to grow, but also why a complete re-appraisal of the situation needs to be made.

The Project Manager is leaving the Project whilst the Project will continue, he hopes that the UNIDO team will obtain the support it needs to achieve the Project Objectives.

APPENDIX I

Some facts on training activities

1. Sixteen overseas fellowships in six different countries have been completed, another has been arranged to commence in January 1983 (total man-months involved 77).

Other counterparts have been nominated for overseas group training courses organized by UNIDO.

2. Thirty-one seminars, most lasting two or three days have been carried out throughout the six States. Sixty counterpart staff and over 500 entrepreneurs have received training, in woodwork, textiles, metalwork, foundry, work study, costing, marketing, management, production engineering, etc. These were generally followed up by in-plant visits for application of lessons taught.

Note:

Present total number of counterpart staff is 60 in the 5 IDC's serviced by the project. Twelve counterpart staff have been transferred to other IDC's and another 8 have left Government service.

APPENDIX II

Some other activities carried out

1. Well over 1,000 visits to factories have been made by experts accompanied by counterparts, by way of providing in-plant service.
2. Eight co-operatives have been organized for handloom weavers in Oyo State, involving 500 people. Four more are at present being formed in two other States, and there is a programme to expand this activity and introduce broader looms.
3. Advice to State loan management committees has been given concerning the feasibility of four hundred and twenty loan applications. Actual loans granted to date exceed three million Naira (US\$ 5 million).

Many of the "Pre-Investment Proposals" for the projects concerned were prepared by IDC, Oshogbo.

4. Direct assistance has been given to the following types of industry:

Pharmaceutical	2	Food store	1
Automobile repair	8	Animal-feed mills	5
Food processing	2	Poultry	3
Furniture manufacture	15	Nails	3
Milling (various flour)	3	Sugar mill	1
Sawmills	14	Paper pins and clips	4
Wet batteries	1	Ice-block making	2
Printing and Bookbinding	6	Shoes	6
Electro-planting	2	Electrical goods	2
Bakeries	8	Leathergoods	4
Paper conversion	1	Engine manufacture	1
Plastics	5	Metalworkshops (various)	20
Textile garmets	8	Aluminium spinning	2
Foundaries	7	Steel rolling mill	1
Laundries	4	Ice cream	3
Box making	2		
Candles	2		
Pencils	1		
Cement Blocks	8		

