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(Leone Relief and Development Programme)

US/GLO/92/038/51

SIERRA LEONE

Technical report: Assessment and recommendations*

Prepared for the Government of Sierra Leone
by the United Nations Industrial Development Organization

Based on the work of Desmond Cody, industrial engineer
and furniture production consultant

* This document has not been edited.

V.94 24557

NOTES

Reference to dollars is to United States Dollars unless otherwise stated.

The monetary unit in Sierra Leone is the Leone (Le). Its value at the time of the preparation of this report in relation to the United States Dollar was US\$1 = Le560

The following abbreviations and symbols are used in this report:

LORDEP	:	Leone Relief and Development Programme
SL	:	Sierra Leone
WFP	:	World Food Programme
IMF	:	International Monetary Fund

ABSTRACT

This report provides details of the current status of the Leone Relief and Development Programme (LORDEP) with particular reference to its objectives and the means of achieving them. Attention is drawn to the immediate and long-term needs of the project concerning the provision of technical assistance as it relates to project facilities (i.e. buildings, machinery and equipment) technical expertise and entrepreneur - type training programmes. All these inputs are dealt with in detail in the text together with indications of sourcing and costs.

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1 INTRODUCTION

LORDEP, Leone Relief and Development Programme, is an income generating skill programme for women in Sierra Leone. It is housed in a church basement in Freetown. Its development formula aims at improving income-generation among poor women by teaching them marketable skills. The target group is school drop-outs, inactive small traders, street beggars and abandoned women. The present enrolment in the various skills courses stands at seventy-five with twenty women registered in the manufacture of rattan furniture and thirty-five women in the soft furnishing skill class. The Survival Skill Programme was launched in 1991 and a skills programme in basket-weaving, rattan furniture, sewing and market skills was put in place. The training programme is twelve months during which women are expected to master the principles of their skills, to be competent enough to turn out their own production and form co-operatives for marketing of their products. The centre's production is marketed and sold locally. The basket-weaving class produces serving trays, bread- and fruit-baskets, and various household utility items. The rattan furniture class produces furniture for interior and exterior use. The sewing class produces soft furnishing items such as tablecloths, scatter cushions, curtains and wall print mountings.

LORDEP has a management in place, with a project manager, two field workers, four instructors and twelve volunteer resource persons. The centre needs assistance in additional technology with the aim of improving the manufacture and quality of the finished products. In the manufacture of rattan furniture, the management sees a need for the introduction of permanent anti-rot preservatives for the raw materials to be utilised either at the processing stage or in the agricultural swamps where the raw materials are grown. There is a need for a faster process of cleaning the raw materials which is done manually by scraping with sharp knives. Polishing of the end products, bending and adjusting the wood are also done manually and by gas flame.

The Centre therefore requires assistance in appropriate technology and equipment with the aim of improving the manufacture and quality of the finished products. This includes the harvesting, treatment and drying of rattan, its preparation for furniture and handicraft production and the techniques and equipment associated with cutting, jointing, steam bending, sanding, assembly and surface treatment. It also requires similar assistance in respect of garment-making, cushion-making and other related handicraft activities.

Accordingly a UNIDO consultant was appointed to carry out a one week's assignment with the objective of assessing the Project's current stage of development, identifying its expertise and equipment needs and preparing a project proposal for UNIDO assistance.

The consultant began this work on 13th December 1993 and completed it one week later on 21st December 1993. During that period he spent time at the existing LORDEP's Skills Development Centre in Freetown, surveyed the new site at Lai, had discussions with various personnel concerned in the Project and with UNDP and subsequently reported back to UNIDO in Vienna. The Job Description comprises Annex 1.

2 PROJECT DESCRIPTION

2.1 Background & Justification

Training and income-generating programmes are welcome strategies in Sierra Leone's economic recovery programme. The negative aspects of the IMF Structural Adjustment Programme have left gloomy imprints in every sector of the economic landscape in Sierra Leone, but more severely on the urban poor, particularly women, who are mothers and food providers, with virtually no skills to make them income-generating. Disadvantaged women have, therefore, been pushed to inactivity and often despair. LORDEP is attempting to meet part of this challenge through the development of skills and income-security programmes aimed at transforming these less-favoured women from the depths of poverty to the world of skill, knowledge and ownership.

LORDEP was initiated by Ms Jeredine Williams, a Sierra Leone business consultant and former diplomat, together with five other professional women, who registered their concern for the improvement of the lot of less-favoured and abandoned women by formulating this skills programme. (Copy of the Executive and Board of Directors of the organisation is included in Annex 2.) Since the inception of this programme in 1991, Ms Williams has increased the size of the Board in order to draw further on the resources of decision-makers from sectors relevant to her programme, and also to create greater transparency of the programme's activities. The LORDEP Survival Skills Programme is acknowledged by the SL Department of Social Services, and recognised by the SL Department of Education.

2.1.1 Aims and Objectives

LORDEP's Survival Skills Programme is a development formula aimed at improving income-generation among poor women, in cities and towns (starting with Freetown, the Capital), who are not recipients of assistance from existing social programmes, by teaching them marketable skills, with a view to ensuring financial security for themselves and their children. In order to reinforce this objective further, LORDEP, in a

second phase, assists these women in establishing trading co-operatives by building a revolving fund from donations and profits from the sales of the Programme's products. The purpose of the fund is to make loans readily available to members of the trading co-operative without their having to produce collateral, which in any event, none of these women have. In a third phase, a Benefit Fund has also been designed to encourage savings and investment. Personal loans can be taken from this fund which are guaranteed by their fellow participants with due regard to their earning ability. The impact of this project demonstrates how unskilled, non-income earners can be transformed into a skilled, income-generating group who ultimately emerge as reliable providers for their families, as well as active self-employed participants in the national economy.

2.1.2 Target Group

LORDEP's Survival Skills Programme targets female school drop-outs, inactive small traders and street beggars or abandoned women. The present enrolment in the various skills courses stands at seventy-five. Out of this number, 60% were school drop-outs, 30% were inactive traders, pushed to inactivity by the negative impact of the structural adjustment process, and 10% were street beggars. Seventeen of these women have since graduated and formed their own trading co-operative.

Prospective participants are admitted on a first-come, first-served basis, with due regard to their poverty plight, and the fact that they are unassisted by other social programmes.

2.1.3 Project Activities

The Survival Skills Programme was launched in 1991 and a skills programme in sewing, basket-weaving, rattan furniture making and marketing skills was put in place, with long term plans for farming and catering. The programme's formula calls for a twelve-month training period during which the women are expected to master the principles of their skills, to be

competent enough to turn out their own production and to form co-operatives for the marketing of their products. Participants receive food incentives from World Food Programme (WFP) to encourage regular class attendance. Trainers receive "food for work" and 20% cash plus transportation costs. The contribution of WFP results in a considerable saving on the wages bill, and remains a permanent incentive to participants to persevere as well as meeting their basic food needs. The basket-weaving class produces serving trays, bread-baskets, fruit-baskets, and various household utility items. The rattan furniture class produces furniture for interior and exterior use. The sewing class produces soft furnishing items such as tablecloths, scatter cushions, curtains and wall print mountings. They also do fashion design of children's clothing, beach-wear, traditional outfits, sun dresses, hair accessories, belts and bows. Marketing of these items is done at the Skills Centre, through existing shops and a market stall at Sea Grounds, Freetown. A continuous injection of funds to purchase raw materials needed for the different skills courses is required. (See Project Costs Annex 3). Input costs related to these skills are now provided through fund-raisers but funds thus generated are never enough. The Directors believe that the merits of the programme should attract more regular assistance, particularly from Donor Agencies.

Group production, group marketing and group-savings are practised by the women in organised co-operatives if and when they complete the course of training. Fifty percent of the participants who started out have now graduated. The concept of producing and marketing together in a co-operative is seen by these women as a viable means of retaining a reasonable monthly income since they do not have any capital of their own to start a business and banks are not tolerant of borrowers without collateral. LORDEP therefore sees the need to further support them by providing needed capital for raw materials and accessories, until such time as they have built a revolving fund which is strong enough to put them on their own footing.

In order to keep turnover on a constant increase, a capital injection of at least \$2,000 USD as "Seed money" is required so that each member of the Centre's co-operative can borrow between \$100 USD and \$200 USD at any given time to purchase raw materials to meet production demands. (See project cost item 10, Annex 3).

Co-operative members retain their profits after sales of their products, 50% of which are deposited as savings in the Benefit Fund. This fund was launched in December 1992. It is proposed that savings of members should be invested every six months in Government Treasury Bills which yield a 65% interest yearly. This fund would then be used for personal loans to members.

2.1.4 Management

LORDEP has a management team in place which includes a project manager, two field workers, four instructors and twelve volunteer resource persons. LORDEP is thus able to control the quality of the products produced at the skills centre, and to promote the marketing of these goods to ensure a regular income for the participants. LORDEP recovers its investment after every sale and this is reinvested in raw materials and other running costs, while participants retain the profits.

2.1.5 Location and site

The Skills centre is housed in a church basement at Ebenezer Church, Regent Street/Regent Road in the centre of Freetown, at a yearly rent of Le240,000 (Two hundred and forty thousand leones) which is approximately US\$500 (Five hundred US dollars) per year with a lease ending on 30 September 1993, and a renewal option of one year. With this time limitation and also space constraints, LORDEP has acquired a 4 acre site from the Sierra Leone Government at Jui, 14 miles from the Capital, for a 21 year lease period and a further option of 21 years. An architectural plan for the Skills Centre has been designed with four workshop/classrooms, administrative offices, utility

area and provision for a section of the foyer to be used as a display area for finished products. The US PL 480 funds have been donated through the Sierra Leone National Aid Co-ordinating Secretariat in the amount of US\$4,000 (Four Thousand US dollars) to commence building, which is costed at approximately US\$116,000 (One hundred and sixteen thousand US dollars). 15% of the total costs, which represent labour charge, has been undertaken by WFP to be paid for in food under their "Food for work" Programme. These two commitments amount to \$19,800 (Nineteen thousand eight hundred dollars). LORDEP is now looking for approximately US\$96,000 (Ninety six thousand US dollars) to materialise construction of the project. The Board of Directors however, has decided that instead of waiting for the entire amount needed, it should phase the project into three stages and to construct the workshop/classrooms with temporary utilities as a first phase. This is costed at approx. US\$31,000. It would then go on to complete the utility area and the administrative block in 1994/5 which are costed at US\$62,000. Three thousand US dollars has already been spent on architectural plans, costing of materials, clearing of land and laying of foundations.

The proposed buildings consist of the following:

1.	Rattan workshop/classroom (under construction)	1,430 ft ²
2.	Catering, canteen kitchen *	1,344 ft ²
3.	Showroom and administration *	732 ft ²
4.	Store *	424 ft ²
5.	Cushion and dress-making *	848 ft ²
6.	Utilities (toilets/showers) *	460 ft ²
	Total	<hr/> 5,238 ft ² or 523.8 m ²

* Foundations laid

The complex is well planned and provides adequately for all envisaged activities. Internal layout of the workshops in accordance with the established workflow for the particular

activity shall be the responsibility of the specialist consultants (see chapter 2.3.4).

2.1.6 Transportation

LORDEP does not own a vehicle of its own and is obliged to use rented transportation for the shipping of materials and finished products. Assistance in this area is very crucial and must also be seriously considered. A pick-up vehicle is suggested for this purpose. Furthermore, when the new Skills Centre is constructed, transport will be required for participants, and a 25 seater bus will be required to transport participants to and from the Centre, which is located fourteen miles from Freetown. This is essential, as public transportation to this area is both infrequent and unreliable.

2.1.7 Funding

Funding of this project to date has been obtained through fund raising, exhibitions, and donations as follows:

Donors:

1. World Food Programme - Food incentives to participants and "Food for Work" for trainers
2. UN Women's Association - Le250,000 for the purchase of 2 sewing machines and a cutting table
3. Diplomatic Wives Association 4 sewing machines
4. US PL 480 Funds - \$4,000 USD - contribution to LORDEP Building Fund
Sierra Leone National Aid Co-ordinating Secretariat
5. World Food Programme (WFF) Labour costs for Building under "Food for Work" programme

2.2 Current Status of Project

2.2.1 Skills Development

At present there are approximately 50 trainees attending daily, Monday to Friday, at the Project's temporary centre in

the basement of the Ebenezer Methodist Church in Regent Street, Freetown. Most of the activity at the time of the expert's visit was centred on dressmaking and basket-making, mainly, it appears, because of a shortage of raw materials for other scheduled activities, particularly rattan furniture.

Training programmes related to the development of above mentioned crafts do not, however, appear to be well structured and while the basics of each was in evidence, their transfer is very much on an ad hoc basis. Trainees simply carry on with whatever project in which they are involved and are guided, as the need arises, by their instructors.

A shortage of sewing machines meant that only six trainees were actively engaged in sewing while most of the remainder sat around and watched. One or two others were cutting and matching dress-making materials. Nevertheless, it is evident that the trainees, even if not directly involved, take a keen interest in the proceedings and would benefit enormously if and when the necessary facilities are made available on an individual participant basis. There was no opportunity to interview the rattan furniture instructors as they had gone up country to purchase further supplies of raw rattan. Some furniture, which was partly completed, indicated a clear need not only for basic processing tools and equipment but also for further training in rattan technology and production techniques.

2.2.2 Training Facilities

As already indicated, there are six foot-pedal type sewing machines in use and in addition, a very limited selection of hand tools, and some roughly constructed workbenches and tables. The basement in which the project is currently located, while spacious and cool, lacks basic services such as toilets and wash rooms. Lighting is also very poor and, no doubt, inhibits the achievement of quality workmanship for any trainee with indifferent eyesight. In general, it may be said that the project lacks even the minimum facilities required to

achieve its very laudable training objectives.

2.2.3 Raw Materials

If training facilities are poor, the availability of essential raw materials appears to be equally so. They are not only scarce but also expensive and the lack of proper initial funding for the Project forces it to operate on a "hand to mouth" basis which, more than anything else, inhibits its orderly development.

It does not appear to be fully appreciated that a careful distinction should be made between "start up" capital which includes not only provision of essential production facilities but also of stocks of appropriate raw materials and "working" capital, which relates to the day-to-day financing of the activities of the Project. Without the former as an investment pre-requisite, it will remain well-nigh impossible to place the project on a sound financial footing and in time, to achieve its objectives and become self-sufficient.

There are question marks over the supply of various raw materials in use which were not satisfactorily resolved during the expert's visit. These refer, in particular, to cushion covering, cushion filling and dress-making materials and especially to the availability and quality of rattan poles suitable for the manufacture of furniture. In the case of the latter, there is, to begin with, no established supply route from source to the end-user in Freetown. The Project is, therefore, required to send its own personnel - usually the instructors - to the provinces to not only purchase the material, but to harvest it as well. This entails tortuous negotiations with and payments to local tribal Chiefs before actually cutting and transporting the cane, and the whole takes over two weeks to complete. Meanwhile, training in rattan production comes to a standstill.

In countries where rattan processing is well established

(mainly S.E. Asia) the cutting, harvesting and subsequent treatment and drying of the material are regarded as having a direct bearing on the quality and value of the cane and of its suitability for furniture and handicrafts. There will be the need, therefore, to place appropriate emphasis on the material itself in respect of its species, drying and treatment, bending, processing and assembly into finished products. Given this, as well as attention to design, there is no doubt that the project and its participants can benefit substantially from this particular activity. Even in the local market, well made rattan furniture is actually sought-after by the ex-patriate community.

2.2.4 Income Generation

By implication, income generation pre-supposes viability, not only in respect of the commercial self-financing of the project as a whole but also in respect of the individual participants involvement, whose aim ultimately is to start their own businesses either on an individual or co-operative basis. It, therefore, requires, on the part of all personnel involved, an understanding of and practical application in the principles of good business procedures and finance. These need not be of an in-depth nature but should be sufficient to enable prospective entrepreneurs to give due attention to these aspects of their future plans. It should, therefore, be regarded as an essential element in the Project's training activities.

2.2.5 New Building Programme

As indicated in chapter 2.1.5 the LORDEP Directors decided to phase the new building development programme, stage 1 of which would be the completion of the rattan workshop classrooms with temporary utilities. So far, a general storage building has been completed and work on the rattan/workshop classroom has reached roof level but has come to a halt because of the absence of finance to purchase essential raw materials. Since the provision of technical assistance in the field of rattan

processing is clearly contingent upon the completion of this building, it is essential that this should occur at the earliest possible remove. Alternatively, its completion should be included as part of the overall package of assistance. Details of material requirements are listed in Annex 4 and their availability would enable completion, including services, in a matter of months.

2.3 Proposed Immediate Technical Assistance

2.3.1 Building Requirement

In addition to the foregoing, the consultant wishes to emphasise the importance of rendering the building suitable for the training in and production of rattan products. It should therefore, approximate as closely as possible to that in the normal commercial production environment and would therefore have due emphasis placed on adequate ventilation - a particularly important factor in a tropical country such as Sierra Leone - good lighting, efficient use of space and free access for the movement of personnel and material. Indeed he would go so far as to suggest that if such an environment is created, its impact on trainees in respect of performance, productivity and a disciplined approach to work will bring its own permanent rewards. These matters were elaborated upon during a detailed discussion with the building contractor.

With regard to garment-making and upholstery, it is recommended that these should remain at the existing Project Centre in Freetown until such time as the second and third phases of the building programme in Jui are completed in 1995/96. Meanwhile, the proposed technical equipment as detailed in Annex 5B should be temporarily installed there so that effective training programmes may begin shortly after it arrives. In this connection, there should be a close collaboration between the rattan and the garment/upholstery experts in making up cutting tables, workbenches, storage units

etc., provision for which has been made in the cost estimates (Annex 6).

Planned phases II and III should be re-considered and conceivably supported at a later date and when experience has been gained in the full implementation and effective operation of phase I.

2.3.2 Rattan Processing and Equipment

The production of rattan furniture follows a set sequence of operation which is now well established and practised whenever this product is made. Briefly it is in accordance with the following chart:

	Activity	Nature of process
1.	Cutting and harvesting of poles	(Manual)
2.	Preservative treatment and drying	(Manual)
3.	Selection and classification	(Manual)
4.	Sizing and sanding	(Machine/Manual)
5.	Cross-cutting	(Machine/Manual)

6.	Steam Bending	(Special Equipment)
7.	Jointing	(Machine/Manual)
8.	Sub and final assembly	(Manual power tools)
9.	Final Sanding	(Manual)
10.	Surface finishing	(Equipment/Manual)

All of above shall be elaborated upon during the envisaged provision of expertise. In the meantime, the chart provides the basis for identifying essential processing requirements together with an indication of cost. These are included in Annex 5A and refer in particular to machinery and equipment to which should be added about US\$2,000 for materials to be purchased locally and used to make up a steaming oven, assembly benches, bending jigs and materials handling equipment.

2.3.3 Garment and cushion-making processing and equipment

Activity	Nature of process
Design sketching	Manual
Working drawings	Manual

Prototyping	Manual
Fabric selection	Manual
Sizing	Manual
Pattern laying and marking	Manual
Cutting out	Manual/Machine
Fusing	Manual/machine
Sorting and bundling	Manual
Flat machining and/or overlocking	Machine
Flat machining	Machine
Button-holing	Machine
Button sewing	Manual
Pressing	Manual/machine

Essential machines, power and hand tools and other equipment required to set up this activity and ensure realistic skills development programmes are included in Annex 5B.

2.3.5 Provision of expertise and training inputs

Since the greatest needs of the Project, assuming the availability of the foregoing production facilities, are the acquisition of know-how in rattan furniture/handicrafts production and garment-making and upholstery, it is proposed that consultant specialists in both activities be fielded at the earliest opportunity. This should not, however, occur until such time as the workshop classrooms are completed and the equipment has been delivered. Their first task then, in collaboration with the local counterpart instructors, would be to install and commission the machinery and equipment, make up all other requirements and ensure that all those concerned are familiar with and capable of using the equipment safely and accurately.

Subsequently the consultants would organise and conduct, again in close collaboration with the local counterparts, a programme of training in both topics which are designed to ensure the acquisition of levels of competence consistent with the objectives of the Project.

In the case of rattan furniture/handicrafts, particular emphasis should be placed on the following:

1. Rattan harvesting, drying, treatment and preparation for production;
2. Raw materials selection and utilisation;
3. Selection, use and maintenance of basic rattan processing equipment;
4. Knowledge and safe use of hand and power-operated tools normally in use in rattan manufacturing;
5. Basic rattan processing operations by hand and machine;
6. Construction joints used in rattan production;
7. Frame constructions for a variety of end products;

8. Moulding (bending) and framing jigs, their design, construction and use;
9. Steam bending and adjusting techniques;
10. Wicker work, weaving and binding techniques;
11. Surface finishing materials and application techniques;
12. Technical drawing techniques and understanding of working drawings;
13. Basic furniture design related to dimensional accuracy, shape, proportion and decoration;
14. Practice in free-hand drawing and design relevant to rattan and other products;
15. Basic workshop management principles as applied to layout, work planning, supervision, workshop accounts, costing, quality standards and good housekeeping.

In the case of garment/making and upholstery, particular emphasis should be placed on:

1. Materials/fabrics sourcing, selection and efficient utilisation;
2. Colour/pattern selection and co-ordination;
3. Selection, use and maintenance of cutting, sawing and pressing equipment;
4. Knowledge and safe use of hand and power operated tools and equipment normally in use in fabric processing;
5. Basic fabric processing concerned with:
 - pattern making, laying and marking;
 - cutting out, by hand and machine;
 - hand sewing;
 - flat machining;
 - overlocking machining;
 - button holing;
 - button sewing;
 - garment pressing;
 - stitches and stitching;
 - pocketing;
 - zip insertion and;
 - seaming and piping.
6. Needles and threads;

7. Design sketching for wide variety of garments;
8. Preparation of working drawings to scale and full size;
9. Basic workshop management principles as applied to layout, work planning, supervision, workshop accounts, costing, quality standards and good housekeeping.

2.3.6 Business start-up

Since a major objective of the Project is to encourage those who have completed their training to set up their own business either on an individual or co-operative basis, it is important to ensure that before doing so, they are instructed in the elements of business start-up and management as they relate to markets, production, administration and finance. This could take the form of a one weeks special course at the end of their training programme and would have regard to the following:

- Personal and family considerations;
- Establishing the product and the market;
- Establishing the price/costing and competition;
- Deciding on the identity/nature of the business;
- Management and employing people;
- Manufacturing requirements;
- Preparing financial projections and raising finance;
- Keeping books and records;
- Marketing and sales;
- Professional advice;
- Preparation of Business Plan

2.3.7 Implementation timetable

Implementation of the proposed technical assistance programme is contingent upon a number of factors related to the future funding of the Project which at this stage are not possible to anticipate. Nevertheless, it may be contained within a proposed time-frame as outlined in the following Bar Chart which, it is hoped, will become a reality as soon as possible.

PROPOSED PROJECT ACTIVITIES	Months											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Approval of UNDP/UNIDO	■	■	■									
2. Sourcing of equipment				■								
3. Delivery of equipment, Frestown					■	■						
4. Recruitment/fielding of experts						■	■	■	■	■	■	■
5. Setting-up of Workshop							■	■	■			
6. Preparation of training programmes								■	■			
7. Commencement of training programmes									■	■	■	■
8. Public exhibition of work												■

Proposed Project activities in bar chart form.

2.4 Follow-up action

Of immediate concern is the attention to funding to enable the implementation of the technical assistance as detailed in the foregoing chapters. Subsequent to this, the consultant is satisfied that the other elements can be brought into play with the minimum of delay. Building materials for the completion of the rattan workshop in Jui are readily sourced, the provision of power is not difficult - a power line passes alongside the site, - machinery and equipment sourcing is well established

and all machines are standard, may be bought "off the shelf" and delivered to Freetown in a matter of months. Finally, experienced and competent rattan and fabric processing design and production specialists can be fielded without difficulty.

Meanwhile, it is recommended that UNIDO provide the following documentation to the Project:

- Manual on the Production of Rattan Furniture (ID/299) *
- Manual on Upholstery Technology (ID/275) *
- Manual on Jigs for the Furniture Industry (ID/265)
- Furniture and Joinery Industries for developing countries (ID/108/Rev1)
- Value analysis in the Furniture Industry (ID/298)
- UNIDO Guides to Information Sources: No. 18 information Sources on the Paint and Varnish Industry

* *The expert provided his own personal copies to the Project during his visit.*

ANNEX 1

UNIDO

EXPERT'S JOB DESCRIPTION

POST TITLE: Furniture Consultant

DURATION: 1 week

DATE REQUIRED: December 1993

DUTY STATION: Freetown, Sierra Leone

PURPOSE OF

PROJECT: To identify LORDEP's (a women's survival skills centre) assistance needs and to draw up a project document.

DUTIES: The expert will assess LORDEP's technical capabilities, facilities, procedures, equipment and the raw material used for the manufacturing of rattan furniture and related products and hold discussions with the authorities in order to identify LORDEP's needs and to draw up a project proposal for UNIDO assistance including detailed specifications of equipment to be provided and expertise needed. To the extent possible, he/she should also cover the production of soft furnishing.

QUALIFICATIONS: Wood technologist or furniture manufacturer with experience in the pre-processing and preparation of rattan as well as the manufacturing techniques for furniture and other products.

LANGUAGES: English

ANNEX 2

BOARD MEMBERS OF THE LEONE RELIEF & DEVELOPMENT PROGRAMME (LORDEP)

(A WOMEN'S OCCUPATIONAL & TRAINING PROGRAMME)

Ms JEREDINE WILLIAMS	- FOUNDER (BUSINESSWOMAN)
Ms PATRICIA MACAULEY	- SECRETARY (BROADCASTER/PRODUCER)
Ms EUPHEMIA MACKAY	- PUBLICITY SECRETARY (BROADCASTER)
Ms OLA FRENCH	- TREASURER (EDUCATIONIST)
Ms ISA DAVIES	- SKILLS CENTRE MANAGER (RETIRED STATE REGISTERED NURSE)
Ms SYLVIA JOHN	- ASST SECRETARY (SECRETARY)
MRS SHOLLA BAYOH	- SOCIAL SECRETARY

CO-OPTED BOARD MEMBERS

Mr ZAC RICHARDS	- GENERAL MANAGER, NIDFO
Lt A B KAMARA	- REPRESENTATIVE OF CHAIRMAN, NATIONAL AID COORD. SECRETARIAT
Ms AGNES MARRAH	- DEPARTMENT OF SOCIAL SERVICES REPRESENTATIVE OF DIRECTOR, WOMEN'S BUREAU
Mr J LEGG	- REPRESENTATIVE OF WORLD FOOD PROGRAMME
MRS CLARICE WILLIAMS	- FORMER VICE PRINCIPAL OF METHODIST GIRLS HIGH SCHOOL.
MRS ALAMA TAYLOR	- PRINCIPAL, SCHOOL OF NURSING
MRS FRANCES GARRIDON	- FASHION DESIGNER AND PROPRIETOR OF GARA WORKSHOP
HAJA ISHA SASSO	- PRESIDENT S L MUSLIM WOMEN'S COUNCIL.
Mr I M KAMARA	- REPRESENTATIVE OF THE CHIEF EDUCATION OFFICER, DEPARTMENT OF EDUCATION
Mr MAGONA	- ASST REGISTRAR OF COOPERATIVES

ANNEX 3

Project Overall Costs

	<u>EXPENDITURE ITEM</u>	U.S. Dollars		
		<u>1991/92</u>	<u>PROJECTION 1992/93</u>	<u>PROJECTION 1993/94</u>
1.	Rent for Skills Centre (Ebenezer Church Basement)	250.00	430.00	650.00
2.	Maintenance of Centre	50.00	65.00	400.00 (New building)
3.	Technical & support Staff (Emoluments & transportation)	1,750.00	3,600.00	5,400.00
4.	Equipment & Training	2,300.00	4,500.00	7,000.00
5.	Rented transportation (for carting materials & finished product)	400.00	800.00	200.00
6.	Vehicle (pick up) (To replace hiring for cartage of materials & products.)	-	13,500.00	13,500.00
7.	Fuel	-	860.00	1,000.00
8.	Maintenance & spares	-	430.00	900.00
9.	Office supplies	150.00	200.00	1,000.00
10.	Co-operative funding (Revolving fund)	1,000.00	5,000.00	10,000.00
11.	Building Construction Jui site (Land contributed by Government) a) Rattan workshop b) Training complex	2,750.00	28,000.00	55,500.00 18,000.00
12.	Furniture	400.00	4,000.00	8,000.00
13.	Bus for Participants	-	-	36,000.00
14.	Electricity supply (Single phase & three phase)	-	-	4,000.00
15.	Contingency fund	1,000.00	600.00	16,000.00
TOTALS: US \$		10,050	61,985	179,550
Leones		5,628.000	34,711.600	100,546.000

Rate US\$ 1 = L.560

ANNEX 4**Summary of building materials requirement for Phase 1 project**

	U.S. Dollars
Preliminary	270.00
Substructure	15,500.00
Concrete work	26,300.00
Blockwork	9,600.00
Windows	4,400.00
Doors	2,300.00
Floor finishes	4,300.00
Wall finishes	2,000.00
Cabinets and lockers	1,800.00
Plumbing	1,800.00
Electricals	1,800.00
Painting	2,300.00
Septic tank and soakaway	1,100.00
Timber partitions	<u>1,800.00</u>
Total material cost	75,270.00
Labour and supervision	11,500.00
Contingencies	17,200.00
<u>Total estimated cost</u>	<u>103,970.00</u>

U.S. Dollars

7. 1 only (De-Walt model 8003 or sim.) cross-cut, medium duty machine of solid construction. The arm is solid cast-iron and the head is guided by 4 adjustable roller bearings.
- The arm can swivel to both sides to cut a variety of angles with positive location at 90 degrees and 45 degrees.
The head tilts to 45 degrees to allow for bevel cutting and compound mitres also the head swivels to 90 degrees to the fence to allow for ripping.
- Specifications as follows -
- | | | |
|--|-------------|----------|
| Motor horsepower - 3 ph (415v) | - 3.0 HP. | |
| Blade diameter | - 300 MM. | |
| Blade bore | - 30 MM. | |
| Blade speed | - 2700 RPM. | |
| Maximum depth of bevel cut at 45 degrees (material thickness) | - 60 MM. | |
| Maximum cross-cut capacity at 0 degrees in 25mm stock | - 460. | |
| Maximum mitre cut capacity at 45 degrees in 25mm stock (material width) - right-hand | - 290 MM. | |
| - left-hand | - 320 MM. | |
| Maximum ripping width | - 720 MM. | 2,500.00 |
8. 1 only (Startrite or sim.) single column drill press, with enclosed drive mechanism drill chuck and base for mounting workpiece.
Including 2 sets of drill bits. 800.00
Parts and accessories - belt 15.00
9. 1 only (Scheer or sim.) boring unit for mounting on bench, with clamp and brackets, with pneumatic feed of boring spindle. 3,250.00
Including 2 sets of drill bits. 40.00
Parts and accessories -
10. 1 only (Allwood or sim.) bench mounted drill and bobbin sander, motorised with a 1 H.P. motor. 1,020.00
Diameter of disc 350 mm. 150.00
Parts and accessories -
11. 1 only (Nu Tool or sim.) 22" Jig Saw, bench mounted of cast-iron construction totally enclosed motor. 250.00
Parts and accessories - blades 125.00

U.S. Dollars

15.	Compressed air-line accessories, - 6 x Valves and traps. - 6 x Pressure reducing valves and gauges. - 6 x Service units with water/oil separators. - 6 x Quick action coupling valve. - 6 x Reducing nipples	595.00
16.	1 only (KEF or sim.) 8" double ended Bench Grinder. Speed 3000 R.P.M. Wheel 200 x 25 x 20, including eye shields.	300.00
17.	1 only set of tools to maintain above machines.	275.00
18.	2 only Woodworkers Vice (model Record or sim.), with a jaw opening of 175 mm maximum.	140.00
19.	1 only set of (Stanley or sim.) woodworking tools.	750.00
20.	a. 1 only (Bosch model GSB 18/2 or sim.) drill, 1 speed hammer action.	175.00
	Parts and accessories - brushes	15.00
	b. 2 only (Bosch GSR 6/20 or sim.) screwdrivers model 6.3 mm maximum.	275.00
	Parts and accessories - brushes	15.00
	c. 1 only (BEA 90/32) stapler, range 9-32 mm.	500.00
	d. 1 only BEA T nailer model TS4 - 155, range 25 - 54 mm.	890.00
	Parts and accessories - seals	50.00
21.	1 only (Coral Handy or sim.) dust extraction unit, with the following specifications, - Motorised 1 H.P. - Suction flow rate 1500 cu/m/h. - 3 outlet collector 150 mm 120 mm 100 mm. - Mobile with a floor sweep-up unit. This unit must be 220 volts, single phase not 380 volts, 3 phase for safety reasons.	750.00
	Parts and accessories - plastic bags	<u>85.00</u>
	Total:	31,470.00

ANNEX 5B

Schedule of Garment-making/Upholstery machinery and equipment requirements for LORDEP survival skills project.

	Item	Quantity	Unit Cost (US\$)	Total (US\$)
1.	Electric Hand Shears Hoog model IAG Electric hand shears (or similar)	1	825.00	825.00
2.	Overlock Sewing Machine (Pegasus Model LX5214 or similar.) Two needle four thread overlock machines, with differential feed and push button stitch length control complete on unit stand, formica table top and single phase motor.	2	3,165.00	6,330.00
3.	Lockstitch Sewing Machine (Pfaff model 563-8/01 or similar.) Single needle high speed lockstitch sewing machines, complete with unit stand, formica table top and single phase motor.	2	1,075.00	2,150.00
4.	Buttonhole machine (Pfaff model 3116031 or similar.) Lockstitch shirt type button hole machine complete with unit stand, formica table top and free running motor.	1	5,725.00	5,725.00
5.	Hemming Machine (Maier model 240 or similar.) Single needle single thread felling machine for hemming ends of garments, complete with unit stand, formica table top and motor.	1	3,570.00	3,570.00

6.	Drip feed iron (Hashima or similar.) Drip feed bottle type boiler complete with iron.	1	680.00	680.00
7.	Skirt Vacuum table (Campel Tavola or similar) or basic domestic ironing board approximately	1	750.00	750.00
8.	Ironing Board (basic domestic		36.00	72.00

Accessories and parts

9.	Electric Hand Shear Accessories:			
	a. Blade	12	14.00	168.00
	b. Stove Unit	2	32.00	64.00
	c. Brushes	6	4.00	24.00
	d. Counter Blade	6	40.00	240.00
	e. Handle	1	36.00	36.00
10.	Overlock machine accessories			
	a. Needle Plate	2	58.00	116.00
	b. Diff Feed Dog	2	49.00	98.00
	c. Main Feed Dog	2	59.00	118.00
	d. Presser Foot	1	100.00	100.00
	e. Needle Holder	1	45.00	45.00
	f. B-27 needle	200	28 (per 100)	56.00
	g. Needle Holding Screw	6	0.50	3.00
11.	Button-hole machine accessories			
	a. Blades	Selection of sizes (6)	5.25	34.00
	b. Bobbin Winder	6	71.00	426.00
	c. Clamp Holder	1	33.00	33.00
	d. Clamp Base	1	28.00	28.00
	e. Needle Plate	2	59.00	58.00

	f. Thread Cut Blades	4 sets	19.00	
	g. Thread Nipper	6	31.00	186.00
	h. Bobbin Case	2	80.00	160.00
	i. Bobbin	12	2.00	24.00
12.	Lockstitch machine accessories			
	a. Hook and Base	2	84.0	168.00
	b. Bobbin Case	6	16.00	32.00
	c. Bobbin	24	0.50	12.00
	d. Check Spring	12	0.50	6.00
	e. 8-01 Faed Dog	3	7.00	21.00
	f. Needle Plate	3	12.00	36.00
	g. Presser Foot	3	17.00	51.00
	h. 134R Needles	200	17.00%	34.00
13.	Manual equipment			
	Adhesive Tape	2 rolls	9.75	19.50
	Magnetic Guide	6	3.75	22.50
	Swing Down Guide	6	11.00	66.00
	Tweezers	6	2.25	13.50
	Desk Tally Counter	1	15.75	15.75
	Metre Stick	2	11.75	23.50
	Flat Bed guide	6	3.00	18.00
	Lint Brush	6	1.50	9.00
	Oil Can	6	2.75	16.50
	Th. Clippers	6	6.00	36.00
	Scissors (7")	6	7.00	42.00
	Scissors (8")	6	8.50	51.00
	Heavy Duty Scissors (8")	6	14.50	87.00
	Scissors (4.5")	6	4.75	28.00
	Scissors (12")	6	31.50	189.00
	Tailors Scissors (12")	2	61.00	122.00
				758,75
				22,479.00
				<hr/>
				23,237.75

ANNEX 6**Summary of requirements and costs for completion and start-up of rattan, garment-making and upholstery facilities.****6.1 Building requirements**

Item	Cost (U.S.\$)	Total
Cement	1,570.00	
Sand	450.00	
Timber	960.00	
Roofing materials	480.00	
Doors/Windows	1,000.00	
Plywood	350.00	
Adhesives	50.00	
Cement blocks	600.00	
Electric power	1,500.00	
Plumbing	2,000.00	
Compresed air	500.00	9,460.00

6.2 Machinery and equipment

Rattan processing	31,470.00	
Garment/upholstery processing	23,237.75	
Locally sourced materials and make-up for storage units and work benches	5,000.00	59,707.75

6.3 Transport

Pick-up truck	13,500.00	
Project bus	36,000.00	49,500.00

6.4	Start-up working capital	10,000.00	10,000.00
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6.5 Expertise

Rattan

furniture/handicrafts

6 m/m @ \$10,000/month

60,000.00

Garment

making/upholstery

2 m/m @ \$10,000/month

20,000.00

80,000.00

Total

208,667.75

6.6 LORDEP inputs

All labour costs

Counterparts to experts

Overall facilitation