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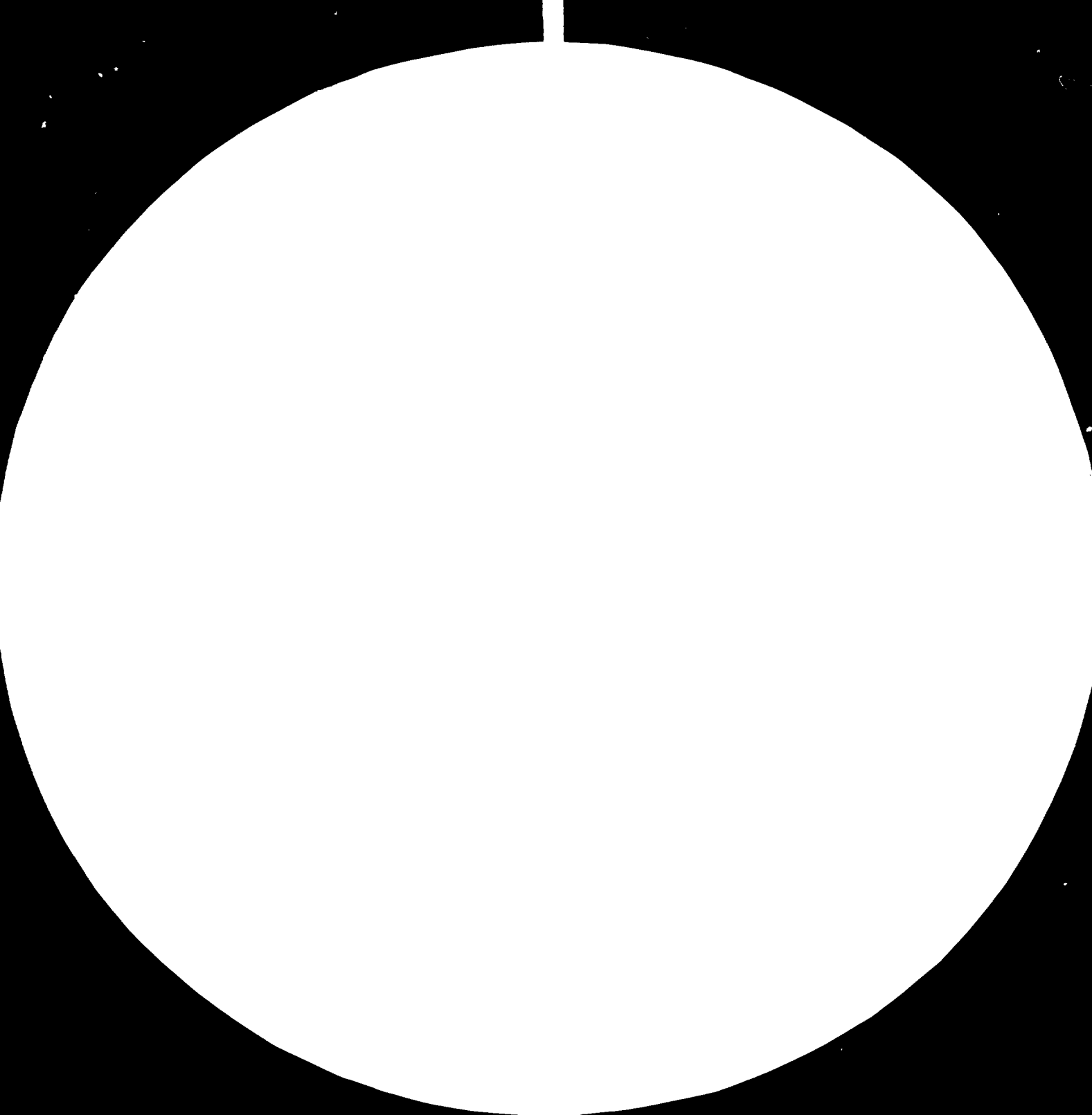
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16 July 1980

Mission to Kenya  
of

Frans J. Soede  
Senior Industrial Development Officer  
Institutional Infrastructure Section  
Industrial Operations Division

30 June - 4 July 1980

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This report has not been cleared with the United Nations Industrial  
Development Organization (UNIDO) which does not, therefore, necessarily  
share the views presented.

DP/KEN/75/029 Assistance to the Industrial Research and Consultancy  
Unit (IRCU), Nairobi University

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Prior to participating in the tripartite review meeting on 2 July 1980, two meetings were held to hear the opinions of the parties involved:

- (1) Dr Otieno, Dean of the Faculty of Engineering and Mr Nyangasi, Director of IRCU, and
- (2) the UNDP office, Mr Metcalf DRR, Mr Nzekio ARR, and Mr Bekele SIDFA.

It became clear from these discussions that:

- (a) although the outgoing expert, Mr Badersbach, had done an excellent job in creating a first-class design office and in establishing relations with the outside, he had worked in almost complete isolation from the Faculty for a number of reasons. The main reasons being the lack of physical co-operation of the Faculty in establishing the design office, the lack of competent counterparts, and the non-operation of the IRCU Governing Board;
- (b) the Faculty considers the project of great importance and wishes it to continue;
- (c) UNDP has reservations about continuing the project and would only be willing to support it further on the condition that the full co-operation of the University is assured, including the assignment of all counterparts foreseen in the Project Document.

..... The self-explanatory Minutes of the Tripartite Review Meeting are attached. The basic decisions were:

- (a) a new expert and the associate expert will go into the post by 1 January 1981, subject to the Government fulfilling its counterpart obligations;

- (b) the six trainees who held UNIDO in-service training fellowships will be taken over by the Government and integrated into University employment;
- (c) a study tour will be organized for Mr Nyangasi to visit a number of appropriate technology centres in Africa and elsewhere;
- (d) during the review meetings with the Government, in connexion with the Third Country Programme, it will be determined:
  - (i) where on-the-job training of design engineers should take place;
  - (ii) whether UNDP/UNIDO should support this activity;
- (e) IRCU will continue to be involved in research and development and consultancy work. The development work will cover biogas and design of spare parts, rice shellers, windmills, etc. The existing facilities of the University will be used to the maximum extent. It should, however, be kept in mind that work could also be carried out in other facilities such as KIE, KITI and KIRDI. Also, close co-operation should be developed with the Village Technology Centre.

Meeting with Mr Ondieki, Principal Secretary of the new Ministry of Industry

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A meeting took place with Mr Ondieki in the presence of the SIDFA and the JPO to obtain his views on the co-ordination of UNIDO projects covering the reinforcement and on-the-job training of staff of the Ministry of Industry, and assistance to KITI, KIRDI, KIE, IRCU and the future Metalworking and Engineering Industries Training Centre.

The main objective of the Ministry technical assistance project is to train its staff so that it will be able to carry out this task independently within a reasonable time period.

At the UNIDO Headquarter's level, this will require intensive co-operation between INFR, ENG and PLAN in selecting the experts, organizing the study tours and doing the backstopping work.

At the field level, the Permanent Secretary (who is supervising all projects mentioned above, excepting IRCU), in co-operation with the SIDFA, will carry out the day-to-day co-ordination.

Assistance to the Kenya Industrial Training Institute (KITI)

A meeting was held with the Principal, Mr Óchieng, and with the participation of the SIDFA and JFO, on 3 July, and the Institute facilities in Nakuru were visited on 4 July in the presence of the JFO.

It appears that KITI would like to have UNIDO assistance in increasing, improving and reinforcing its operations and, in particular, to assure that the maximum number of entrepreneurs trained by KITI would start to create or improve their own enterprises. At present, 120 trainees leave the Institute per year, of which only 25% (30) are self-employed. The long-term objective is to train 300 individuals per year, of which at least 40% (120) are qualified for self-employment. This effort will not only require improved methods of selection and training, but it will also need careful follow-up of the graduates, including financial assistance.

It was agreed that, based on the discussions with Mr Ochieng and the observations at Nakuru, the writer of this report would draw up a preliminary draft Project Document for consideration by the UNDP/RR, Mr Kitchen, when he is in Vienna on 17 and 18 July.

It was also suggested by the Principal to recruit the UNIDO Team Leader as soon as possible (1 January 1981) and this individual could, as a first task, develop the detailed Project Document. An alternative way would be to send the future Team Leader on a short-term mission.

DP/KEN/78/014 Assistance to the Kenyan Industrial Research and  
Development Institute (KIRDI)

Dr Arunga, the new Acting Director of KIRDI was met by the writer in the presence of the JPO on Monday, 30 June.

KIRDI is very interested to receive UNIDO assistance in the fields of leather, ceramics, food technology, power alcohol and the development of utilising raw materials. A first draft of a Project Document is already in existence.

In view of the results of the UNDP/UNIDO evaluation study on IRSI's, it seems to be indicated to start action with a preparatory mission. The PD for this mission will be prepared in Vienna and submitted for approval.

It seems that the former Industrial Promotion and Survey Centre (IPSC), which has now been absorbed into the new Ministry of Industry, has developed more than a hundred R + D projects and these should be carefully reviewed as part of the preparatory mission.

KIRDI will submit three fellowships for short-term training in power alcohol, ceramics and barytes.

Visit to the UNICEF Assisted Village Technology Centre

This centre was visited on 3 July in the company of the SIDFA and JPO. It is a very impressive demonstration entity of a large number of AT devices such as biogas, pumps, ovens, storage, windmills, etc. The centre, which is of a regional nature and serves 18 other



African countries, is visited by about 6,000 people per year and mainly by Kenyans from the rural areas. The centre operates in close co-operation with the "Village Polytechnics" and has, therefore, a thorough knowledge of the rural requirements for appropriate technologies. Unfortunately IRCU does not seem to be aware of the existence of this centre which could provide them with the missing link with the rural communities. IRCU could immediately take up a number of R + D projects to improve the design of some of the devices using scientific methods of design, human engineering (ergonomics), and value analysis. Mr Nyangasi of IRCU should visit this Institute as soon as possible and establish the necessary linkages.

#### Industrial Information

As all institutions mentioned in this report will require industrial information of different kinds and levels, it seems to be desirable to look into the co-ordination and requirements of this function in depth.

DRAFT

25 July 1989

Assistance to the IRCU - KEN/75/029

Minutes of the Tripartite Review Meeting held on 2 July in  
UNDP Field Office, Nairobi

Present at the meeting:

- UNDP:                   - Mr C.P.C. Metcalf, Deputy Resident Representative  
                          - Mr E.P. Nzekio, Assistant Resident Representative (Programme)
- UNIDO:                   - Mr G. Bekele, SIDFA  
                          - Mr F. Soede, Backstopping Office, UNIDO HQ  
                          - Mr P. Herrmann, Assistant to SIDFA

Ministry of Industry:

- Mr S. O. Obura, Assistant to Permanent Secretary
- Mr A. Kanyi, Officer of Ministry

University of Nairobi  
Faculty of Engineering:

- Mr A. Nyangasi, Project Counterpart
- Dr A. Otieno, Dean of Faculty

Mr Metcalf opened the meeting and mentioned that the current UNDP programme cycle is going to end next year. He asked for identifying future activities and for discussing the future direction of this project. He raised the questions, what inputs, what modification should be provided and if the University is the right place of training engineers and carrying out consultancy services.

Mr Metcalf suggested to discuss all questions and ideas to come to constructive solutions for the project.

1. Review of the Activities and the problems

Mr Bekele reviewed the activities and the achievements of the project. He mentioned that the Unit was set up by the restless work of Mr Badersbach. Mr Bekele reported that the co-director as the counterpart of Mr Badersbach had been appointed in December 1979, which was far later than scheduled, and the expert had been left alone for the whole process of establishing the IRCU. Further on Mr Bekele pointed out that since the set up of the Unit various activities were undertaken.

He regretted that the expert has left already and the project has been without any UN adviser since Mr Badersbach's departure. Mr Bekele called upon the attendants to discuss and decide what should be done for the future of the IRCU.

Dr Otieno continued the reporting and reviewed the problems of the establishment of IRCU. He underlined that the Unit is now well equipped in its design office and is accomodating six trainees. He also atated that the Unit is now ready to start consultancy work.

According to the report of Dr Otieno initial research and consultancy jobs had been done already for example in the field of biogas. He also mentioned that the workshop of the University is well equipped for all kinds of required jobs.

Mr Nyangasi underlined the previous remarks and reported about his experiences in the project and the difficult co-operation with the expert. He also mentioned not to be briefed by the expert in a sufficient way. Concerning the activities he added details of the work done in IRCU e.g. in the field of biogas, windmill's, see-shellers and small assignments from private firms.

Mr Nyangasi also reported about his contacts with other institutions like KIRDI and his intention to get into closer contact with private firms.

Mr Soede expressed his agreement with the previous contributions and said that he is really proud to be the backstopping officer to the IRCU, in spite of some constraints in the history of the project. He stated that Mr Badersbach had been left alone for the entire process of setting up of the Unit and that he had taken care of this process with great emphasis.

## 2. Strong Statement for Continuation

Mr Obura assured ~~that~~ the keen interest of the Ministry of Industry in this project and he also gave his high estimation of the targets of the IRCU. He expressed the important role which the IRCY is going to play in the fields

of training, research and development of appropriate technologies. He underlined the wish of the Ministry to extend this project.

Mr Obura pointed out that the recruitment of counterpart is a very common problem, mainly caused by the Government salaries which are far below those in the private sector. He also added that the private sector is absorbing too many qualified people.

Dr Otieno expressed the keen interest of the University to continue the UNDP/UNIDO assistance to the Unit. He stated that the IRCU should put emphasis on training and should become a nucleus for ~~the~~ post graduate engineering training by 1982.

Mr Soede described the main targets of the Unit as graduating engineers and providing practising and gaining experience for young mechanical engineers, because of the lack of other design institutions and offices in the country.

### 3. Integration of the Unit into the University

Different aspects of the integration of the IRCU into the structure of the University were discussed. Mr Soede underlined that he is aware of the potential problems caused by the affiliation of a consultancy unit, which is aiming at its financial independence to a University.

Dr Otieno and Mr Nyangasi assured that the Unit can carry out consultancy services and earn ~~money~~ money in the given structure; earnings and revenues would go into account of the IRCU.

After raising the question of liabilities for damage or lost caused by consultancy jobs, Dr Otieno stated that the University would be responsible for those liabilities. He also mentioned that the Unit should become independent from the University after receiving sufficient orders from industry.

### 4. Integration of the Trainees into the University Staff

Dr Otieno informed the attendants that according to previous discussions the University will take over the trainees as staff members of the University

and basic steps had already been taken in this matter.

5. Replacement of Mr Badersbach

According to the general agreement of continuing the project, Mr Soede pointed out that the procedure of resuiting a new expert will take about half a year, i.e. from January 1981 onwards. He also mentioned that it would be unrealistic to expect a faster recruitment of a UN adviser.

6. How to fill the gap until the presence of a new Adviser

Mr Kanyi made the outstanding proposal to send the trainees for in-service training fo consultancy sections in Kenyan firms until the new adviser is available. This proposal was discussed with great emphasis and all involved parties agreed to send the trainees for practical training to various firms and institutions like:

- workshop of the Kenya Railways;
- Kenya breweries (design office)
- KIE (product development unit).

7. Replacement of Liaison Officer

Mr Soede pointed out that the Unit needs one office for teaching and one for liaising; both jobs could not be done by the same officer. According to Dr Otieno it is the main duty of the liaison officer to contact industrial engerprises and institutions.

The meeting agreed to replace the present liaison officer who is lacking of the engineering background, and to employ a mechanical engineer for this post.

The attendants of the tripartite review agreed on following recommendations:

1. Full integration of IRCU trainees into the structure of the University as soon as possible.
2. UNDP/UNIDO is providing fellowships up to December 1980, after this time the University will pay from its own funds.
3. Priority should be given to efforts on training of manpower.
4. A new adviser should be recruited for 12 months from January 1981 onwards. The trainees should be back from outside training by this time. All counterparts must also be available from this time on.
5. The trainees should be sent out to different companies to complete their experiences and they should be back in the Unit at the end of 1980.
6. IRCU will continue and intensify its close co-operation with other similar institutions, especially KIRDI.
7. The Faculty of Engineering should recruit an engineer as Liaison Officer to replace the present officer in this post.
8. The Technical Adviser should come to the Unit for about two weeks before taking up his job to alleviate mutual understanding and the final approval.
9. The Co-director (project counterpart) should go on study tour up to two months to look into similar institutions. The study tour should be finished before the end of 1980.
10. Associate experts should be appointed from January 1981 on together with the Adviser.
11. A project vehicle will be available from January 1981 on as soon as the expert arrives.

