AFRICA and other CONTINENTS since the 19th century

A Festchrift in Honour of Professor Rashid Oladoja Lasisi



Ibrahim A. Jawondo

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Editors

Ibrahim A. Jawondo (Ph.D)

&

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Committee on festchrift Universities of Ilorin, Al-Hikmah and North-West.

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of Unilorin Archives and Documentation Centre, and I. We resolved to meet lovers, students and well-wishers of the deceased for help. For several reasons, our first point of call was Alhaji (Chief) (Dr.) Oladimeji's(OFR) house, the Proprietor of Al-Hikmah University and the Jagunmolu of Igbomina land and Arogundade of Lagos. When the committee presented the Book before him, he was happy and displayed the love he had for the Professor and for knowledge. He prayed for all the committee members and authors of the papers therein and the deceased. When he was told of our financial need, without hesitation, he agreed to put down N1 Million for the printing of hard cover copies of the book.

At this juncture, I specifically appreciate the huge financial contribution of Baba Oladimeji, which saved us from having to go cap-in-hand to other places. There and then, I told people that the plan on the ground was to do a public presentation of the book and the money realized would be divided into two for annual convocation gifts to the best student in History at both Al-Hikmah University and University of Ilorin where the deceased served.

While I thank Ibrahim AbdulGaniyu Jawondo Jnr for his efforts in typing and effecting corrections on several pages, I appreciate all the contributors for their efforts including those who submitted abstracts who were unable to submit full papers.

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played in revolutionizing the early new Oyo leaders and the town. He submitted that Professor Lasisi's progenitor; Al-Bornawi of the Ajokidero family was the Reformer Allah used to revolutionize Oyo land and people. He concluded the piece by drawing lessons from the life of the Professor.

With the above analytical presentation, it is crystal clear that this book will serve as a useful material in the areas of intra group, inter group and international discourses for students and teachers alike. I therefore wish you a comprehensive reading. I do hope you find the chapters herein rewarding.

I. A. Jawondo (Ph.D)

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seizes 1.3m kg. drugs", Abuja, June 26, 2012, www.nanngronline.com , retrieved 10th October, 2014.

CHAPTER 15

HISTORICAL ANALYSIS OF KWARA PAPER CONVERTER LIMITED, ERIN- ILE KWARA STATE NIGERIA, 1985-1999

By Bashir Olaitan Ibrahim (Ph.D)

Introduction

Industrialisation has been generally agreed globally to be the only way to economic stability and social transformation of people [1]. In line with this reality, the federal government of Nigeria after independence in 1960 started massive industrial drive across the country hence the establishment of many industries by states after their creation in 1967. The Kwara State government in its efforts to spread industries to rural areas decided to set up the Kwara State Investment Cooperation (KIC)) to fast tract the industrial drive. Since the goal of the investment cooperation was to invest in viable industrial projects, Erin Ile Paper Converter was one of such industries conceived and embarked upon mid 1994 and commissioned in 1985. As a matter of fact, exercise book which was the major product of the industry was targeted to add value to the reinvigorated Universal Primary Education (UPE) programme of the Federal Government aimed to correct regional, rural/urban and sex imbalances in the educational system of the country. Thus, efforts were directed to invest in human capital development across the country[2].

The thrust of this paper is therefore not just to look at the activities and impacts of this industry to the upcoming young Nigerians when it was in operation, but also review its activities and its sudden decline just a decade after its establishment. To do this

The Industry

As stated, the Kwara State Investment Cooperation (K.I.C.) was set up to act as an investment catalyst in the state with a view of turning the state around industrially in line with the state industrial policy[3]. Thus, to achieve industrialization drive, the agency mooted the idea of setting up a paper converting factory in the state to meet the need of the Universal Primary Education (U.P.E) programme of the Federal Government in Nigeria launched in 1985 to move education forward[4]. K.I.C management thought that a factory be introduced to produce exercise book which is one of the basic tools for the multitude of kids that were to be enrolled across the country. K.I.C on behalf of the state government therefore took step in 1984 to set up a paper converting industry which was named Kwara Paper Converter Industry (KPC) at Erin- Ile, a town of about seventy kilometer from Ilorin the state capital.

The industry authorized capital in 1984 when it was mooted was ₦400, 000 (four hundred thousand naira). The KIC shouldered the major share by contributing in equity towards the implementation of the project. Two private investors held a nominal share each to implement government decision on the project. After the appropriate feasibility studies and detailed technical design was completed by Herbily Consult of West Germany (believed to have global reputation for executing similar paper projects)[5]. Machineries worth ₦242, 000 (two hundred and forty two thousand naira) with an annual production capacity of five million of small exercise books was installed and ready for official commission by the end of 1984. Soon after this was done the project suffered a setback due to the insistence of the family that owned the land where the industry was cited for compensation before they would allow it to start operation. The action forced the state government to abandon production three months after it was opened in November, 1985 before the matter was partially settled early in 1986. (KPC, 1985)

The project was reinvigorated in 1990 after all disputes have been

finally settled by the state government in 1989. The industry was therefore further expanded with automatic exercise book making machine with an annual production capacity of 27 million exercise books and 15 million envelopes. other range of products included in the expansion were, big note book, higher education note book, duplicating paper, typing paper, writing pad, drawing book and reporter's nøte book jotters. The company's products had the brand name "KNOWLEDGE: while its general appellation was "KNOWLEDGE FOR QUALITY"[6].

The Company had five marketing zones in Kwara State alone and additional two other marketing zones each for northern and southern parts of Nigeria. The marketing strategy was to flood the market with the company's products thereby forcing down the prices of other similar products in the market[7]. In addition, the company maintained special monitoring units which went out for on- the spot assessment of the market situation across the country. Distributors were given specific instructions to issue invoices and receipts to customers so that the monitoring units could see the actual selling prices. The company started with sales turnover of 750.000 various products in 1985 the rose to more than 1,4000.000 products in 1995 when it was in full working capacity as indicated in the table one below;

Table One: Sale Turnover of Kwara Paper Converter Limited Erin Ile

YEAR	SALES TURNOVER (N)
1. 1985	750,000
2. 1986 (Year the KPC started sourcing locally)	850,000
3. 1987	900,000
4. 1988	910,000
5. 1989	1,005,000
6. 1990	1,250,605
7. 1991	1,350,305
8.1992	1,450,106
9. 1995	1,550,000
10. 1998	1,700,000

Source: Kwara Paper Converters Ltd. (Commercial Department Sales Record

Benefits derived from Kwara Paper Converter Limited Erin

The industry provided employment opportunities to many categories of people. They included skilled, semi-skilled and unskilled workers that worked in the industry. By 1990, the industry was one of the largest employers of labor in Oyun local government area next to Adesoye Holdings and the Kwara State Government. It provided employment to more than 70 workers as indicated in the table two below. Beside the permanent workers directly working in the industry, another set of workers helped in marketing, advertising and in other allied works indirectly for the industry[8].

Table Two: Kwara Paper Converter Data Analysis of the Employer (Recruitment and Position)

YEAR	CATCHMENT AREA	OTHER AREAS	TOTAL
1985	5	15	20
1986	6	15	21
1987	7	30	37
1988	33	41	74
1989	30	44	74
1990	35	48	83
1991	42	55	97
1992	47	52	99
1993	43	54	97
1994	40	49	89
1995	44	42	86

Source: Kwara Paper Converters Ltd Erin- Ile Record Book.

Equally, the industry assisted in opening up essentially a rural area of the state and its environs. Before the industry was located in the town, the population of Erin Ile settlement was not significant because of emigrant of the people to other towns for government and other jobs, so the inhabitants were basically farmers and petty traders. But after the industry had been established in the town more people that earn wages in the industry and were also encouraged residing in the town. With this, the industry served as refuge for workers who would have been unemployed or underemployed on their farms during the dry season. Equally, many people particularly females and, or wives of the plant workers became engaged in retail trade which enhanced the financial resources of their families[9].

The industry also improved business atmosphere of the town and other villages and cities that surrounds Erin Ile. For instance, the location of the industry in the town brought about an increase in population as enunciated in the employment table above. These people were encouraged to leave in the town and would certainly need things to buy and would go the indigenes of the town that hosted the

industry[10]. Some indigenes thus became retailers, contractors, house painters hawkers of products, repairing of broken down electrical appliances, and in many other unconventional jobs. The indigenes of the villages and surrounding towns were also involved in the distribution chains of the company's products. Some even became wholesalers who appointed distributors for some products in other towns across the country[11].

The establishment of this industry in the area also led to the development of the physical infrastructure in essentially rural and distressed communities. With the industry, came new motor able roads linking many of the surroundings villages like Igbonna, Ilemona and other rural villages. Also, the road that leads to the factory was linked and tarred to link the federal road that ran in front of the industry to link Osun State. The location of this industry in Erin-Ile town also encouraged the establishments of other industries in the town. The establishment of a toilet rolls industry; Demosco Paper Industry in the town for instance was purposefully to utilize the byproduct of the industry[12]. In the same vein, the sighting of Moremi Hotel and other commercial ventures in Erin Ile and other villages was intended to tape the benefits expected from the location of the paper converting industry in Erin Ile[13].

In the area of health, housing and recreation facilities, the industry also made its marks in the town that housed it and other towns that shared boarders with Erin Ile. The Comprehensive Industrial Health Services Programmes (CIHSP) instituted for all employees of the company also flew to other residence of the town. Beside the sick bay that was located within the premises of the industry for minor injuries and other ailments, the state government cited a cottage hospital in front of the industry for serious health challenges and accidents cases that might emanate from the industry and for the benefits of other residence of the town and beyond[14]. In the same vein, housing facilities which was noted to have posed problems for the employees of similar rural industries located in other towns was addressed with

the setting up of a housing estate for the Paper Converter workers. Some wealthy individuals also embarked on housing projects to cater for other workers that could not be accommodated in the industry estate. The landlords of these houses derived incomes from their housing projects and also helped to improve the general outlook of the host community. In addition, the industry provided recreation facilities in the form of a club where sporting equipments were made available to workers and general public for their relaxation in the evening and holiday's period. These helped to improve the general living standard of the people. The Company also had quest house for important people and visitors of the industry with standard catering facilities which was also made available for indigenes of the town[15].

Electricity supply to the town and other areas that bounded it was improved upon as a result of the additional power requirement of the company. The high voltage needed by the industry made the request for special connection to the National Electric Power Authority (NEPA) necessary. The eventual provision of the high grade electricity served all local communities in and around Erin Ile Township. This no doubt improved the social and economic conditions of the populace. In essence, the location of this industry in the town made the populace to have all amenities one can think of in bigger towns, simply as a result of the location of this industry in their communities[16].

Governments at the state and national levels also benefited from the industry. Firstly was in the area of revenue generation, through various forms of taxes collected from the company and their workers when it was in operation. Firstly, the industry paid company tax which was based on the profits made by the company annually. Secondly, the company was made to pay import duties of mandatory 30% of the total value of machineries imported into the country to the Federal Government, and the payments continued throughout the duration of the industry. The Kwara state government also realized personal income tax in the form of Pay As You Earn (PAYE),

Capital Gain Tax (CGT) Sales Tax (ST) and Property Tax (PT) from the company and its workers. It also collected other miscellaneous taxes inform of pool tax, mechanic workshop, tax community tax and other levies collected by the local government area when the industry was in operation[17].

In addition, the company equally, through its efforts in the production of series of exercise books and other items enunciated earlier locally saved the state and the country several millions of naira in foreign exchange when it was in operation between 1985 and 1995. Through this, the need for the importation of these products reduced drastically more so since the products of the industry were highly rated [18].

The problems associated with the Industry

The problem of the industry started from the day the industry was conceived that it would be located at Erin Ile. It was a tug of war to get the project sited in Erin- Ile because of the political sentiment introduced to its location. Other areas like Offa protested but the state government insistence prevailed over their protest. Another problem that cropped up in the course of the construction of the industry was the acquisition of land from the community. While the Erin- Ile community willingly and readily surrendered a piece of land covering 19.372 hectares for the building of the project, the family that claimed ownership of the land Adeshina family of Elega's compound pressurized the state government for compensation and continuously harassed the construction firm and later management of the industry when it started operation. This action made the industry to be closed down for about three weeks two years after its opening. [19]

Another problem that faced the company was lack of essential raw materials to keep production on for longer periods. This was first noticed after it resumed back from the forced vacation caused by the family that owned the land enunciated above. The state

government through the investment cooperation promised some financial assistance suddenly backed out from its promise at a meeting held with the management soon after it took off to source running and raw material funds internally. This action caught the management unaware and had to think of possible alternatives to salvage the industry. The only way that might have been opened to the management was to source for the raw materials locally, but this was not easy because other long existing industries had taken over the local market long before Kwara Converter was conceived[20]. If the industry were to be given enough working capital perhaps it could have been able to import raw materials in substantial quantity to keep afloat.

The Central Bank policy that also placed stringent conditions on the remittance of foreign exchange did not help the situation of many industries in the country including the industry under review. For instance, the company applied for import license of one million in 1992 and succeeded in obtaining approvals for only hundred thousand after about six months of shutting between Ijagbo, Ilorin and Lagos. Despite this, the company did not succeed in its attempts to utilize this license because the Central Bank could not approve the opening of letters of credit and the license expired[21]. The company battled to obtain form 'M' approval from IBWA Ltd as well as cash banking for opening letter of credit. The perennial problem of the company was the fact that when the import license was finally utilized the raw materials when get exhausted within two months. That is why it was not possible for the industry to regularly and continuously meet the demand of the public who patronize them.

Another problem of the industry was shortage of trained industrial manpower. There is no doubt that man's responsibility in the partnership of man and nature varied and as well complicated. Therefore man must provide skilled labor needed if raw materials are to be changed into the desired finished products. Some industries lack basic knowledge of production method and design technique for

machinery. The industry would therefore depend (to some extent) on imported technical experts to adequately operate the imported machines. As a matter of fact, the problem of shortage of trained industrial manpower was visible in all the departments of the industry when it started operation due to politics introduced into the ways the workers were employed.

One other problem was how to procure capital for expansion. The restriction placed on foreigners untimely in some industrial ventures which included paper industry by the Nigeria Enterprises promotion Decree of 1986 has intensified the scarcity of industrial capital not only in Oyun local government but Kwara State as a wide. This made businessmen and entrepreneurs to go through difficulties in getting loans. These stringent regulations on granting of loans include collateral securities, which is often non-existence for public enterprises. This makes loan procurement almost impossible for most of the industrialists especially the state owed paper industry at Erin- lle. It is true that the level up investment depends on the market, i.e. the total demand for goods and services. The total demand depends on the size of the population and people's income. Indeed the income per head of the population in this part of state is low. Thus, the total effective demand is low, leading to low production because of leftover of goods unsold.

Inadequate infrastructural facilities in this remote part of the state in the area of transportation, irregular power and water supply as well as effective communication network among others, constituted serious problem in the effective production of the converters' products. It should be pointed out also that nearly all the established industries covered during this research work in Oyun Local Government Area had problem of inadequacy of infrastructural facilities.

Environmental change can involve alterations in laws, consumer attitudes, taste and fashions and a whole range of demographic variables. Equally, an entire industry could be taken over by the state, while the existing state owned firms might be commercialized

and privatized. It was politics that saw to the firm's eventual take off in 1985 during Alhaji Adamu Atta's government when embargo has been placed on the importation of raw materials around 1984. The management of Kwara Paper Converter Ltd then sought the assistance of the state government of greatest impact the ban on importation of some goods into the country. Kwara Paper Converters environmental use has been the changes in the labor force. Developments in the educational system in the catchment area improved the competence of new workers that joined the organization. Expansion in educational institution equally led to the increase in the quaintly of the different brands of exercise books produced by the company. Of employees joining the organization cannot be over emphasized. It is a fact indisputable that the traditional craft based abilities have been rendered obsolete by new technologies and as such the skilled worker of today must be able to transfer competence in one area of work to other assignment within an organization. This has necessitated the different training programmes designed by the Kwara Paper Converters Industry to improve the skill and competence of its workers. The general improvement in the educational system within the geographical location of the industry, led to increasingly well qualified junior staff, Batter educated workers, of course, will have new expectations of how they should be treated as work.

As said earlier, the major problems that faced the company were lack of essential raw material with which to produce. This lack of materials was brought about partly by lack of working capital due partly to its non-availability locally, if it has had enough working capital, it could have been able to import raw materials in substantial quantity in 1985 when there was no need for an import license and letters of credit were being opened with ease.

Another problem of the company was that the sister industry in the state; the Nigeria Paper Mill, Jebba, due to the problems confronting her stopped the production of white wool free writing paper which was a major raw material of the converters industry. The only option

available then was to import this high important raw material. However as enunciated above, importation of raw materials has been banned when Structural Adjustment Programme (SAP) was introduced in the country. In addition, what made matters worse for the industry was another stringent condition introduced by the Central Bank of Nigeria (CBN) on the remittance of foreign exchange. This manifested when the industry also applied for import license of one million naira in early 1990, it only succeeded in obtaining approval for just one hundred thousand naira after six months of shutting between llorin and Lagos. (Kwara Chambers, 1990) To make matter worse, the company did not succeed in its efforts to utilize the license due to delayed caused by the CBN as their officials were unable to process the mandatory letters of credit to the industry within the stipulated periods till it expired unutilized.

However, through the kind assistance of the state government, the unutilized import license for 1990 in the sum of one hundred thousand naira was revalidated in 1992. And, in spite of the fact that the company's application for foreign exchange for that amount had been pending since 1990, it took the personal intervention of the state government before foreign exchange allocation was finally approved in 1994. And that is why it has not been possible for the organization to regularly and continuously meet with the demand of the public who patronize them come rain come sunshine and who have not been enjoying the organization's services as expected.

Conclusion

As indicated, Erin-Ile Paper Converter was floated in 1985 to provide exercise books for the increase in the expected increase in the number of primary and secondary schools in the state and indeed the country after the commencement of the Universal Basic Education Programme (UBE) in the country. The industry in its hail days did not only provide exercise books but also provided other stationeries for offices across the country. It also employed number of workers that fended for their families from the salary and other

emolument received from the industry. However just five years of its establishment, the industry was besets with array of problems few years after it took off and started to closed windows. After it was revived, other problems cropped in which made the industry to be put under lock and keys for many years.

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