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THE YABA INDUSTRIAL ESTATE IN LAGOS, NIGERIA

The only industrial estate in Nigeria is at Yaba, a suburb of Lagos. The estate is three miles from the city centre, and was set up from funds provided under the Economic Plan, 1955-1960.

The objective of the industrial estate, which was conceived as an experimental unit, was to enable small Nigerian industrialists employing possibly less than 10 workers to congregate on the estate and thereby avoid expenditure on land and buildings. It was also expected that the estate will function as a nursery for small enterprises, which would be enabled in the course of a few years of growth to leave the estate for larger, owned premises in the larger industrial zones of the city or elsewhere in Nigeria.

The estate is located on an irregularly shaped plot of land, measuring a mere $2\frac{3}{4}$ acres. In the first place five blocks of factories were set up, and a sixth block has been added recently. The blocks are sub-divided, by corrugated sheet partitions, into standard units (40 x 30 square feet). The standard units, in turn, are either let out as such or as sub-units. Both standard units and sub-units are also let out in multiples, and sometimes this has the effect of splitting a single enterprise on the estate into non-continuous premises.

The present distribution of the blocks, between standard units and sub-units of different sizes is as follows:

<u>Block</u>	<u>No. of Units</u>	<u>Nature of Unit</u>	<u>Area per Unit</u>
I	8	Sub-units	600 sq.ft.
II	13	Standard Units	1,200 sq. ft.
III	7	Standard Units	1,200 sq.ft.
IV	6	Sub-units	750 sq. ft. & 450 sq.ft.
V	6	Sub-units	600 sq.ft.
VI	2	Standard units	1,200 sq.ft.

The total of units, standard and sub-units, thus comes to 42, and the occupation of these units is by 27 tenants.

The biggest tenants occupy upto three standard units or 3,600 square feet of factory space, and the smallest tenants between 450-750 square feet. It is to be noted that some of the biggest tenants of to-day occupied initially only a single sub-unit, and have expanded operations later.

Technically, the occupancy is annual, but in practice it is renewed from year to year. Considerable turnover, among the smaller tenants in particular, is characteristic of the estate, and it is believed that between now and late 1958, when occupation of the premises began, some 80 tenants have been on the estate. A few, very few, have left because of growth beyond the facilities of the estate. A large group - no statistics are available - has failed for one reason or another and have left the estate or have had to leave the estate. Some others have been found objectionable tenants and have had to be asked to leave by the estate authorities.

As of now, the estate is comprized of a range of light industries - traditional wood carvings, printing presses, commercial sign-writing, manufacture of spring mattresses, tarpaulius, sanitary towels, furniture-making, garment making, scientific equipment, re-treading of tyres and so on. Some kinds of industries such as glue making are ruled out by the estate authorities in view of the proximity of the estate to the Yaba municipal market.

Buildings are let out on annual tenancy, never sold on any basis. In order to make the rent attractive (in any case, it compares very favourably in 1964 with general rent levels in Lagos) to the small industrialist, it is graded over a five-year period. Also, somewhat surprisingly, in view of the expressed desire to direct the facilities towards small industrialists, there is a small differential in favour of the occupant of more than one standard unit. The following table indicates the monthly rents for different units.

Size of Unit	Monthly Rent	Monthly Rent	Monthly Rent
	1st & 2nd years	3rd, 4th & 5th years	After 5 years
1. Standard Unit (30' x 40')	£ S. d. 18. 0. 0	£ S. d. 25. 0. 0	£ S. d. 29. 0. 0
2. Sub-units			
- 15' x 40'	9.10.-	13. 0. 0	15. 0. 0
- 15' x 30'	7. 5.-	10. 0. 0	11.10. -
- 25' x 30'	11.15.-	10. 0.-	18.10.-
3. More than one standard Unit (per unit)	17.10.-	24.10.-	28.10.-

The above rents relate to the first five blocks, and are considerably higher in the case of the recently constructed sixth block.

The common facilities on the estate include showers and toilets, canteen and kitchen, a small garage and a cycle shed, an administration block, and an engineering workshop. Of these two - the administration and the workshop - might be gone into in some detail.

The administration of the estate vests in the Ministry of Commerce and Industry, and in practice from day to day under the Principal Industries Officer, working under the general supervision of the Deputy Secretary (Industries). At the estate proper the Ministry is represented by one Senior Industrial Officer, assisted by an Industry Officer and an Assistant Industrial Officer. An Industrial Accountant, not exclusively

attached to the estate, is also available. This team, supported by subordinate staff on the office side and by workshop staff (this is discussed later) is in charge of the estate. In practice, this implies management of the common facilities, looking into possible tenants prior to occupancy, cleanliness and general enforcement of the covenants of the tenancy agreement.

Several other ministries get involved from time to time. The ownership of the land vests in the Department of Lands, and the contractual relationship of tenant and landlord is between the industrial unit concerned and this Department, not the Ministry of Commerce and Industries who collect the rent. The Public Works Department, on whom fall the responsibility for building the buildings in the estate and the maintenance of these buildings, are also concerned with some aspects of the estate. Finally, in the event of litigation (and this is a continuing problem) the Ministry of Justice who engage in the actual court proceedings also become concerned.

There seems to be ground for feeling that this multiplicity of ministerial agencies involved makes for both delay and red tape in the administration of the estate.

Of the common facilities the workshop run by the Ministry of Commerce and Industry on the premises is the most important. The Workshop is well-equipped and adequately staffed (23 employees currently). The use of its facilities is available not only to the tenants on the estate but also to outside firms. While the attempt is to run the workshop on a non-subsidized basis, there does not seem to be an adequate work-load for all its sections - carpentry shop, metal work and welding machinery. In part, this lack of enough work arises from paucity of work from the units on the estate. In another part, there is a tendency on the part of the tenants to take the easier jobs outside, where presumably these are done for lower rates, and to give only the more complicated jobs to

the workshop on the estate. Outside jobs do come to the workshop, but there is reason to believe that the existence of facilities is not sufficiently well-known and therefore does not result in an adequate flow of work.

The Ministry of Commerce and Industry provides the part-time services of an industrial accountant, but these do not seem to be in significant demand. The original intention to educate the tenants in the proper maintenance of machinery seems to have been given up as either unnecessary or, more likely, as not being a facility desired by the tenants. occasionally, the management of the estate is called upon to intercede on behalf of a new tenant with the Electricity Corporation of Nigeria, in order to secure waiver of the general liability under the electricity agreement of the new tenant for arrears of the previous tenant. The same helpful intervention is often required in the matter of obtaining telephone connections.

From the point of view of estate management, Yaba poses several issues which have larger relevance. These are briefly dealt with below:

1. The fact that the estate is not an autonomous set-up or organized as part of an autonomous set-up creates continual involvement by as many as four ministries. The resultant red tape and delays are not conducive to efficient operations.
2. Co-operation from tenants has often been lacking. Unauthorized structures, to quote the worst example, are erected overnight in surrounding open spaces, and under present circumstances, the management of the estate is incapable of enforcing its rights except through lengthy processes of litigation.
3. The arrears of rent have reached alarming proportions, and once again remedial action gets lost in long-winded litigation.
4. Point (3) leads to two further observations. One, there is

