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DP/IND/ER.8/20
15 September 1976
Original: English

06840

**ASSISTANCE IN
LEATHER FOOT-WEAR
MANUFACTURING
AND DESIGNING
THROUGH THE
SMALL-SCALE INDUSTRIES
DEVELOPMENT
ORGANIZATION,**

DP/IND/73/086

INDIA .

TERMINAL REPORT .

**Prepared for the Government of India by the
United Nations Industrial Development Organization,
executing agency for the
United Nations Development Programme**



United Nations Industrial Development Organization

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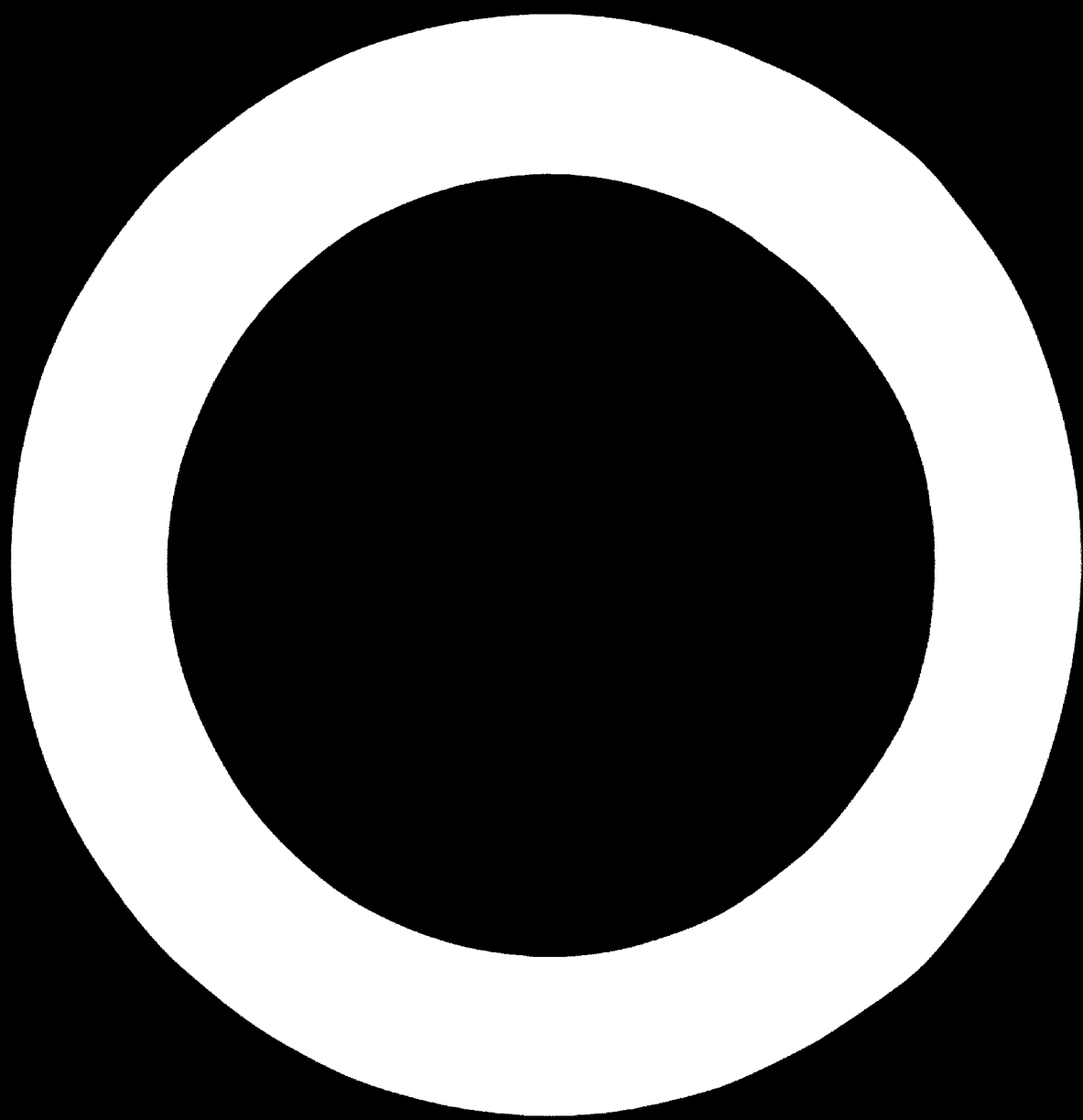
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United Nations Development Programme

ASSISTANCE IN LEATHER FOOT-WEAR MANUFACTURING AND DESIGNING THROUGH
THE SMALL-SCALE INDUSTRIES DEVELOPMENT ORGANIZATION

DP/IND/73/025

INDIA

Project findings and recommendations

Prepared for the Government of India
by the United Nations Industrial Development Organization,
executing agency for the United Nations Development Programme

Based on the work of K. H. Longman, expert in leather foot-wear manufacturing

United Nations Industrial Development Organization
Vienna, 1975

Explanatory notes

A slash (/) between dates representing years indicates a crop year or financial year, e.g. 1974/75.

A comma is used to distinguish thousands and millions.

Reference to "dollars" (\$) indicates United States dollars, unless otherwise stated.

The monetary unit of India is the rupee (Rs). During the period of the project, the value of the rupee in relation to the United States dollar was \$US 1 = Rs 8.60.

The following abbreviations are used:

CFTC	Central Footwear Training Centre
SISI	Small Industries Service Institutes
STC	State Trading Corporation

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SUMMARY

In April 1972, the Government of India requested the United Nations Development Programme (UNDP) to assist in upgrading the leather foot-wear industry through the provision of technical advice. Under the over-all guidance of the Officer of the Development Commissioner of Small-Scale Industries, an adviser, based in Agra, travelled extensively throughout India, conducting courses in foot-wear design and visiting various small-scale manufacturers.

There was found to be a definite need to upgrade the existing small-scale foot-wear-producing units by introducing modern design and production techniques and by increasing mechanization. Measures should also be taken to improve the quality of the leather and other components used in the production of foot-wear. Particular attention should be given to improving the lasts. The training and extension facilities of the Small Industries Service Institutes (SISI) and the Central Footwear Training Centres (CFTC) should also be improved.

Although detailed and highly specialized advice had been received in 1972, in 1974 the leather foot-wear industry had not yet reached a level at which such advice could be assimilated. Government policy is to encourage the production of leather foot-wear for export so as to increase foreign exchange earnings by reducing exports of semi-finished leather. Attractive markets for leather foot-wear do exist in Europe and North America, and some penetration of them has been achieved, but in general, even with substantial upgrading, small-scale units are unsuitable for production for such markets and should not be encouraged to enter them. Some carefully selected units should be modernized and expanded for this purpose, but such expansion would remove them from the small-scale category. Arrangements should be made to see them through the period of transition from small- to medium-scale operation.

Nineteen recommendations for the over-all improvement of the design and production of leather foot-wear in the small-scale industries sector are presented.

INTRODUCTION

In April 1972, the Government of India requested UNDP assistance in improving the design and manufacture of leather foot-wear in the small-scale industry sector through the provision, for one year each, of two advisers, one in leather foot-wear manufacturing and one in leather foot-wear design, to work with the Small-Scale Industries Development Organization. On 2 March 1973, a revised request was officially submitted, incorporating certain suggestions made by the United Nations Industrial Development Organization (UNIDO), the prospective executing agency, in its appraisal. On 20 April, the project was endorsed and approved by UNDP, which contributed a total of \$US 67,500.

Official arrangements

Candidates for the two posts were proposed by UNIDO in March and April 1973. In December 1973, the Government of India formally accepted R. Spagliardi and K. H. Longman for the posts of adviser in foot-wear manufacture and foot-wear design respectively. Mr. Longman arrived in India in early March 1974 and Mr. Spagliardi shortly thereafter. Mr. Longman was assigned to Agra and Mr. Spagliardi to Madras, since there were Central Footwear Training Centres in each of these cities. Both advisers were expected to travel extensively to visit and advise small-scale leather foot-wear units. When, for personal reasons, Mr. Spagliardi was unable to continue his assignment and left India in June, Mr. Longman's area of coverage was expanded to include the entire country, and the duration of his assignment was eventually extended to a total of 18 months by a project revision that was approved in January 1975. Mr. Longman left India upon the completion of his assignment at the end of August 1975.

The government co-operating agency for the project was the Small-Scale Industries Development Organisation, within the Ministry of Industry and Civil Supplies. In the original request it was stipulated that an officer of the rank of deputy director/assistant director within the Small-Scale Industries Development Organisation would be posted as a counterpart to work with each expert, but this was not possible to arrange on a continuing basis. Within the Office of the Development Commissioner (Small-Scale Industries Development Organisation), the adviser's programme was co-ordinated by the Director (leather).

In Agra, the adviser in foot-wear design worked closely with the Director of the Central Footwear Training Centre (CFTC) and with his counterparts, the Assistant Director of the Small Industries Service Institute (SISI).

Objectives of the project

The basic purpose of the project was to assist in the modernizing and upgrading of the leather foot-wear industry (one of the industries reserved for exclusive development in the small-scale sector, except for production for export). It was estimated that about 145 million pairs of leather foot-wear were produced in the small and cottage industries sector, accounting for almost 90 per cent of the total production of the country. The advisers' tasks were specified as follows in the Government's internal pro forma document relating to the project:

"Leather foot-wear making. The expert will visit existing units and prepare schemes for modernization, prepare complete plant layouts for small-scale foot-wear units (particularly on the Italian pattern), assist small-scale units in their planning and production along modern lines, prepare designs which will be popular in the ensuing season, and plan publicity of the designs undertaken for production.

"Leather foot-wear designing. The expert will visit shoemaking centres in the country, study the designs and modes of designing followed by the small-scale units, develop new designs and prepare pullover and models based on them and prepare detailed plans for the introduction of new designs, assist small-scale units in setting up their design and modelling cells and prepare catalogs of designs developed."

The job descriptions issued by UNIDO, on the basis of which the candidates were recruited, offered slightly different statements of tasks, within the same over-all project objectives:

"Leather foot-wear manufacturing. Advise in feasibility studies for the small-scale manufacturers in co-operation with the Small-Scale Industries Development Organization, recommend suitable types of machinery for increasing production, advise on the maintenance of machinery and equipment and utilisation of labour, recommend improved methods of production to achieve quality as desired in modern foot-wear manufacture, institute in the Small-Scale Industries

Development Organization a system of production costing applicable to small-scale foot-wear manufacturers, co-operate with the expert in foot-wear designing and the Small-Scale Industries Development Organization in the marketing of production and other aspects of foot-wear manufacture, and train counterpart personnel.

"Leather foot-wear designing. Create new designs and styles adaptable to small-scale foot-wear manufacturers and prepare the grading of patterns for these designs and styles, advise on the setting up of design and style departments in these units, and the components which are used in modern foot-wear manufacturing, work in co-operation with the expert in foot-wear manufacturing with the Small-Scale Industries Development Organization on improved marketing methods and other aspects of foot-wear manufacture; advise on the proposed quality standards, testing and developing laboratory and equipment required and train counterpart personnel."

In practice, in the belief that it would be the best way to upgrade the technical design capabilities of individual units, the Government requested the expert in foot-wear design to give short-term courses in foot-wear design and pattern cutting at selected foot-wear production units in India and to visit and advise individual units. Very little emphasis was given to the creation of new designs and styles. Virtually none of the small-scale units visited were in a position to establish their own design cells.

The foot-wear design expert conducted 15 short-term courses in foot-wear design and pattern cutting: six in Agra, two in Madras and one each in Kanpur, Delhi, Bombay, Calcutta, Hyderabad, Bangalore and Puri; a total of 199 students attended (annex II). He visited small-scale foot-wear units to advise on design and production techniques in Jammu and Kashmir, the Punjab, Haryana, Madhya Pradesh, Maharashtra, Karnataka, Kerala, Tamil Nadu, Orissa, Bengal, Bihar, Uttar Pradesh, Himachal Pradesh and Delhi.

His duty station was Agra, where the Central Footwear Training Institute, the Precision Shoe Last Factory, a Branch Institute of SISI and an office of the State Trading Corporation (STC) concerned with the export of leather foot-wear were located. In Agra there are more than 3,000 small-scale foot-wear manufacturing units, about 30 of which employ 50 or more persons.

As planned, the adviser travelled widely throughout the country, visiting relevant institutions (annex I) and conducting courses (annex II).

FINDINGS

The leather foot-wear industry is clearly in need of modernization and upgrading, to satisfy the growing domestic market. Improvements are required not only in the design and production techniques of the individual units but in the quality of the leather, lasts and other components available to them.

Leather foot-wear production is predominantly in the small-scale sector. There are thousands of units scattered throughout India, with concentrations in Agra, Bombay, Calcutta and Kanpur. These units vary in size, employing from about 5 to 50 workers. The average unit may employ 10 workers; very few units employ more than 50. Most units are not at all mechanized; even the sewing machines used to stitch uppers are invariably treadle operated and are usually without any form of lighting.

Working conditions are bad: work areas are crowded, dirty, poorly lit and poorly ventilated and, in general, un conducive to high productivity. Under such circumstances, although the skill of individual workers may be high, overall productivity is low. Output per worker is about one to one and a half pairs of shoes per day, compared with 15 to 20 pairs per day in industrialised countries. The quality of the finished product is generally low; quality standards are difficult to maintain. The industry is labour intensive and not quality oriented. Small Industries Service Institute (SISI) activities should include efforts to improve working conditions in small-scale units.

There are a few mechanized units that are capable of producing 2,000 to 3,000 pairs of shoes per day. Eight of these units, in Bombay, Kanpur, Calcutta, and Madras, were visited in the course of the project, although they are not within the small-scale sector. These units, without exception, are either producing very much below capacity or not operating at all. The reasons for this situation are not clear except in the case of a government undertaking in Kanpur, which is hampered by old, out-of-date equipment. The other units visited were equipped with imported modern machinery and conceivably could be making an important contribution to the export sales of high-quality leather foot-wear. At present, they represent a waste of assets acquired with scarce foreign exchange. Assuming that these units could produce about 100,000 pairs of shoes per week for export at, Re 60 a pair, a potential foreign exchange earning of Rs 6 million per week is being foregone. This sum is almost twice the value of 1974/75 exports of leather foot-wear.

In addition to the inadequacies of the individual units, the footwear industry suffers from unsatisfactory inputs. The leather used in the manufacture of footwear is not of a very high standard. Sole leather is very largely from buffalo hide, the fibre structure of which makes it prone to high water absorption unless some degree of waterproofing is undertaken. Cowhide leather is not often used for sole leather, since it is somewhat too light. Furthermore, such leathers are also often not acceptable for other reasons. For example, a very high percentage of those hides come from old or injured animals, and are consequently of poor quality. Damage is also caused to the hides by dragging the carcasses over the ground, from bad flaying or from delays in tanning. Good-quality upper leather is produced, mainly from goat, sheep and buffalo calf skins, but at present most of this leather has been exported. Footwear manufacturers thus have no alternative but to use the lower grades of leather, which have lower cutting values and make the production of export quality footwear more difficult.

The industry also lacks a supply of good-quality components such as lasts, eyelets, threads, shanks and stiffeners. Shoe lasts are a particular problem; most of them are made by hand without proper measuring methods and profiles. As a result, there is inadequate standardization of sizes and shapes. Another difficulty is that lasts are made from unseasoned wood and therefore vary in size and shape as temperature and humidity change. The wood (shesham) used in last production is also very hard; this slows production. There is one unit that produces machine-made lasts from seasoned wood for sale to the footwear industry; this is the Precision Shoe Last Factory at Agra, a government undertaking. This unit was established in 1963 with a planned production of 75 pairs of lasts per day, but its present production is only about 40 pairs per day. The factory's machines are old and out of date, the technical and managerial personnel are not of a high standard, and suitable wood and plastics are not available. Another small unit in the private sector that also produces machine-made lasts was not visited but is also understood to have a low production rate. It is difficult for additional units to become established in this field; capital requirements are high and adequate technical advice is not readily available.

Only a few types of footwear manufacturing machines are made in India, mostly such basic items as skiving machines, clicking presses, sole presses, combined-type finishing machines, sole-splitting machines and some closing

machines, but none of them are of particularly high quality. They are not up to date, and they are made from substandard materials. Under a Danish bilateral assistance programme, an adviser is now working in Madras to assist in the upgrading of leather foot-wear machinery manufacture.

The present organisation of SISI and Central Footwear Training Centres (CFTC) within the Small-Scale Industries Development Organisation is not fully effective in providing assistance to small-scale leather foot-wear manufacturers. In the majority of the SISI visited, the Deputy Director or Senior Officer assigned to the foot-wear industry had a background in tanning rather than in the manufacture of leather foot-wear and was therefore not fully able to provide the sophisticated level of technical advice and support which modernisation of the industry requires. In a few cases training facilities are attached to the SISI, but these are, for the most part, inadequate, with very few machines or with machines that are not at all suitable for the type of foot-wear made in the particular region served by it. In several cases, training functions have been subordinated to production. In Kerala, for example, most foot-wear units make chappals (sandals). However, the training facility at the SISI has a new single-station injection-moulding machine with a set of moulds for shoes. This machine has never been operational. The facility at Kerala makes chappals for sale to the public and makes a profit on this operation. Ostensibly, the intention in providing the injection-moulding machine to this unit was to enable it to produce and sell leather foot-wear with injection-moulded soles, yet the CFTC at Agra does not have such a machine, despite the fact that more shoes are produced in Agra than anywhere else in India. The machine should therefore be transferred from Kerala to Agra so that it can be used effectively in demonstrations and training for persons actively involved in making shoes.

Although the CFTC in Agra and Madras are the most important training institutes in India for the foot-wear industry, they are very poorly equipped and staffed, particularly the one in Madras; their few demonstration machines are not effectively used and, in any event, are not suited to present-day production requirements. Many of the machines are out of service because of the lack of spare parts and accessories. The staff of the centres lack adequate training or experience in foot-wear manufacturing, as opposed to tanning; this is particularly true of the Madras CFTC. Demonstrators are recruited as

a special category of employee, for a maximum of six months, to assist the instructors by working closely with the students. The fact that their period of employment is limited to six months means that much time and effort must be spent recruiting new demonstrators instead of relying on an increasingly experienced and competent long-term cadre.

In general, it can be said that, with very few exceptions, the foot-wear manufacturing units in India and the infrastructure for the industry in 1974 were not at the stage at which the detailed and highly specialized advice requested in 1972 could be effectively assimilated. This was most true in the case of the adviser in leather foot-wear manufacturing, in view of the very small number of mechanized units and the many obstacles in the way of modernisation, including difficulties in importing machinery and equipment, but it was also true in the case of the advisers in design. He found the persone employed in the small-scale units to be pattern cutters rather than designers, and the participants in the various foot-wear design courses offered were found to have very inadequate understanding of the basic principles of shoe design.^{1/} The short time available for each course (employers were reluctant to spare their staff) was insufficient to proceed very far in the introduction of advanced techniques of design, nor were most of the units in a position to set up their own design and modelling cells. Owners of small-scale units were more interested in having specific foot-wear designs given to them than in developing the design capabilities of their own staffs.

It is government policy to encourage the production of leather foot-wear for export as part of the drive to replace the export of semi-finished leather and thus increase foreign exchange earnings. Exports of leather foot-wear are canalised through the State Trading Corporation (STC), which is actively promoting exports to Western Europe and North America as well as to the present markets in the USSR and Eastern Europe. STC is reported to have created a separate fund to give financial assistance to the leather industry for expansion and modernisation, although the specific purposes for which the fund may be used are still being worked out in final detail. Incentives have been proposed for export: 10% ad valorem for finished leather, 15% for uppers and around 20% for foot-wear and other leather goods. At the same time, restrictions have been progressively imposed on the export of semi-finished leather.

^{1/} Details on the courses offered by the Central Footwear Training Centre at Agra are presented in annex III.

A Leather Development and Export Corporation has been established by merging the Leather Export Promotion Council and the Export Promotion Council for Finished Leather and Leather Manufacturers. In 1971, India's exports of foot-wear valued at Rs 90 million; the value of exports of leather foot-wear through STC increased to Rs 110 million in 1973/74 and Rs 190 million in 1974/75. The biggest percentage of these exports is to member countries of the Council for Mutual Economic Assistance (CMEA). A further increase to Rs 260 million is projected for 1975/76.

A recent study by the International Trade Centre of export markets for leather goods, including foot-wear, confirms the high potential demand in Europe and North America.^{2/} STC has in the past year reported some success in gaining entry to this market.

Trial orders of 15,000 pairs of shoes from France and 75,000 pairs of shoes from the United Kingdom were reported late in 1974. In May 1975, it was reported that the latter order had been completed, that the quality of the shoes was widely appreciated and that more orders were likely. (In 1974, the possibility had been mentioned of orders of 250,000 pairs of shoes (value Rs 67 million) in 1976 and 500,000 pairs (value Rs 130 million) in 1977. In addition, possible joint ventures for export to Switzerland and France were reported in the press.

Small-scale units, even if considerably upgraded, cannot effectively produce shoes for Western European or North American markets. The quantities to be produced within a limited period (usually about three months) are beyond the capacity of a single unit, and farming out an order to several units brings severe problems of maintaining high standards of quality and uniformity. For these export markets, a unit should be able to produce, per day, a minimum of 2,000 or 3,000 pairs of shoes of very high quality. To do so, mechanised production is required.

^{2/} ITC/BTC/WDS/MR/9, International Trade Centre UNCTAD/GATT, Geneva.

RECOMMENDATIONS

A good potential for growth in the small-scale leather foot-wear industry exists, given an adequate supply of high-quality raw materials and components, a moderate level of mechanisation and an improved programme of government training and extension services. However, most small-scale units should not be encouraged to produce for export markets. Only a few carefully selected units should do so, and these units should be modernised and expanded to increase their output to between 2,000 and 5,000 pairs of shoes per day. Such expansion would move them outside of the small-scale sector, so care should be taken to ease the transition by means of the temporary continuation of some of the benefits available to small-scale units. In particular, the training and extension services of the Small-Scale Industries Development Organisation should continue to be offered.

The following recommendations are offered for consideration by the Government in continuing to encourage the modernisation and growth of the industry:

Strengthening the services offered by the Small-Scale Industries Development Organisation

1. The Small-Scale Industries Service Institutes and branches in the major foot-wear producing areas should have on their staffs persons with training and experience in foot-wear production rather than in leather tanning to advise foot-wear units. Particularly if the intention is to encourage production of shoes for export markets, SISI should be able to offer highly specialised advice in advanced techniques of shoe design and production.
2. Selected Deputy or Assistant Directors of CFTC and SISI should be sent abroad for specialised training in foot-wear design and production in courses such as those offered at Cordwainers' College, London, or the Leicester Technical Institute.
3. SISI demonstrators should not be limited to a maximum employment period of six months but should be recruited and trained for longer-term assignments.

4. The CFTC should be reorganised and upgraded and should be used in the first instance to train people for the SISI. Two separate sections should be established:

(a) A section for small-scale units, with an emphasis on manual operations but with a few machines where necessary, mainly in preparation and finishing;

(b) A fully mechanized section, with modern machinery and equipment. The student would go through the first section and then into the second section, and would receive instruction and practical experience in the use of the machines. He should actually operate the equipment himself.

Upon the completion of training, the student would thus be fully acquainted with all aspects of foot-wear production and able to train others in the use of particular machines or techniques.

5. In addition, the training facilities of the CFTC should be expanded to include instruction in other aspects of the foot-wear industry such as leather selection, production planning and control, costing, time-and-motion studies and product testing.

6. Once the present CFTCs at Agra and Madras have been strengthened, branches or other centres should be established in the other foot-wear production centres namely Bombay, Delhi, Kanpur and Calcutta. The training facilities in other places, such as Jodhpur and Trichur, where there is no significant production of western-style foot-wear, should be closed, since the results do not compensate for the effort expended; their resources should be reallocated to the existing and proposed centres.

7. Duplication of State Government and other training facilities should be avoided.

8. Training facilities should not undertake regular production work. To do so would distort their training programmes and misallocate resources.

Improvement of the production of shoe lasts

9. At present, most shoe lasts are made by hand without accurate measuring methods and are therefore not uniform in length, width or shape. Moreover, since they are made from unseasoned wood, their dimensions vary with climatic changes. Only seasoned wood should be used.

10. Another problem is that the wood used (shesham), is very hard and thus difficult to work. A survey of available indigenous woods should be made to identify a variety of more suitable woods for the production of lasts.

11. The Precision Shoe Last Factory in Agra should be strengthened by replacing its present old and out-of-date machinery and upgrading the technical and managerial competence of its staff. The model maker and one younger member of management should be sent abroad for specialized training.

12. Assistance should be given in the establishment of additional mechanical units for last production.

13. Consideration should be given to eventual production of lasts for export.

Improvement of the quality of the leather available for foot-wear export

14. Every effort should be made to ensure that manufacturers of foot-wear for export are given adequate supplies of high-quality leather, since the export of foot-wear can produce higher foreign exchange earnings than the export of finished leather.

Encouragement of the mechanization of small-scale units

15. The present complex of administrative, fiscal and financial rules and regulations governing the small-scale units should be carefully reviewed so that any obstacles to modernisation and mechanization may be removed. If increased mechanization of small-scale units is not feasible, common services facilities or producers' co-operatives might be established to provide a certain minimum of mechanised production facilities.

16. The SISI and CPFC should establish very short part-time courses in machinery operation and maintenance.

17. Steps should be taken to facilitate the import of production machinery and spare parts, with a minimum of import licensing and customs clearance delays.

Improvement of the productivity of existing mechanized units

18. An in-depth survey of the mechanized units (which are now operating far below capacity, if at all) should be undertaken to assess the causes for

their unsatisfactory performance and to propose measures to increase output. There should be several firms in India, each capable of producing 5,000 pairs of shoes per day, to provide a solid base for an export industry.

Improvement of the foot-wear components industry

19. A study of the components industry should be undertaken and a programme developed to improve the quality of its output. The export of foot-wear is dependent upon high-quality components.

Annex I

INSTITUTIONS VISITED AND PERSONS MET

Small-Scale Industries Development Organization, (New Delhi)

Development Commissioner
Directors (Leather)^{a/}

Central Footwear Training Centre (CFTC)

Director (Agra)
Deputy Director (Madras)

Export Promotion Council (Kanpur)

Development Officer

State Legislature (Bangalore)

Minister for Industries, Karnataka Government

State Trading Corporation (New Delhi)

Marketing Manager

Small Industries Service Institutes (SISI)

Assistant Director. Counterpart (Agra)
Director (Bangalore)
Director (Bombay)
Director (Calcutta)
Director (Hyderabad)
Deputy Director (Indore)
Director (Jaipur)
Assistant Director (Jodhpur)
Assistant Director (Jammu, Srinagar)
Assistant Director (Jullunder)
Director (Kanpur)
Director (Ludhiana)
Director (Madras)
Director (Patna)
Director (Trichur)

^{a/} Two Directors (leather) were met on separate occasions. (This post was held successfully, by three different persons during the period of the project.)

Annex II

COURSES CONDUCTED AND SEMINARS ATTENDED

During his tour of duty, the expert conducted 19 courses, in nine cities, with a total of 199 trainees, as follows:

Six at the Central Footwear Training Centre (CFTC) at Agra (44 trainees)

Two at the CFTC at Madras (41 trainees)

Four (one each, with a total of 73 trainees) at the Small Industries Service Institutes (SISI) at Bangalore (10), Calcutta (14), Hyderabad (30) and Puri (19)

Three (one each) at the Tanners and Footwear Co. at Kanpur (18), the State Trading Corp. at New Delhi (15) and the Leather Workers' School at Bombay (6).

The expert also attended three seminars in 1975: the Leather and Footwear Seminar at Kanpur (March-April), the Tenth Tanners' Get-Together (January-February) at Madras, and the Small-Scale Leather Footwear for Domestic and Export Markets Seminar (May) at Agra.

Annex III

THE CENTRAL FOOTWEAR TRAINING CENTRE AT AGRA

Staff

The Centre was staffed by three Assistant Directors, three other teaching staff and five demonstrators. Except for one of the Assistant Directors, all had backgrounds in leather foot-wear.

Trainees

At the end of July 1975, 40 trainees were enrolled, as follows:

Advanced course	7
Advanced course	8
Advanced course	10
Designers' course	6
Operators' course	9

At the end of September 1975, a total of 523 trainees had participated in the courses offered, as follows:

Advanced courses	155
Designers' course	97
Operators' course	271

Conditions

Age. Candidates must be between 18 and 35 years of age. These limits may relaxed for employees of State or Central Governments if their applications are forwarded through departmental channels.

Bond. All selected trainees must post a bond of Rs 1,500 for the advanced courses, Rs 1,000 for the designers' course and Rs 500 for the operators' course.

Caution money. Each selected trainee is required to deposit Rs 50 as caution money before training begins. This sum is refundable upon successful completion of the course.

Certification. The applicant should submit certification from his or her employer that there is scope for his or her employment upon successful completion of training.

Qualifications

The qualifications required for eligibility for training are as follows:

Advanced courses

Matriculation or the equivalent.

Two years of experience in the foot-wear trade or training in technical institutions.

Candidates sponsored by the Footwear Small-Scale Units will be given preference. If suitable candidates are not obtainable from this source, others with higher academic qualifications who are considered suitable will be considered.

Designers' course

VIII class passed or equivalent.

Individuals with two years of experience in the foot-wear trade and a knowledge of designing are preferred.

Other conditions as for the Advanced courses.

Operators' course

Working knowledge of Hindi or English.

Three years of experience in the shoemaking industry.

Practical experience in sewing-machine operation (female candidates only). ✓

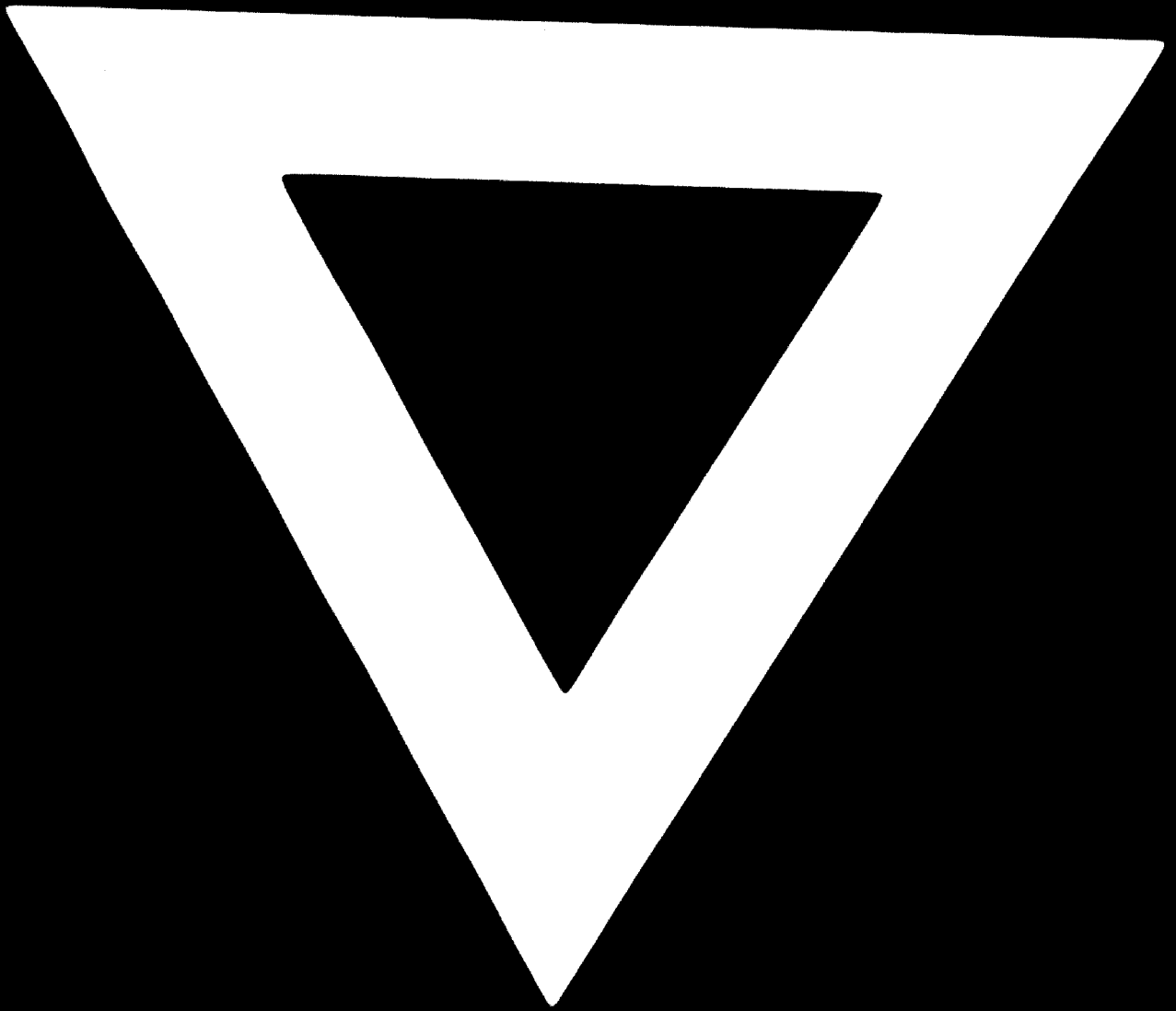
Description of the courses

<u>Name of the course</u>	<u>Duration (months)</u>	<u>Trainees per class</u>	<u>Monthly stipend^{b/} (Rs)</u>
<u>Advanced courses</u>	18	10	75
Designing, pattern cutting, upper cutting.			
Prefabrication, sewing of uppers, bottom cutting.			
Prefabrication, lasting and welt-ing, making and finishing, product orientation.			
<u>Designers' course</u>	12	6	50
Theory of designing, pattern cutting, upper cutting.			
<u>Operators' course</u>			
1. Mounting to welt stitching	6	6	50
2. Shank attaching to heel attaching	6	6	50
3. Finishing and shoe room; edge trimming to boxing	6	6	50
4. Sandals	6	6	50
(a) Nailed and stitched	3		
(b) Stuck-on or cemented	3		
5. Sewing and prefabrication; upper closing	6	6	50 ✓

✓ Applications from male candidates will be considered only if they are employed in small-scale foot-wear units and are sponsored by their employers.

✓ Free hostel-type accommodations are available for deserving candidates not resident in Agra.





76. 02. 02