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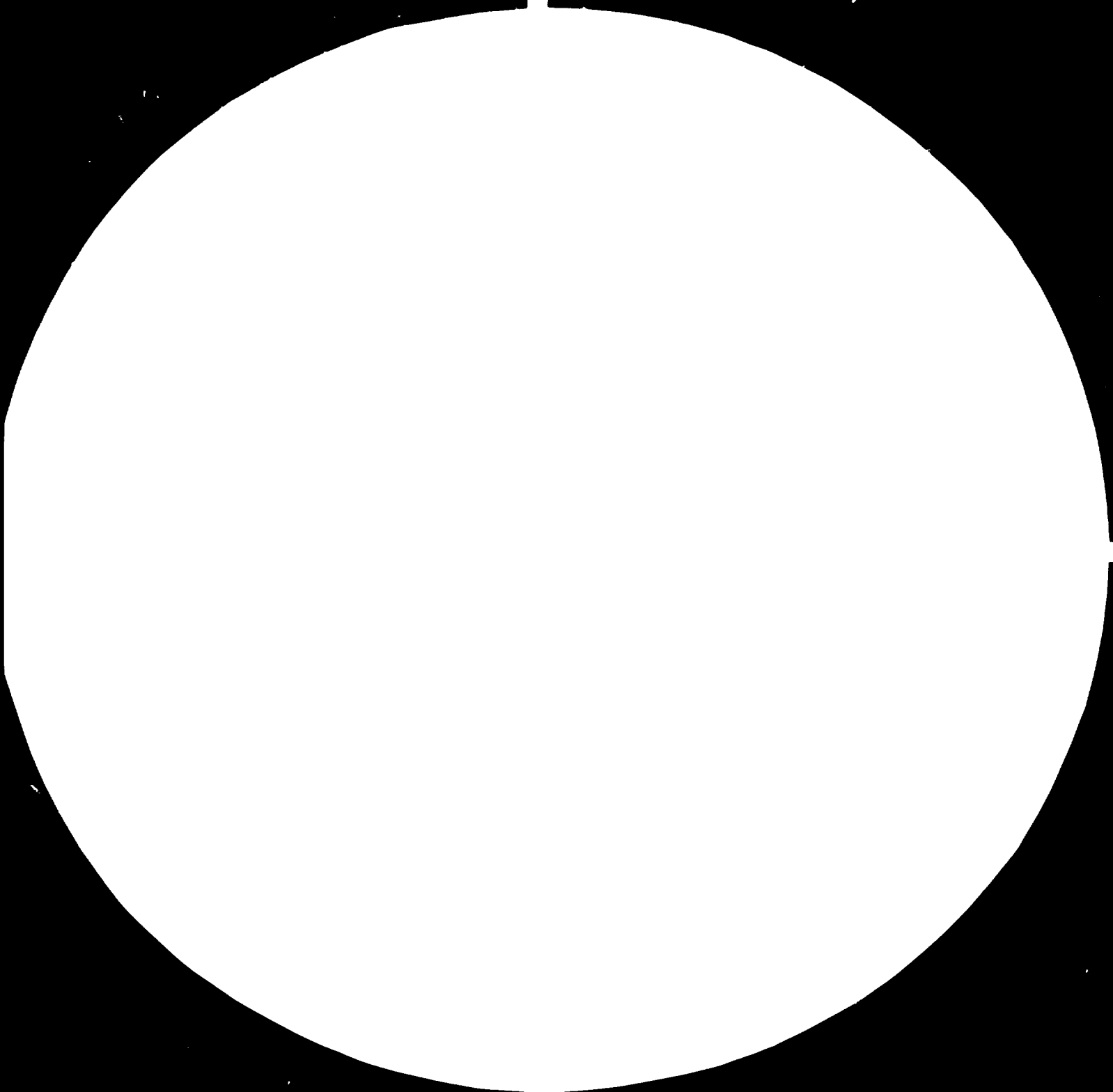
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Model 4000, 4000P, 4000S, 4000T, 4000U, 4000V, 4000W, 4000X, 4000Y, 4000Z

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RESTRICTED

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DP/ID/SER.A/252
14 October 1980
English

LEATHER AND LEATHER PRODUCTS INDUSTRY DEVELOPMENT

DP/URT/78/010

UNITED REPUBLIC OF TANZANIA

Technical report: Footwear design and pattern cutting
training course linked with improvements in product
development for the Tanzania Leather Associated
Industries Corporation *

Prepared for the Government of the United Republic of Tanzania
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of Don Russel,
international fashion and design consultant

United Nations Industrial Development Organization
Vienna

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1. ACKNOWLEDGEMENTS

The expert wishes to thank all persons who willingly and generously assisted him in making his assignment a success, in particular the following:

TLAI.	MR. A.O. Ngamilo - Director
	Senior staff and personnel of TLAJ Headquarters, especially MRS. C.S. Malundi who acted as leader of the Ladies and Children style selection panel.
T.S.C. Ltd.	Senior staff and personnel especially
	MR. D.K. Kollal General Manager (June 1980)
	MR. Y.J. Mwalolo General Manager (July-Aug. 1980)
	MR. B.N. Kiyuga Ac. GM & Financial Controller
	MR. S.S.K. Lyimo Marketing Manager
	MR. N.S.A. Tumbo Administrative Manager
	MS. M. Abraham Training Officer
	MR. T. Ali Factory Manager
	MR. M. Azim Designer.
	MR. M. Jeuri Chairman CCM, (PSC Branch) (Works convener)
<u>UNIDO PROJECT</u>	MR. B. Svensson International Team Leader
<u>EXPERTS.</u>	MR. S. Buit Leather Expert
	MR. J. Bek Footwear Technician Expert.

It is also essential to record the enthusiasm and excellent co-operation and dedication of the students working under the occasional supervision of Student Leader Mr. E.N. Shiyo.

II. SUMMARY

1. The Tanzania Shoe Co. (TSC Ltd.) has no formal pattern cutting/ design training or long-term Training Plan and these are urgently required to:-
 - a. Improve those employees with elementary knowledge and capabilities to a required design and technical standard.
 - b. Select and nominate employees for further advanced training on suitable courses in developed countries.
 - c. Consolidate the resident design staff of the factory to be capable of handling the expansionist policies of the factories and to implement regular training.

2. The tools and equipment available in the Design & Development Departments were found upon arrival of the expert to be inadequate and often unsuitable. The expert was requested by Mr. J. Berg, UNIDO, VIENNA, (after his visit to Tanzania, May, 1980) to bring to duty station suitable items for the project. These were supplemented by further supplies brought by the International Team Leader on his return from Europe, July 1980.

3. The T.S.C. Ltd. is fully aware of its weaknesses and shortcomings in the Design and Development sector and is anxious to rectify them as soon as possible.

4. The supply of raw materials and components is nearly always precarious due to many reasons, especially related to import problems which make substitutions a constant problem.

5. A greater degree of liaison and cooperation between the tanneries and the shoe factories needs to be urgently built up. As illustrated during the project, the UNIDO team is in a very good situation to help implement this.

III. INTRODUCTION.

Job description DP/URT/78/010/11-04/31-70.

The expert was expected to fulfil the following duties exclusively at the Tanzania Shoe Co. Ltd., (T.S.C. Ltd.) Dar-es-Salaam.

1. Design appropriate shoe types, suitable both for domestic and export markets.
2. Introduce the designs in the production line.
3. Advise on and assist in implementing effective costing methods.
4. Train a team of shoe designers from the country.
5. Organize long-term training programmes in shoe designing.

The project falls under the general headings of:

- a. Direct Support projects
- b. Direct Training projects.

At the outset the priorities set out upon arrival by the GM, TSC Ltd. and the UN International Team Leader were:

- a. Direct Training of students in Design & Pattern Cutting.
- b. Introduce new styles to Marketing Manager
- c. Introduced approved styles into pilot line trials for the production line.
- d. Assist in the specification & costing procedures.
- e. Recommend further training and continuity of the established work base.

It is important to note that a previous attempt to introduce an in-company informal design and pattern cutting course had been commenced several months before the expert arrived but this was abandoned, mainly on the grounds that the students did not have enough technical background. Those students who remained with the company over the intermediary period were nominated to join the UNIDO course.

Two students who joined the course were already nominated to take up overseas training shortly after the conclusion of the course in September 1980.

One student had already attended a two-year Footwear Technology course in UK. followed by a three-month course in pattern cutting in Italy.

The project became operational on 9 June 1980 with a duration of eleven weeks in duty station. (See Appendix B for Weekly Progress Reports).

The stated objectives of the course were accomplished in so far as providing evidence that Tanzania nationals have the capabilities to develop their design and pattern cutting skills to reasonably high degree in the limited time available. The normal training to an advanced degree of proficiency in developed countries is in the region of 2 or 3 years; so in 3 months it would not be reasonable to expect students to achieve fully professional standards.

The introduction of an adequate number of new styles to cover the factory's needs over the next few months appears to have been accomplished.

IV. ACTIVITIES

Training Programme and Procedure

In the absence of a defined or established work plan the procedure was as follows:

Training arrangements were developed soon after the expert arrived by firstly making assessments of individual student capabilities. These varied with individuals, so separate projects and responsibilities were set up to give each student interesting work within his/her capabilities and thereafter extending their knowledge and work load. The training had to have a very practical bias, the objective being to permit students to see finished footwear soon after their initial design and pattern cutting exercises. Participation in the grading of all production shoe sizes on the grading machine was experienced followed by the testing and development of Production Pilot Lines on 50-pair quantities, including all appropriate sizes.

Some basic pattern cutting instruction took place during the first few days in order to establish certain principles and guidelines with more advanced students carrying out more progressive work.

In order to assess the marketing needs of the company it was necessary in the second week to ask for a Marketing/Design Meeting at top management level to coordinate the output of the course with the projected product lines.

It so happened that two new last plants and new sole unit moulds were just being delivered to the company.

The General Manager immediately agreed to chair such a meeting, and the output of specific information, product direction, and overall guidelines of cooperation were very fruitfully accomplished.

The expert was earnestly requested to make as urgently as possible new samples on the new equipment. In order to accomplish this the scope of the training was immediately enlarged to form a design development team headed by the expert, with each student allotted specific functions. These supervised duties were to be rotated from time to time in order that various functions could be experienced by each student whilst still having a back-stop operation in motion.

The projects divided themselves into three clear cut sectors:

- Stage 1. Ladies' high heel fashion (KASHAM PROJECT)
- " 2. Ladies' & teenagers' casual or school shoes. (HAYLEY PROJECT)
- " 3. Childrens and infants school shoes and sandals.

STAGE I

The projects were commenced in the above priority at approximately 2 weekly intervals, and from inception the programme required a high degree of urgency to achieve accomplishment in the weeks available.

The first selection of 8 ladies' sample styles were tabled one week later at the second Marketing/Design meeting, and it was agreed that the expert could convene a Panel of ladies from TLAI & TSC Ltd. to function as a Selection Panel to select a short list of the most suitable styles submitted to them. Mrs. Makundi of TLAI kindly agreed to consolidate the comments and report to the expert (in App.D).

Further Marketing/Design meetings took place on (see App.C.) further occasions.

At the second meeting, the Marketing Manager asked for pilot lines of 50 pairs each of 4 styles (200 pairs) to be urgently produced on the ladies' high heel sandal and this was agreed to. These would be immediately market tested at retail and reported upon (see App.D).

The student team attacked this challenge with determination and accomplished the submission of 10 pairs of model size 38 in each style (total 40 prs) to the satisfaction of the next meeting 5 days later. This task was accomplished against a number of frustrations. Subsequently the grading of patterns for all the additional sizes required was accomplished. The balance of 160 pairs was similarly accomplished over the succeeding 3 weeks whilst the other two projects were inaugurated in turn.

STAGE 2

The styles for the Ladies/Teenager casual range were developed and a similar selection procedure followed (see App. D2). Confirmation samples were made up to the agreed specifications at stipulated prices. 5 pairs were produced for submission to marketing and retail managers. Pattern grading of all the necessary size was commenced upon approval.

STAGE 3

The styles for the childrens range was dealt with in a similar manner thus taking the course through to week 10.

It was felt necessary to consolidate the experience gained in all the projects in order to have a meaningful conclusion to the course. Students were asked to list the main features of their experience and to assess the benefits and weaknesses of their assimilation of the instruction. Recapitulation of certain aspects took place, and group endeavour was noted as being a very useful problem-solving medium.

V. FINDINGS

1. The average individual Tanzanian student in his early twenties, who has some basic artistic or design discipline is quite capable in being motivated to improve his/her potential at a very commendable speed. Working under the pressure of set time limits (which is somewhat contrary to the normal mode) very acceptable results were made to the satisfaction of the expert and others. Naturally a number of mistakes or omissions were made but most were fairly normal and recoverable. Very valuable lessons in adaptability, flexible thinking, dedication to task, control of quality standards, and human relations were learned, as well as sustained pressure or persuasion to overcome the many frustrations.
2. In some cases the formal education system appears to be producing good basic students who can benefit from further training in this specific design field. It will be interesting for those selecting further suitable trainees to research the educational path of certain students on the course.
3. The working tools and equipment used by the trainees need to be upgraded to give a greater sense of recognition to designers in their ambition to improve the status of their factory organisation and product.
4. In the opinion of the expert -
the knowledge of international styling trends in very great depth is not of paramount importance at this stage, the important aspect is to gradually but constantly keep upgrading the styling themes in accordance with their acceptability in this specialised marketing situation.
5. Full use is not being made of the opportunity to build a comprehensive Design Development Function in TSC Ltd.
This structure will take 2 or 3 years of gradual build-up according to a well defined programme. For a company of its size Design Development could be the catalyst for training personnel for a number of managerial and supervisory posts. During their training these

individuals will be making a valuable contribution to the overall capabilities of the company in several aspects, particularly in Costing, Planning, Production, Administration, Marketing and Training.

6. Shoe making materials, lasts, components, adhesives, machinery and spare parts are constantly subject to frustrating shortages or import problems due to lack of foreign exchange. Designers etc., have to be very ingenious to overcome these difficulties. To persevere and achieve an acceptable result must of necessity be strongly developed.
7. The upper leather delivery situation could be greatly improved if the tanneries could utilise more slightly substandard or moderately marked skins. The obsession to use plain surfaced, heavily corrected leathers was completely refuted by the finding of the ladies Selection Panel. Likewise the heavy, shiny lacquer sprays used in the shoe factory before boxing the shoes is only an imagined retail requirement. Realistic leather look can be cultivated for the country's financial benefit and should be strongly pursued by the tanneries.
8. A planned forward policy of ordering new last plant together with co-ordinated bottom units from European sources needs to be implemented.
9. Consideration should urgently be given to the introduction of leather sole production to utilise domestic materials and thereby cutting back on imports. The same applies to the use of domestic materials for toe puffs, stiffeners, insoles and built heels.

VI. RECOMMENDATIONS

1. Design and Pattern Cutting training must be given more consideration, and importance in the coming three or four-year period if the TSC Ltd. is to achieve a fully international status. This gradually improving situation is a strong possibility with the initial backing of UNIDO. A continuity of assistance with training and provision of fellowship is highly recommended.
2. Enlargement of the Design & Development function within the company should seriously be considered to improve the several services it can offer. The space and basic facilities are available, and at the conclusion of the course a nucleus of young enthusiastic future executives partially exists to commence this operation.
3. It is not recommended that the students should be expected to take over higher functions than the short course has exposed them to. A period of consolidation until the end of 1960 is felt necessary during which period they should be utilised in junior management functions to broaden their experience. It is felt that this function can be monitored from time to time by the remaining U.N experts in liaison with the TSC Ltd. Training Officer.
4. Modern pattern cutting boards and tools should be purchased and made available by the end of 1960 at the latest. The cost of these can be estimated at not more than US\$ 500.
5. A wider choice of leather made with existing tannery equipment should be made up in trial lots for market testing at retail. The Marketing Manager can assist very much in this function with the cooperation of the UNIDO Leather Expert.
6. No matter how good the styling and fit of current and future products the general quality and presentation needs much attention to reach acceptable international standards. This aspect is now receiving the attention of the newly arrived UN Technical Expert.

7. The function of the Design Office in presenting full specifications for Cost Office, Planning Office and Work Supervisors needs a complete overhaul. A simple ticket system for the production of samples and trials also needs attention in order that faults and adjustments can be officially recorded, thus economising in man-hours and material waste at the inception of bulk production.
8. A concerted effort will need to be made into the scientific costing of upper leather. Economic utilisation of this valuable material will become a paramount factor in achieving international competitiveness. Most of this improvement will stem from the effective cutting of patterns to achieve the best cutting lay-outs. During the course it has only been possible to make the briefest mention of this important matter.
9. In connection with 8 (above) a greater awareness of the lines of tightness in leather needs to be applied to the cutting processes. Patterns are cut according to a strict formula and will only produce good results under controlled conditions of good leather cutting.
10. It is confirmed that serious consideration must be given to a series of Overseas Fellowships in Pattern and Design training over the next three years.
It is essential to consolidate the initial training achieved during the course, and any similar courses planned in the near future.
11. It is essential that consideration should urgently be given to the introduction of a heat embossing machine for decoration of uppers (the cost would be less than US\$ 1000). This would facilitate the incorporation of mock stitch effects etc. at very low cost with high production figures. This effect is especially useful on children's shoes. (Examples will be sent from Europe).

APPENDIX a

LIST OF STUDENTS WITH INDIVIDUAL PARTICULARS

E. N. SHIYO (29 yrs)

Mr. Shiyo has worked at Tanzania Shoe Company for 10 years and progressed from Accounts Department to General Management trainee. He attended a 2-year course at Leicester College of footwear manufacture followed by visits to several machinery and component manufacturers. On a subsequent stay in Europe he attended a Pattern Cutting/Design course at Ars. Sutoria in Italy. His aspirations are to achieve factory management status in the near future, and some direction has been offered by the expert as to how he may obtain details of available course. There is a strong need for Tanzania Shoe Company to improve and enlarge the whole Design Development function and it is recommended that he should think in terms of becoming a Range Builder or Design Development Manager which is equally as important as Production Management. Mr. Shiyo agrees that his actual design potential is limited but he has such an excellent knowledge of the workings of the development function that his career should be advanced in this direction at a very early date.

SIMON P. KASEMBE (23 yrs)

Has worked at Tanzania Shoe Company Ltd. since leaving high school 20 months ago, firstly as a design trainee followed by production line trainee. He has made exceptionally good progress on the course and has good capability to develop into a qualified Designer/Pattern Cutter. He should be subjected to an active in - company training programme over the next 12 months whilst qualifying for a 3-month course at Ars Sutoria School, Italy.

CHARLES J. MAJISTA (23 yrs)

Since leaving secondary school has attended college of Nat. Education specialising in Art subjects (1 year), followed by 1 year military service.

APP. A CONT.

One year of working as trainee textile designer, applied for design trainee situation at Tanzania Shoe Company 20 months ago where he has also received training on the production line.

He has made a very good contribution to the course with his high standard of art work and has the qualifications to develop into a qualified Designer/Pattern Cutter. He should be subjected to an active in - company training programme over the next 9 months whilst awaiting the opportunity to attend a 3-month course at Ars Sutoria School. Italy.

HASHIM M. WAZIRI (22 yrs)

Since leaving secondary school in 1976 has worked for 2 years in the Government Cartography department as a trainee map drawer. Joined Tanzania Shoe Company as design trainee 20 months ago. He has made good progress with the course and should develop into a capable Designer/Pattern Cutter.

He should be subjected to an active in - company training programme over the next 15 months whilst awaiting an opportunity to attend at 3-month course at Ars Sutoria School, Italy.

SAMUEL A. NDUNGURU (24 years)

Since leaving primary education in 1971 has attended PERAMIHO Trade School on a shoemaking course for 4 years. Joined Tanzania Shoe Company and has worked continuously in the Design Department as sample maker and supervisor of the Closing Section.

Has carried out some exceptionally good work on the course and is well qualified for early consideration for an Ars Sutoria Course, Italy in 6 months' time.

SHIRIKI MKANZA

Immediately following the present course he leaves for Europe to attend 1 year training at Leicester College in Shoe Technology.

Cont.

- 16 -

MISS. ESEE NOSSORO (25 years)

Has worked at Tanzania Shoe Company for 2 years attached to the Marketing Department and has performed well during the course on subjects which were very often new to her.

This lady has a very strong ambition to work in the design development field and is a very important link person between Marketing and Design. Her background is admirable for further training in an expanding Design/Development department which has been recommended.

For a period of 3 - 6 months she should work as understudy to Mr. Shiyo to gradually release him for more important duties. At the same time she should participate very strongly in the build-up of liasons with Marketing, Costing, Planning etc.

Suitable courses of further training should be researched.

ALI Y. MUYAPILI (Engineer)

Immediately following the course he is to attend a Sole Mould Design Course in Madras, India for 12 months.

His future employment will be based in the T.S.C Engineering Department.

APPENDIX B

WEEKLY COURSE PROGRESS REPORTS.

These reports are complete, covering the 11 weeks that the course was in operation and are available in the files of the Project Team Leader.

The Monthly Student Attendance Registers are likewise available.

STUDENT DAYS	ACTUAL ATTENDANCE	368 days
" "	POSSIBLE ATTENDANCE	378 days

APPENDIX C

Marketing/Design Meetings

These meetings were held as follows under the authority of the General Manager T.S.C. according to the Duty Objectives of the Project (set out overleaf).

1. 26th June, 1980
2. 3rd July
3. 4th July
4. 9th July
5. 17th July
6. 29th July
7. 15th August
8. 21st August

Minutes of these meetings are available in the files Project Team Leader and with all participating personnel.

TANZANIA SHOE COMPANY LIMITED

OFFICE MEMORANDUM

From

DON RUSSELL EXPERT SHOE	UNIDO DESIGN
GM - TSC MR. DAVID MOHRE	
HEAD DESIGNER TSC	
MARKETING MANAGER - TSC	
TLAI MR. NGAMILLO MR. BUIT	

To

c.c

MY DUTY OBJECT I: MARKETING NEEDS OF THE COMPANY.

Subject

Date 17th June, 1980

In order to assimilate the marketing needs of your company and accomplish my Duty Objective I, I am requesting that a meeting should be convened. This should be attended in my opinion by the following:-

1. A representative of the Management of Tanzania Shoe Company
2. A representative of the Marketing team " "
3. The Head Designer " "
4. A representative of TLAJ
5. UNDPRO Designer adviser Mr. Russell
6. UNDPRO Leather " Mr. Buit

The agenda should contain a brief report on -

1. How well the Design Department is satisfying current marketing needs (by the Marketing representative).
2. What is the current Marketing Plan and what procedures are in hand to facilitate these (by the Marketing representative and the Head Designer).
3. Last Plant and Bottom Units. These matters appear to be causing current production problems and are fundamental to possible new innovations in styling. A clear and up to date assessment should be tabled by all parties.
4. Upper materials. The effective utilisation of new developments from the tanneries and a clear indication of priorities for Mr. Buit to persue.
5. New Design Ideas Mr. Russell to table some samples of footwear derived from world wide sources with some discussion and indications of the priority areas for his ability to assist.

Target dates to be set for various objectives.

Suggested date of meeting Thursday 26th June, 1980 11.00 A.M.

Should you wish to add other representatives who could make a contribution to such a meeting I would be very pleased.

Ref. No. MR 74

JUNE 19 80

		KASHAN PROJECT	
UPPER.	FAWN SMOOTH LEA.	SIZE	38
LINING.	FAWN LEA.	LAST	9989
BUCKLE	PLASTIC B	INSOLE	LEA
STITCH	WHITE	SOCK	LEA COVERED.
		UNIT	KASHAN P.L.



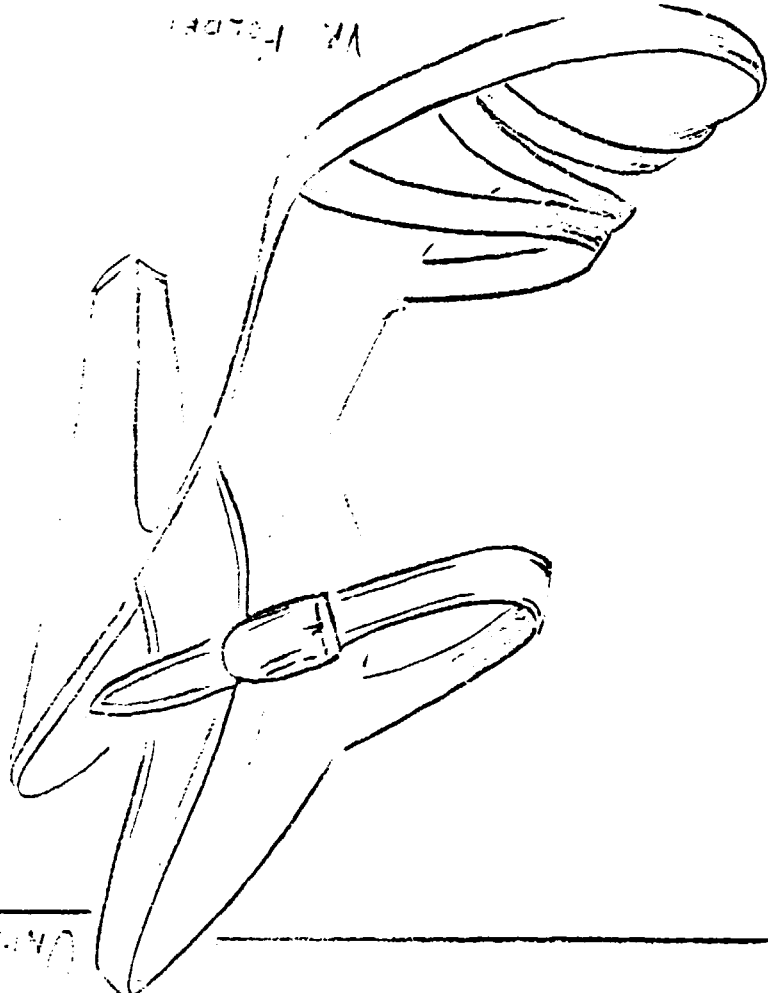
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JUNE 19 80

		KASHAN PROJECT	
UPPER	BEIGE LEA. (SMOOTH)	SIZE	38
LINING	BEIGE LEA	LAST	9989
BUCKLE	PLASTIC B	INSOLE	LEA
STITCH	WHITE	SOCK	COVERED LEA
		UNIT	KASHAN F.U.



ALL RAW EDGES



VA. FOLDER
 PA. 76

KASHAN PROJECT		UPPER	1/2 IN. LEA.
LAST 9989		LINING	1/2 IN. LEA.
INSOLE LEA		BUCKLE	PLASTIC B
SOCK		STITCH	BLACK
UNIT	KASHAN RU		

JUNE 19 80

Ref. No. M.R. 76

Ref. No. MR 77

JUNE 19 60.

VIPER	CAMEL	SMOOTH	LEA.	KASHAN	PROJECT.
LINING	TAN	LEA.		SIZE	38.
STITCHING	BROWN	HEAVY		LAST	9989
				INSOLE	LEA.
				SOCK	LEA.
				UNIT	KASHAN P.U.



Ref. No. PROTOTYPE A

JUNE 19 80

		KASHAN PROJECT	
UPPER	DARK BROWN SMOOTH LEA.	SIZE	3E
LINING	BROWN LEA. SLING.	LAST	9989
BUCKLE	PLASTIC B	INSOLE	LEATHER
		SOCK	PADDED
		UNIT	KASHAN PU.

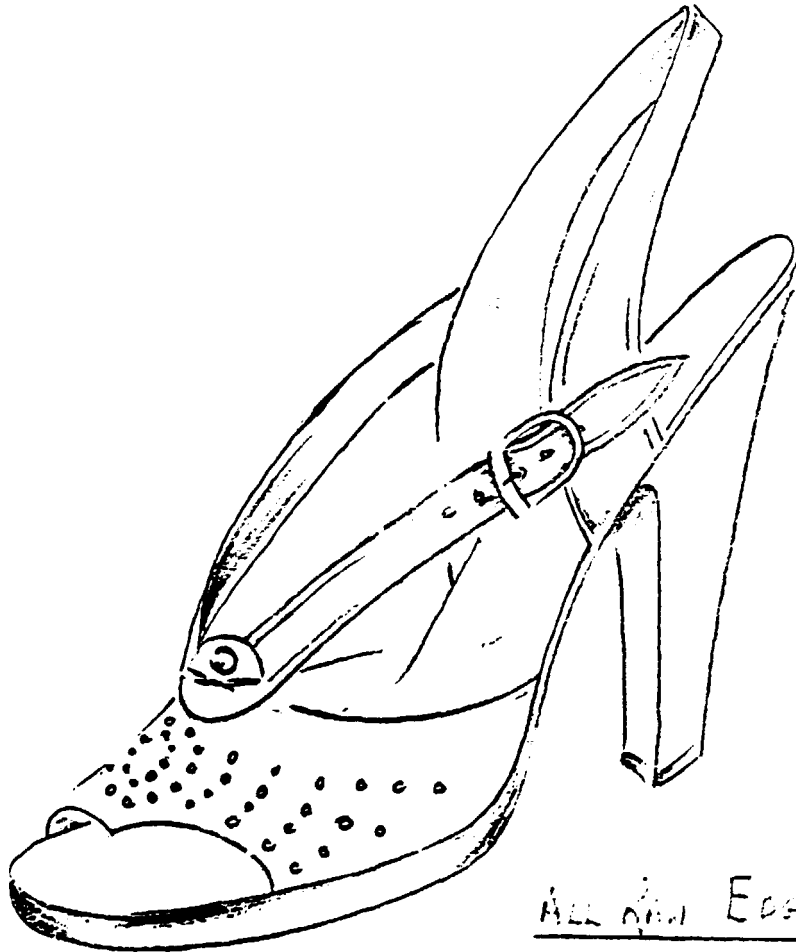


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Ref. No. PROTOTYPE B

JUNE 1980

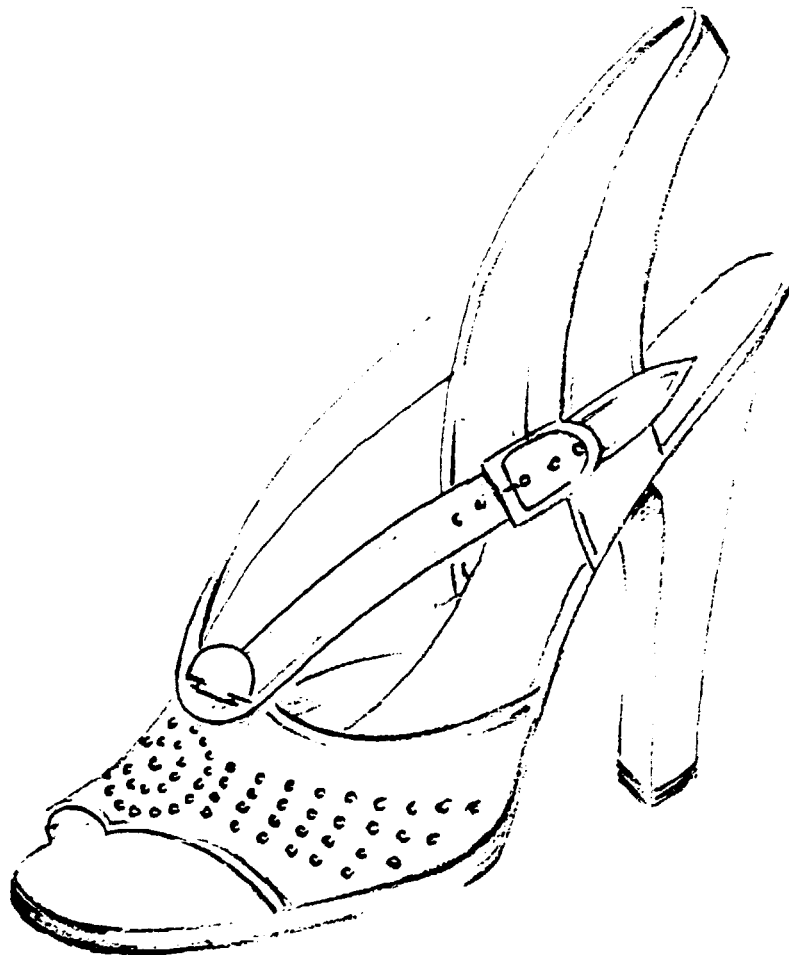
		KASHAN PROJECT	
UPPER	MID BROWN SMOOTH LEA	SIZE	38
LINING	BROWN LEA SLING	LAST	9989
BUCKLE	PLASTIC B	INSOLE	LEATHER
		SOCK	PADDED / LEA
		UNIT	KASHAN-P.V.



ALL NEW EDGES

Ref. No. PROTOTYPE C.

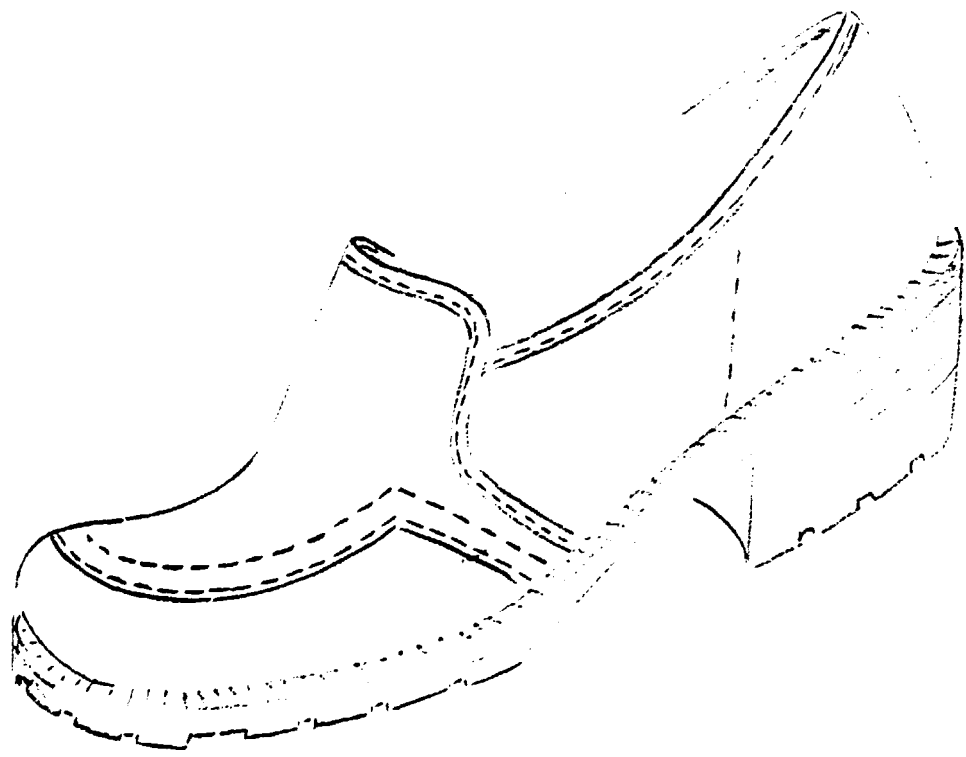
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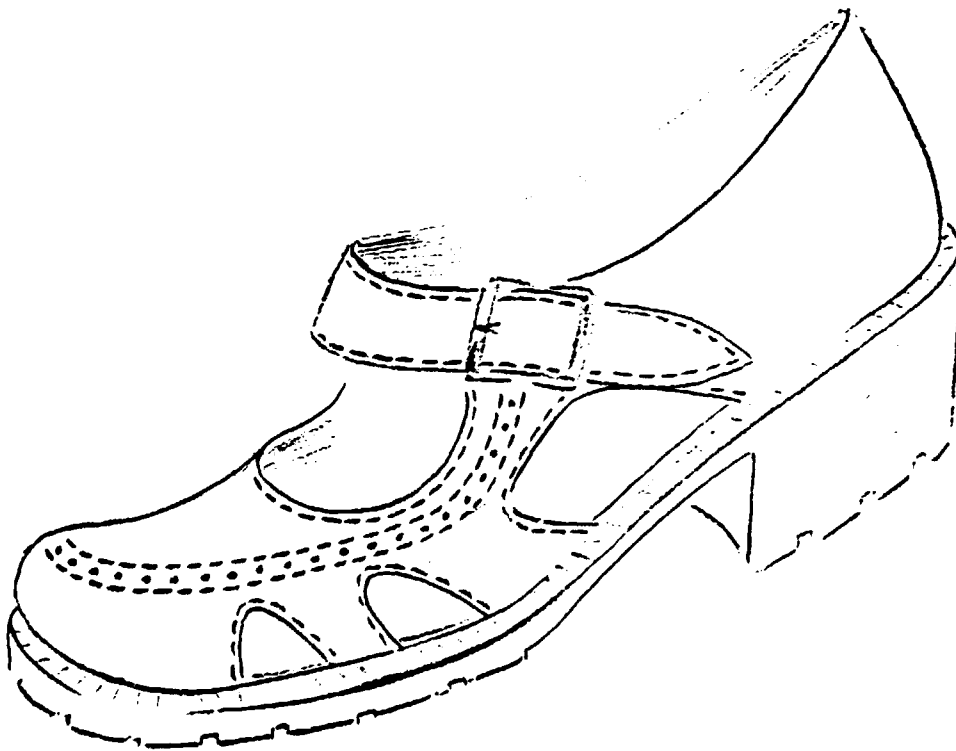
		HALEY PROJECT.	
UPPER	MID-BROWN GRAIN	SIZE	5
LINING	SELF	LAST	3284
STITCH	BLACK.	INSOLE	LEA
GUSSET	1" ELASTIC	SEAM	LEA
		UNIT	HALEY P.U.



Ref. No. STYLE JUDITH.

JULY 19 80

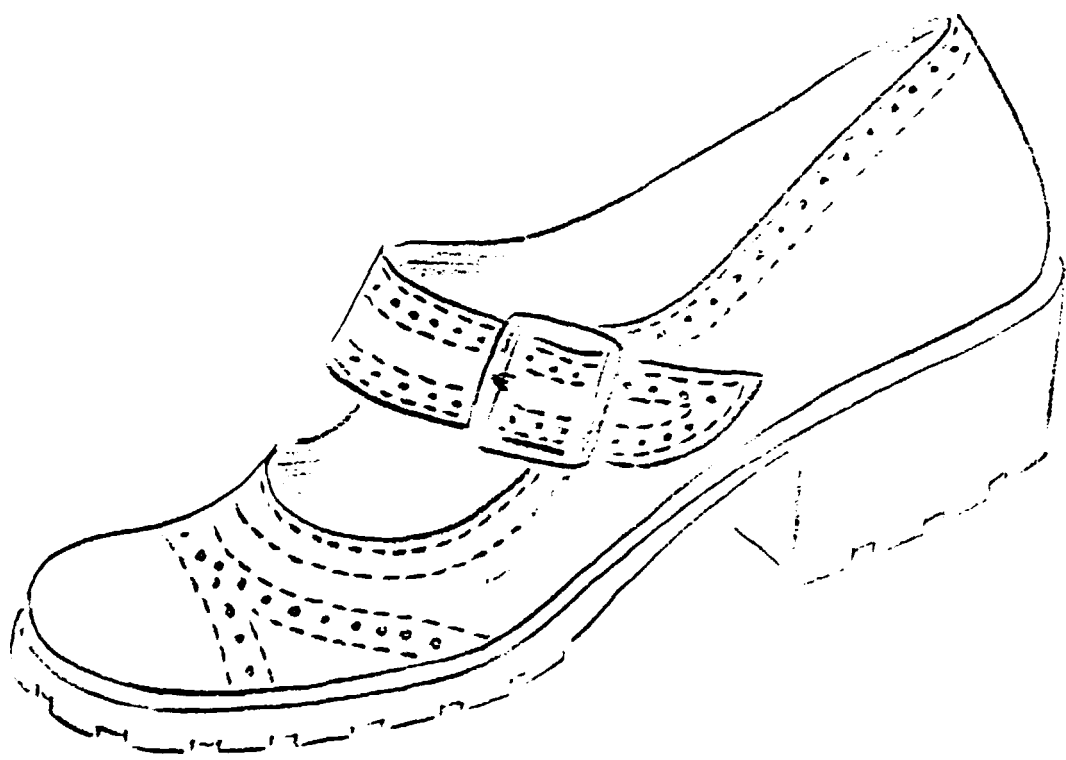
		HALEY PROJECT
UPPER	LIGHT TAN WILLOW	SIZE 5
LINING	BEIGE LEA	LAST 3284
STITCH	DK BROWN	INSOLE LEA.
BUCKLE	ROLLER	SOCK LEA COVERED
		UNIT HALEY P.U.



Ref. No. STYLE RUTH

JULY 1980

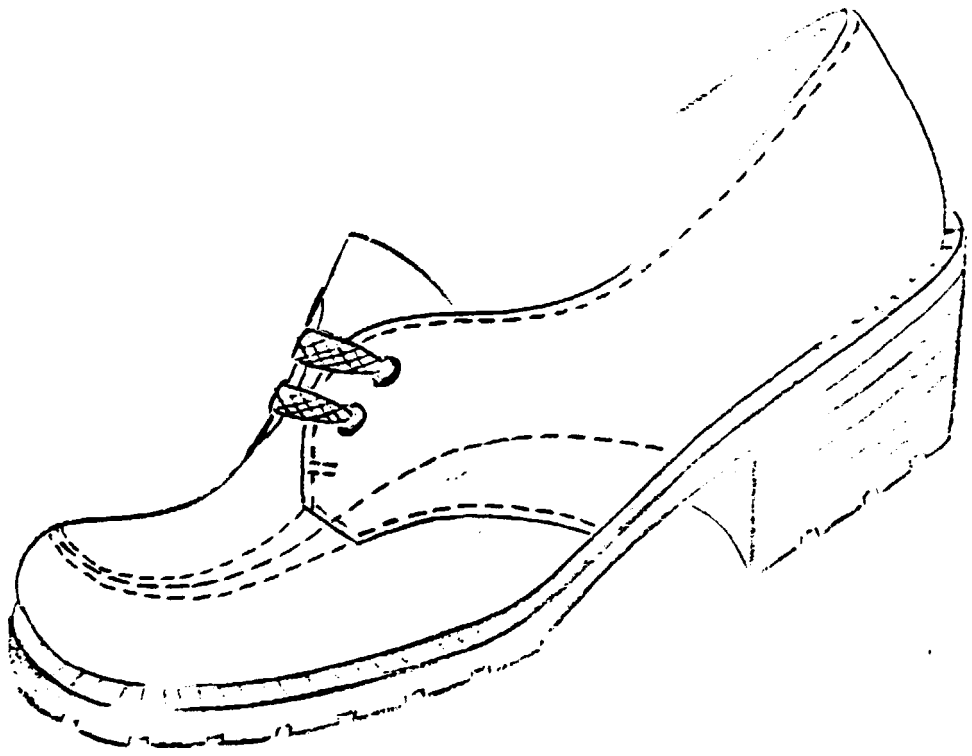
		HALEY PROJECT
UPPER	BLACK GRAIN	SIZE 5
LINING	SELF	LAST 3284
STITCH	BLACK	INSOLE LEA.
		SOCK LEA SEAT
		UNIT HALEY PU.

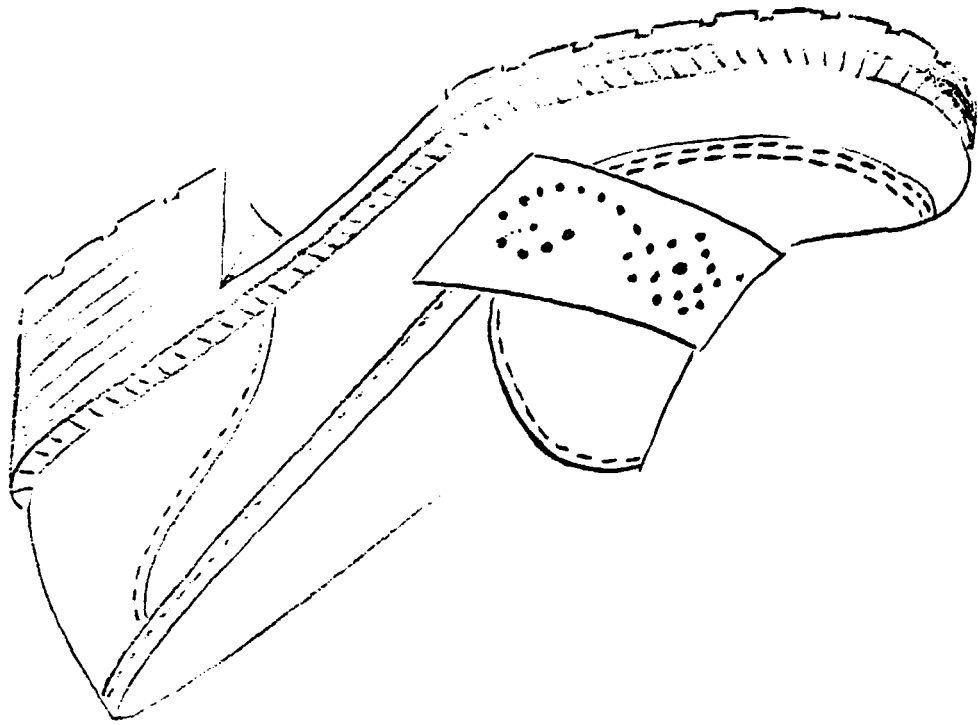


Ref. No. STYLE MARY

JULY 19 80

		HALEY PROJECT
UPPER	BROWN GRAIN.	SIZE 5
LINING	SELF	LAST 3284
STITCH	BLACK.	INSOLE LEA.
LACE	BROWN	SOCK LEA/SEAT.
		UNIT HALEY P.U.





HALEY PROJECT		
UPPER	BURGUNDY GRAYN.	
LINING	"	
STITCH	BLACK	
LACE	TO MATCH	
SOLE	LEA. GRAY	
INSOLE	LEA.	
LAST	328L	
SIZE	5	
UNIT	HALEY 2U	

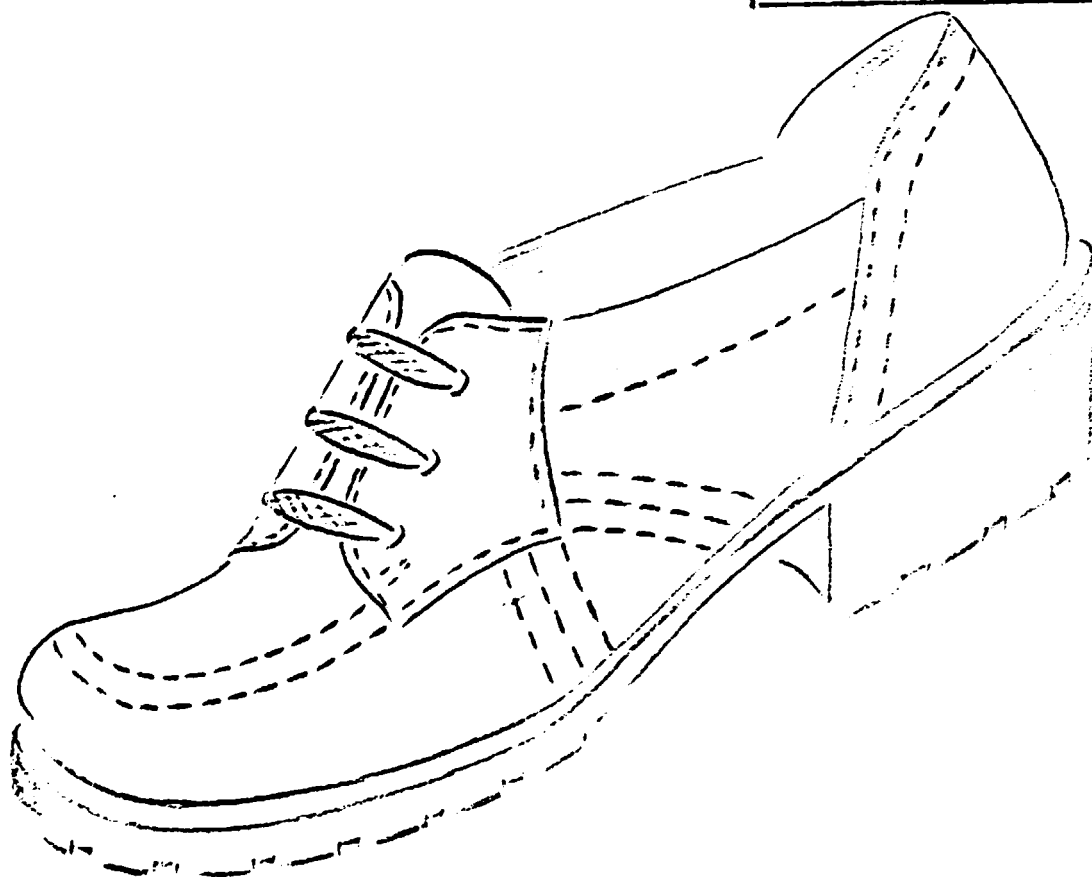
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Ref. No. STYLE ZAINA

JULY

19 80

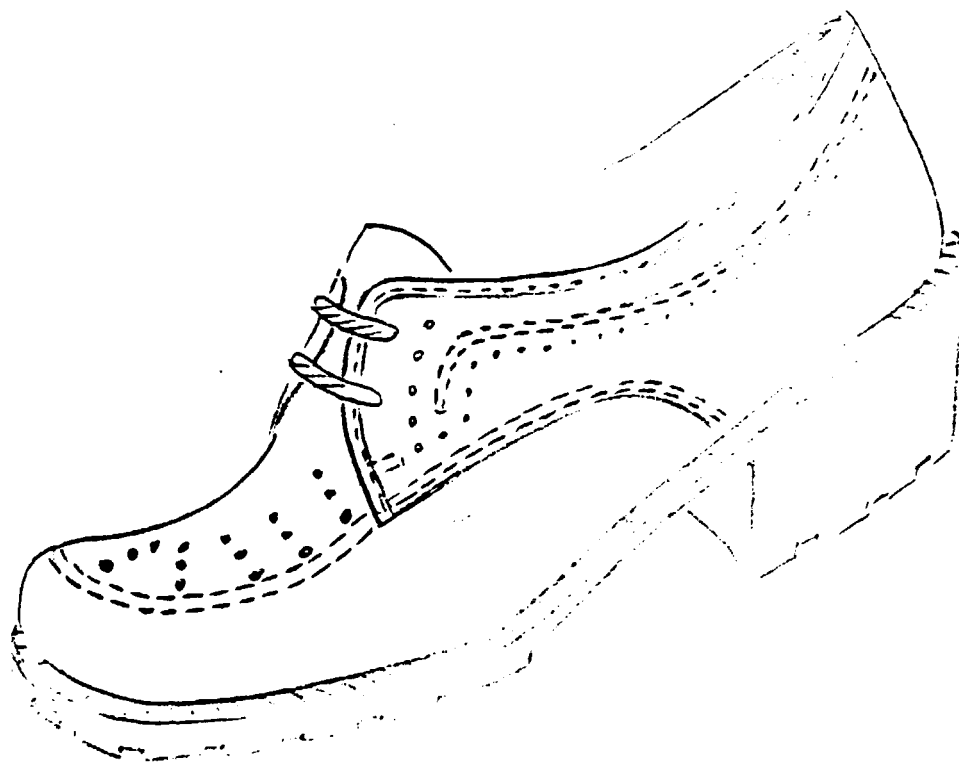
		HALEY PROJECT	
UPPER	LIGHT TAN GRAIN	SIZE	5.
LINING	" "	LAST	3284
STITCH	WHITE.	INSOLE	LEATHER
	PADDED TOP LINE.	SOCK	LEA / SEAT.
LACE	TO MATCH.	UNIT	HALEY P.V.



Ref. No. STYLE TOM

AUG 19 80

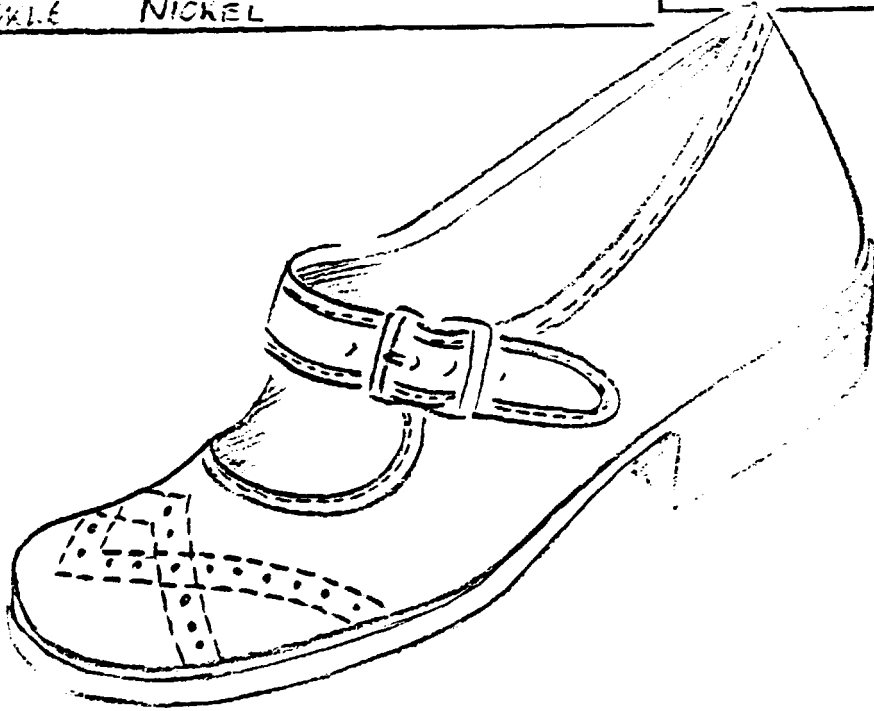
		CHILDRENS PROJECT
UPPER	OLIVE SMOOTH. LEA.	SIZE 12
LINING	LT GREEN LEA	LAST 1168
BINDING	BROWN PLASTIC	INSOLE LEA
STITCH	BROWN	SOLE LEA.
LACE	BROWN	UNIT HALEY P.V



Ref. No. STYLE CLARA

AUG 19 80

		CHILDRENS PROJECT
UPPER	BROWN GRAIN	SIZE 8
LINING	BEIGE LEA.	LAST G 206
BINDING	BROWN	INSIDE LEA
STITCH	BROWN	SOCK LEA
BUCKLE	NICKEL	UNIT G 206 RUBBER



Ref. No. STYLE OSSIE.

AUG 1980

		CHILDRENS PROJECT	
UPPER	TAN GRAIN	SIZE	8
LINING	BEIGE LEA.	LAST	G 206
BINDING	BROWN	INSOLE	LEA.
STITCH	BROWN	SOCK	LEA.
LACE	BROWN	UNIT.	G 206 RUBBER

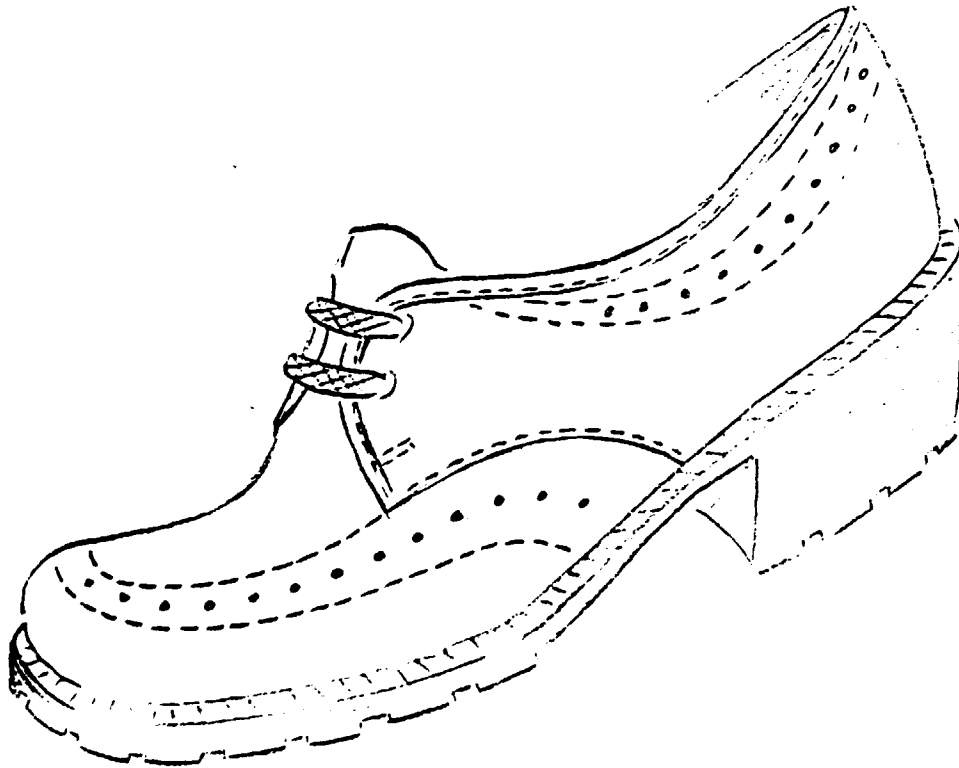


Ref. No. STYLE PIUS

AUG 19 80

CHILDRENS PROTECT.

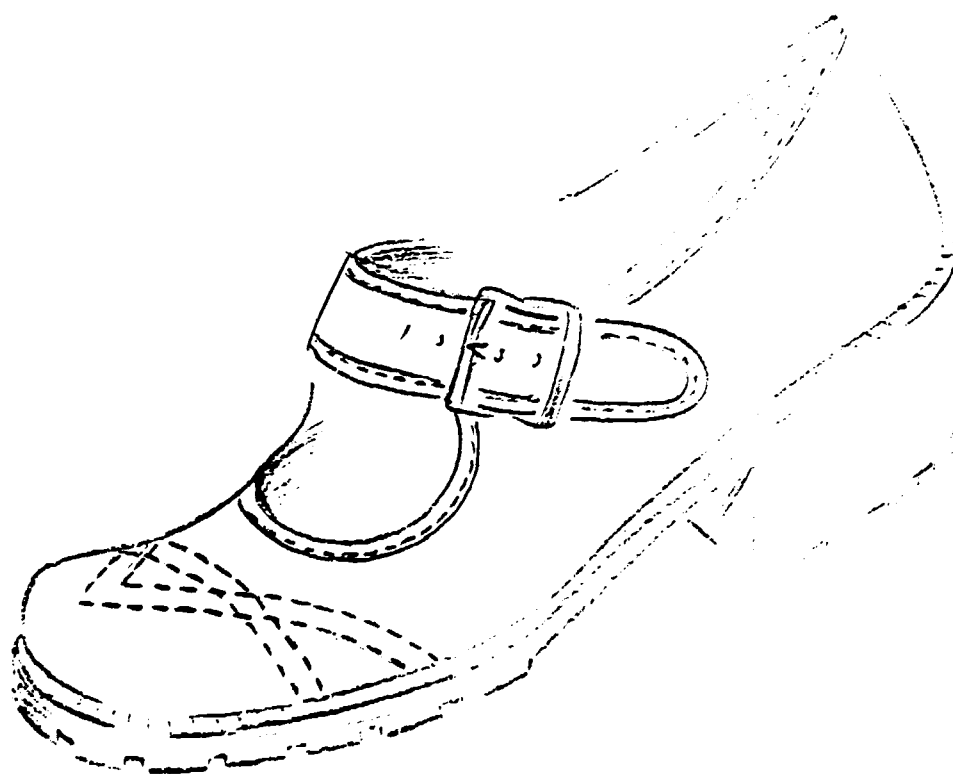
UPPER	OLIVE LEA	SIZE	12
LINING	GREEN LEA	LAST	1168
BINDING	BROWN	INSOLE	LEA.
STITCH	BROWN	SOCK	LEA.
LACE	BROWN	UNIT	P.U.



Ref. No. STYLE PILLI.

AUG 19 80.

		CHILDRENS PROJECT.	
UPPER	BROWN GRAIN	SIZE	12
LINING	BROWN	LAST	1145
BINDING	BROWN	INSOLE	LEA
STITCH	BROWN	SOCK	LEA.
BUCKLE	604.9	UNIT	P. U.

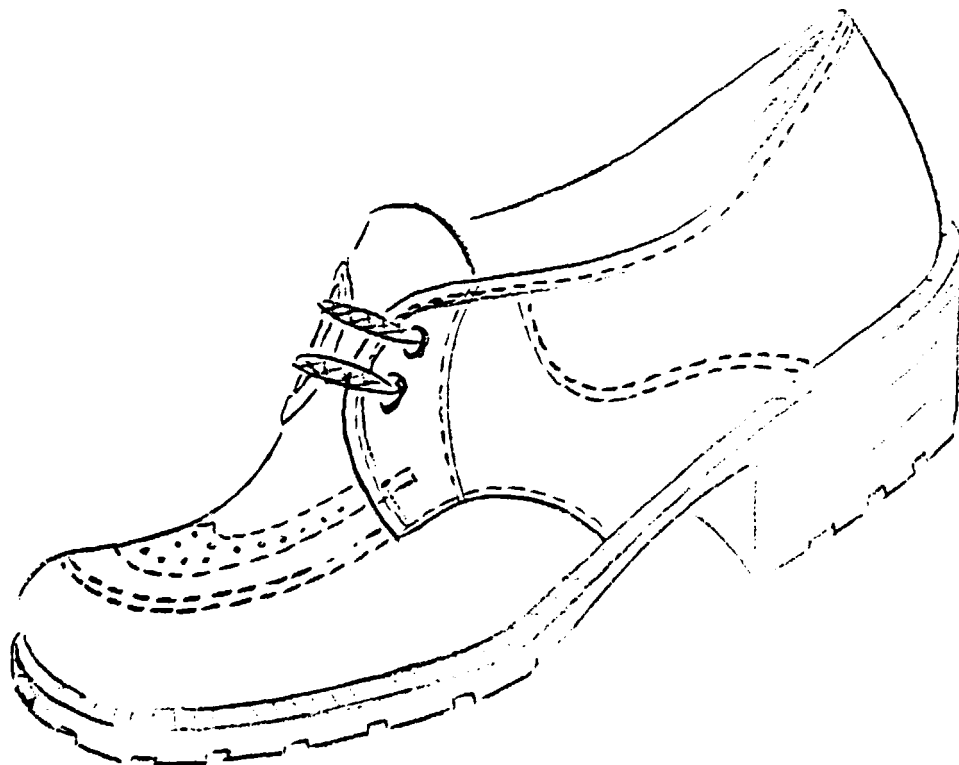


Ref. No. STYLE I001.

AVE 19 80

CHILDRENS PROJECT.

UPPER	TAN SMOOTH LEA	SIZE	12
LINING	TAN	LAST	1165
BINDING	BROWN PLASTIC	INSOLE	LEA.
STITCH	BROWN	SOCK	LEA.
LACE	BROWN	UNIT	HALEY P.U.



Ref. No. STYLE JIM.

AUG 19 80

CHILDRENS PROJECT

UPPER	TAN GRAIN LEA.	SIZE	12
LINING	SELF	LAST	1168
BINDING	BROWN PLASTIC	INSOLE	LEA.
STITCH	BROWN	SOCK	LEA
LACE	BROWN	UNIT	HALEY P.U.



Ref. No. STYLE SARA.

AUG 1980

CHILDRENS PROJECT

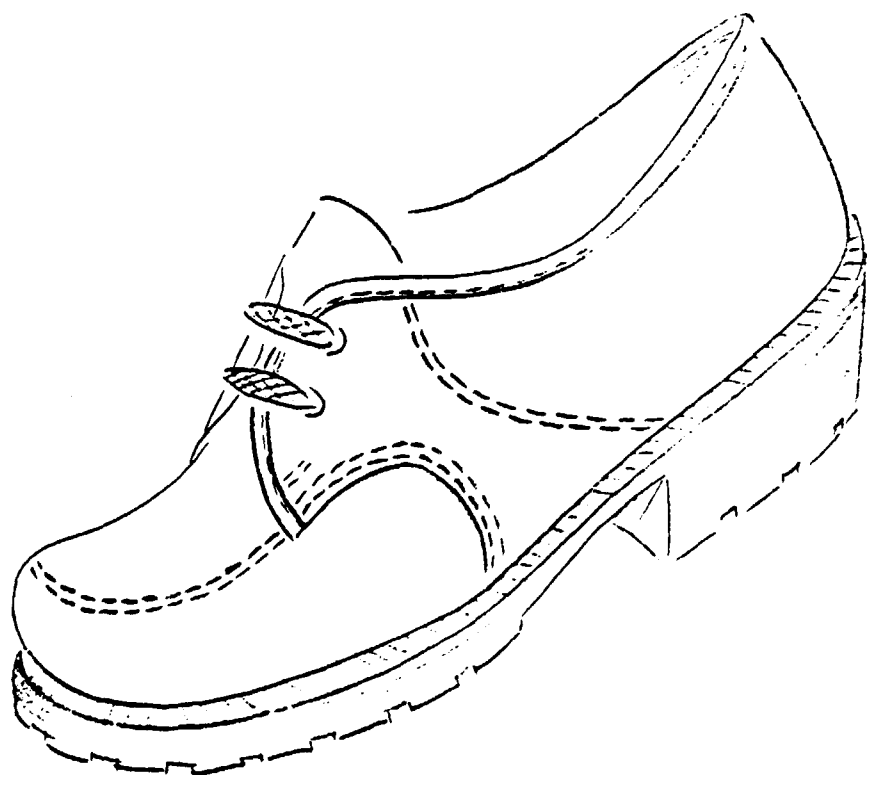
UPPER	TAN GRAIN LEA	SIZE	12
LINING	BEICE LEA.	LAST	1168
STITCH	BROWN	INSOLE	LEA.
LACE	BROWN	SOCK	LEA.
		UNIT	HALEY



Ref. No. STYLE JACKIE.

AUG 1980

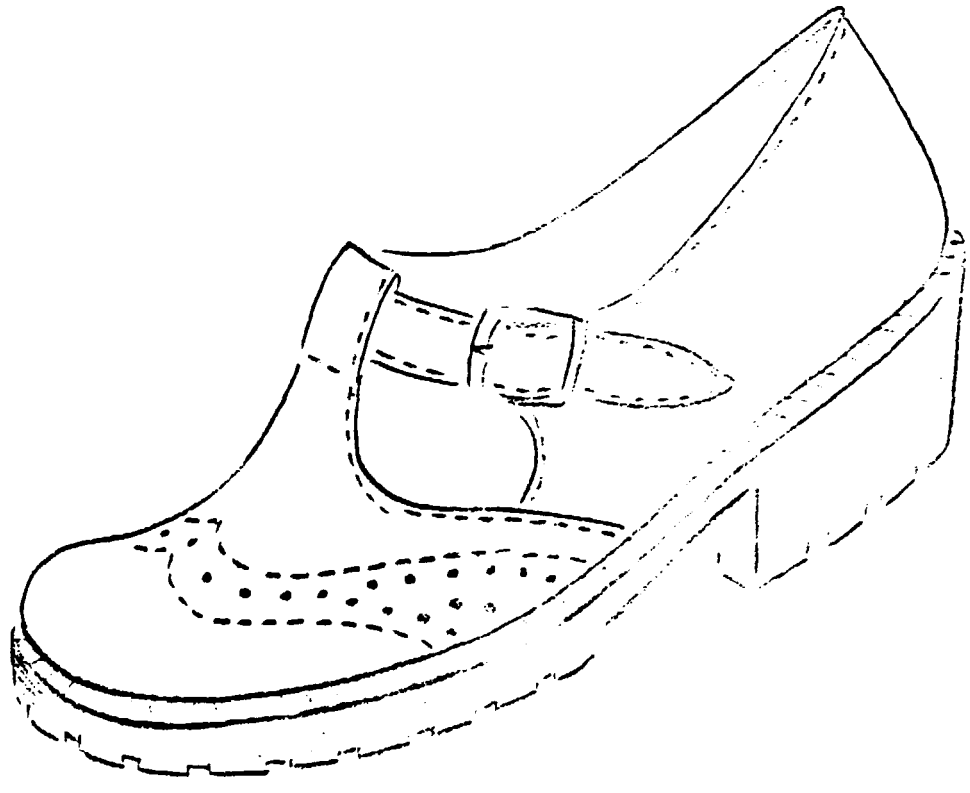
		CHILDRENS PROTECT.	
UPPER	TAN WILLOW. GRAIN LEA	SIZE	12
LINING	SELF	LAST	1168
BINDING	BROWN. PLASTIC	INSOLE	LEA
STITCH	BROWN	SOLES	LEA
LACE	BROWN	UNIT	HALEY I.I.



Ref. No. STYLE WINNY.

AUG 19 80.

		CHILDRENS PROJECT	
UPPER	CAMEL H.C. GRAN	SIDE	12
LINING	BEIGE LEA.	LAST	1168.
STITCH	BLACK.	INER.	LEA.
BUCKLE	NICKEL	SOCK	LEA.
		SOLE	HALEY.



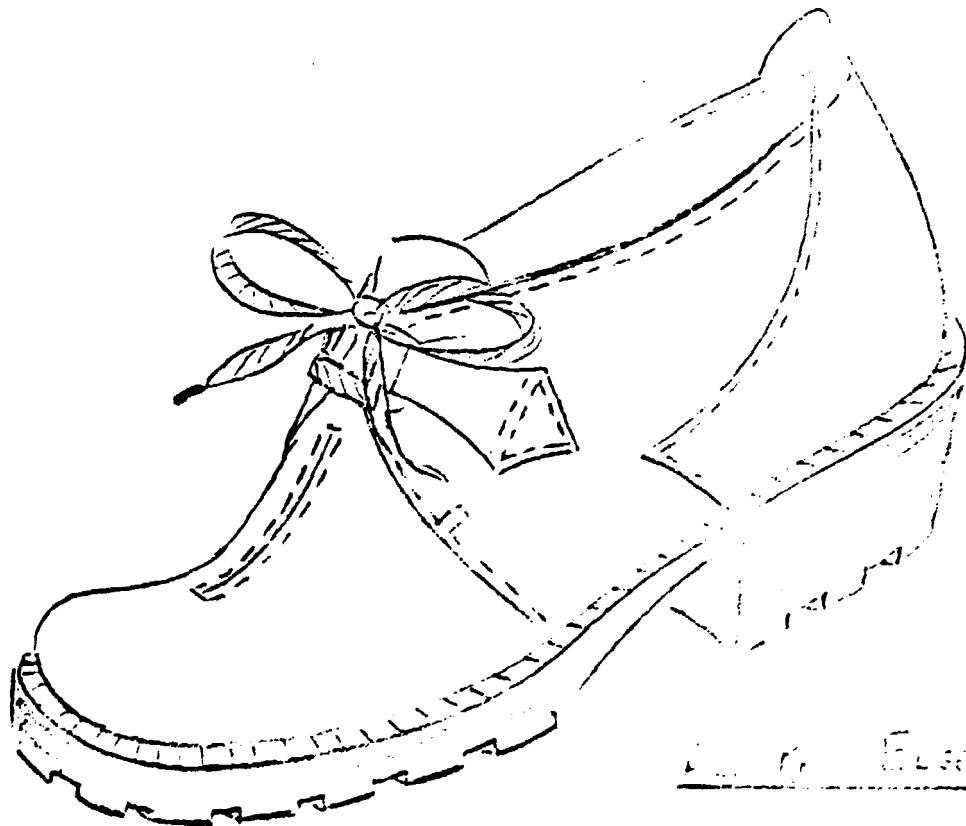
Ref. No. MR. No.

AUG 1980

BOYS & GIRLS RANGE.

<u>UPPER:</u>	<u>VAMP</u>	<u>MUSHROOM</u>	<u>SUEDE</u>
	<u>QTR</u>	"	"
	<u>COUNTER</u>	<u>COPPER</u>	"
	<u>CHILLIE</u>	"	"
	<u>LACE</u>	"	"

<u>SIZE.</u>	<u>12</u>
<u>LAST</u>	<u>H1658</u>
<u>SOLE</u>	<u>TEPY</u>
<u>UNIT</u>	<u>P.U. WALEY</u>



ELSES

App. D

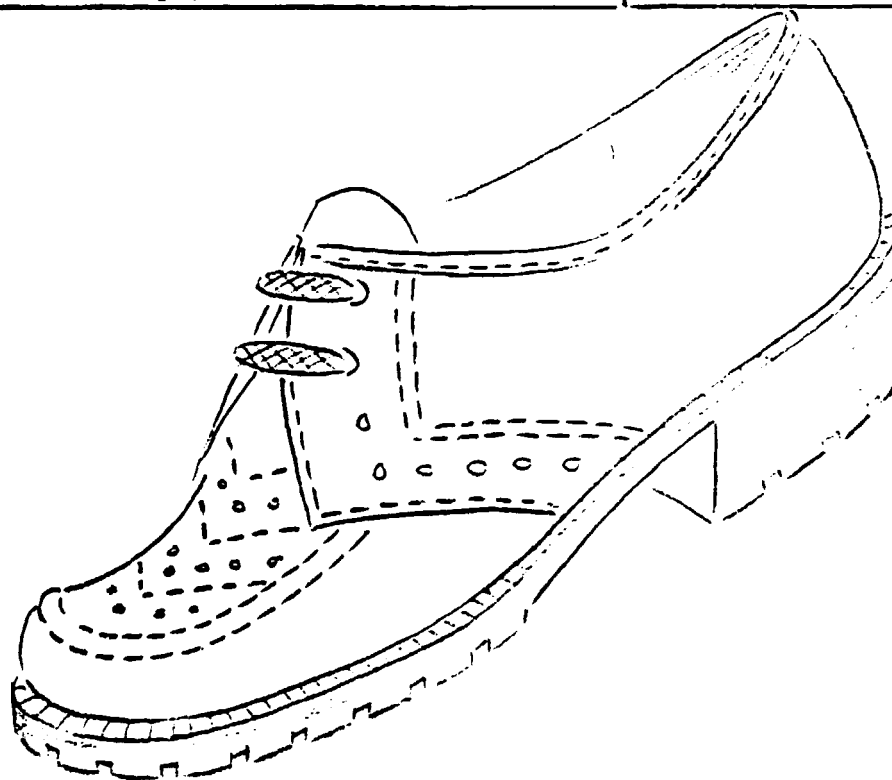
Ref. No. STYLE FAUSTER.

AUG

19 80

CHILDRENS PROJECT.

UPPER	BROWN	SMOOTH	LEA	SIZE	12
LINING	BEIGE	LEA		LAST	1158
BINDING	BROWN	PLASTIC		INSOLE	LEA
STITCH	BROWN			SOCL.	LEA
LACE	BROWN			UNIT	HARLEY



DIPLOMA PRESENTATION

16 August, 1960

Some 800 factory workers and staff attended a reception at which the students were presented with their Course Diploma by the Government Minister without Portfolio. A further reception at the AGIP Hotel on the same evening was attended by over 200 senior staff members and Directors of T.S.C. Ltd. together with guests from various Ministries and UNIDO headquarters.



