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LEATHER GOODS DEVELOPMENT CUM DEMONSTRATION CENTRE, MADRAS:

DP/IND/71/613

INDIA ,

Evaluation report

Based on the work of Jelko A. Rant, consultant on
the leather goods industry

id.77-6877

Explanatory notes

The following abbreviations of organizations are used in this report:

CLRI	Central Leather Research Institute
EPCFLM	Export Promotion Council for Finished Leather and Leather Manufactures
LEPC	Leather Export Promotion Council
LGDDC	Leather Goods Development <u>cum</u> Demonstration Centre
NID	National Institute of Design
SSIO	Small Scale Industries Organization
STC	State Trading Corporation
TDA	Trade Development Authority

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ABSTRACT

The present report concerns the observations of an expert on the leather goods industry who was sent, during August 1977, to evaluate the Leather Goods Development cum Demonstration Centre (LGDDC) at the Central Leather Research Institute (CLRI) at Madras. This institution was a project (DP/IND/71/613) of the United Nations Development Programme (UNDP); the executing agency was the United Nations Industrial Development Organization (UNIDO). The expert was sent by UNIDO at the request of the Government of India and with the agreement of UNDP Headquarters in New York.

The expert found that the project can be considered as successful. It is well equipped with machines and can train workers and foremen for advanced leather goods production. It can and should concentrate more on the promotion of small-scale industry units.

The Mechanical Shop has achieved very good results in constructing two foot-operated machines and in producing a range of tools. However, it has been unsuccessful in the production of metal buckles, accessories and fittings.

The leading staff are well trained, but the Leather Goods Production Department is extremely understaffed.

The leather goods produced during the project and at the time of this survey were unsuitable for export to developed countries.

The Puppet Section is really a shop of high artistic work and should remain as it is.

In order to promote small-scale industry, a mobile unit should be equipped with machines and tools by LGDDC and sent on a trial tour with demonstrations of proper work with machines and appropriate tools. If this trial proves successful, other such mobile units should be equipped and sent to other parts of India. New machines would be needed.

In one of the Regional Extension Centres of CLRI, a small demonstration unit should be equipped, also with machines and tools from LGDDC on a trial basis. Demonstrations and practical instructions of the correct use of tools should induce the small producers to come for advice. As with the mobile unit, if the trial proves successful, new demonstration units should be established at other CLRI Regional Extension Centres.

The export drive should be approached carefully. All who are concerned with this effort must be aware that it will take years to achieve results. The quality and quantity of production could be improved by introducing teamwork and centralizing clicking and cutting operations. By pooling the output thus achieved, the home market demand could be met and a significant surplus for export would remain.

It would not be advisable to establish a new centre for research and development for leather goods, metal accessories, buckles, locks, frames and fittings. To do so would be not only inconsistent with CLRI and LGDDC policy but extremely expensive.

An International Leather Goods and Leather Seminar with an exhibition of leather goods from all the participating countries of South and South-East Asia should be organized for autumn 1978. Preparations and programming should be started quickly.

Fellowships for study abroad should be granted to four of the key staff members.

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INTRODUCTION

The project "Leather Goods Development cum Demonstration Centre, Madras" (LGDDC) (DP/IND/71/613) was requested by the Government of India and approved in May 1972 by the United Nations Development Programme (UNDP). It is included in the UNDP Country Programme for India as a large-scale project.

The leather goods industry of India is an important source of employment and of foreign exchange. In recent years, however, it has been affected adversely by the increased use of leather substitutes (plastics) and from the substandard quality of Indian leather and products made from it. The project was set up to upgrade the industry so as to enable it to develop an increased production of leather and finished leather goods of export quality. LGDDC, which is part of the Central Leather Research Institute (CLRI), provides a focus for the re-orientation, modernization and expansion of the leather goods industry through the practical demonstration of suitable methods of production and through training in fabrication, design and the proper use of machines.

The project was initiated in September 1973 and was scheduled to last for three and a half years. It was turned over to the Government of India at the end of three years and two months, or four months ahead of schedule. In the terminal report of the project, it was "considered a successful venture which, if properly guided, will fulfil its objectives".

The terminal report recommended that, as a second stage, LGDDC be provided with two mobile units equipped with tools and simple machines for demonstration purposes. Some other recommendations were that short-term training courses be intensified, that additional personnel be trained as instructors, that pilot plants be set up under government sponsorship for the specialized production of leather goods, and that a national exhibition of Indian leather ware be scheduled for 1978, with invitations to international buyers.

In August 1977 the Government of India requested that an evaluation of the project be arranged as the basis for a sequence of actions visualized as follows:

(a) To work out a realistic work plan and a corresponding input configuration for the concluding phase of the project, which will include, inter alia, the schedule and contents of industry-oriented training courses as a regular activity of LGDDC;

(b) To review the staffing of LGDDC and ensure that all posts are adequately filled;

(c) To initiate, in co-operation with the State Trading Corporation (STC), and test, practical marketing arrangements such as the pooling of smaller production quantities of selected small-scale and cottage undertakings so as to make possible larger single export consignments;

(d) To assist in procuring high-quality leather for local manufacturers. This would have to be arranged in co-operation with Indian tanners and CLRI;

(e) To embark on a course of practical co-operation with the National Institute of Design (NID) to help to revive classical designs or modify them for modern requirements;

(f) To evolve an appropriate institutional mechanism for LGDDC and establish suitable contacts on a regular basis with industry through the Development Commissioner, Small Scale Industry;

(g) To assess the usefulness and practicability of establishing one or more commercial pilot plants for the specialized production of leather goods around the CLRI Regional Extension Centres, with the participation of the Small Industries Service Institute.

UNDP Headquarters in New York agreed to the proposed project evaluation and suggested that it should preferably be performed by an independent consultant with no previous connection with the project. Consequently, an expert on the leather goods industry was assigned to the project for three weeks in August 1977.

I. PROGRESS OF THE MISSION

The object of the present report is to relate the work that the expert was able to accomplish to the duties that he had been assigned. These were:

To perform an on-the-spot evaluation of LGDDC

To assess the need for any further foreign inputs into it, including the provision of mobile units, as suggested by the former Chief Technical Adviser (CTA)

Assess the usefulness of the International Leather Goods Seminar that had been proposed to be held at CRLI in early 1978

Findings

The Building

The building of LGDDC has been completed. On the ground floor of the entrance building are five offices and a hall; on the first floor are the Puppet Department, a classroom and a conference room with a library. The entrance building is connected by a corridor to the Leather Goods Production Department, which has an area of 430 m². Joined to the workshop are stockrooms for materials and finished goods. The Mechanical Shop is in the same compound.

The Leather Goods Production Department

The Leather Goods Production Department is well equipped with machines, and its layout is well planned. It is well maintained and makes a very good impression. A new group of students was in training. The expert was present during some lectures and practical training demonstrations.

At the time of the survey, ladies' handbags, dice cups and jewel cases were in production. Unfortunately, the quality of these articles was unsuitable for export to developed countries.

The articles made during the time of the project covered a wide range, including small leather goods (stud boxes, billfolds, key holders, pocket-books, photograph frames), ladies' handbags, travelling bags and a suitcase. Some articles had hand-embossed ornamentation in low relief. Some neckties were also produced that combined leather bands and artificial silk. None of these articles were of a quality suitable for export to developed countries.

The department has the equipment and staff to train students in advanced leather goods production to become skilled workers and foremen in mechanized

leather goods factories. It can also train students in leather goods production in small-scale industry shops, using mainly hand tools.

The machines in the department are listed in annex 1 A.

The Puppet Section

The Puppet section produces, on thin, transparent parchment sheets, figures for the traditional shadow-puppet plays. The figures mainly represent characters of Ramayana epic. They are conventional and must be made according to century-old styles. Everything in this department is done by hand (cutting, stretching, perforating and painting). The painting and the entire execution of the figures are excellent and show deep artistic feeling and knowledge. It is important that this production remain in the LGDDC and that no basic changes be introduced.

The Mechanical Shop

The Mechanical Shop is well equipped. As early as 1975 it produced a line of brass buckles. While their execution shows knowledge of material and considerable mechanical skill, and although much hard work and good will were invested into their production, it must be said that these buokles would be absolutely unsaleable in developed countries.

The Mechanical Shop has also made many different tools for the production of leather goods. The tools are well made and constitute a useful contribution to the work of the LGDDC in helping to develop small-scale industries all over India.

However, the best things produced in this shop are, without doubt, two foot-operated machines: a folding machine and a universal press for fastening rivets etc. These two machines have been copied from machines delivered from the United Kingdom and the United States of America, and are precisely what LGDDC required, namely, a means for small-scale industries to improve production at a low investment cost. When properly demonstrated, both machines could be sold easily.

The Mechanical Shop can and should, in future, concentrate on the production of hand tools adapted for Indian use. It is also responsible for machine maintenance.

The Mechanical Shop is under the supervision of a mechanical engineer. It would be useful for his future work if he were to be granted a nine-month fellowship which he should spend in practical work in the factories that have supplied the machines to LGDDC. (See annex II.)

Staffing

There are 29 persons on the staff of LGDDC, of whom four are college graduates and seven are high school graduates. At the time of the mission of the expert, 21 students were undergoing training, and 34 others had already been trained. Many of the latter were already employed in the industry.

Executive staff

Chief executive of LGDDC is T.K. Parthasarati. His knowledge of leather goods production and technicalities is very high; he leads his department with great efficiency. He has benefitted greatly from the training he received during the project and especially from a short-term fellowship in Europe. He is well acquainted with the production of leather goods in small and medium-sized factories. It has been proposed that he be granted a second fellowship that would permit visits to fully mechanized leather goods factories in Canada and the United States of America. (See annex II.)

Mr. Parthasarati's deputy is K. Radakrishnan. His knowledge of the production of leather goods is fairly good.

Design staff

There are two designers. One, A.C. Basappa, has gained much from his training during the project. He can give proper instructions to the students in designing and preparing cutting patterns. The expert was present at a lecture at which Mr. Basappa explained to the students the construction of a jewel case. His teaching was very good. A nine-month fellowship in a large leather goods factory in Europe is recommended. (See annex II.)

His colleague, Mr. Paneerselvan, is a graphic artist. While the leather goods that he has produced are not of top quality, his decorative applications and some embossings in vegetable-tanned leather are excellent. His abilities should continue to be used in this area. He should not make samples and patterns but should create new styles and decorations and decide, in collaboration with the leading staff, matters such as colour combinations. Given good supervision, he could create new styles and adapt traditional Indian motifs to standard and fashion articles.

Production staff

The Leather Goods Production Department is gravely understaffed. The two present foremen are competent to conduct the present training programme, but LGDDC needs at least six new, highly skilled foremen as quickly as possible. This problem is considered in the section on staffing and training in chapter II.

There is also an assistant foreman, S. Natesan. When properly trained, he could be very useful, but up to now his experience has been limited to the production of leather goods at LGDDC. He should be granted a fellowship of nine months in a large factory in Europe. (See annex II.)

Styles, designs and samples

The making of samples, patterns and the like can be taught, but an artistic talent is needed for creating new styles. It cannot be done with practice and technical knowledge alone. Close co-operation of the LGDDC with NID is important and should be established.

If the staff of LGDDC finds that one of its students in leather goods production has the gift and the artistic touch, they should send him to NID to attend courses. Likewise, if at NID a promising student shows special interest in leather, leather products and leather goods, he should be sent to LGDDC for special training, where it could be determined whether he could contribute useful ideas for new designs and styles.

The classical Indian designs (Shantiniketan) as they are today used on leather goods are unsuitable for substantial export. Attempts should be made to adapt these styles to the requirements of modern production of leather fashion goods. Hand embossing in vegetable-tanned leather would be a technique where some of these adapted classical designs could be used.

In the future, a creative stylist (when one is found) should be attached to LGDDC to provide new ideas. This person should also co-operate closely with the engineer in charge of the development of accessories such as frames and buckles.

Mobile units

The idea of the mobile units is a sound one. India is so large and the leather goods producers are so widely dispersed that training must be brought to the towns and villages where the producers have their shops. It would be

advisable to start with one such unit only, and to do so as soon as staff is available. This first unit should be well equipped with all of the necessary tools and some machines. The machines that would be required are listed in annex I, B. Some additional tools would also be needed, but no new machines. The machines could be taken from LGDDC, and two foot-operated machines could be supplied by the Mechanical Shop. This equipping of the mobile unit with machines from the Leather Goods Production Department would in no way retard either production or training.

The staff manning the mobile unit should be highly qualified and able to demonstrate all phases of production. If asked, the instructors should also visit small production shops to give on-the-spot advice for improvement and to demonstrate the proper selection and correct use of tools.

Should this first mobile unit prove to be effective, others could be equipped, according to need, but only after a thoroughly well-trained staff is prepared and a complete set of machines has been assembled for each of them.

Demonstration centres

In addition to the proposed mobile units, other means of bringing training in leatherwork manufacture to producers away from the main centres are demonstration centres to be attached to the existing Regional Extension Centres of CLRI at Bombay, Calcutta, Jullundar, Kanpur and Rajkot. Here again, the principal problem is that of finding suitable instructors to man them. Each such demonstration centre should have at least two instructor-foremen: one for design and pattern-making, the other for production. If they are to be able to teach and to demonstrate, they must have received thorough training, which takes time. It would be useless to equip these centres with tools and machines and have them stand idle for lack of trained staff; it would be worse than useless to start out with inadequately trained instructors. The machines required for such centres are listed in annex I, C.

LGDDC should, in co-operation with the Regional Extension Centres of CLRI, begin to train people for these centres as soon as possible. The candidates for such training should be already familiar with leather goods production, so that the course would primarily up-grade their knowledge and correct their errors. If such students could be found, the duration of the courses could be shorter, but in no case should it be less than six months.

After the demonstration centres have been in operation for a full year and close contacts have been established with the small-scale producers in their respective areas, they should begin to co-operate with them on a closer basis. For example, centralized cutting in the centres would make it possible to accept larger orders and guarantee the use of leather of uniform quality.

When a certain higher level of quality in material and workmanship has been attained, the first steps towards exports could be taken, but only in close contact and under strict supervision of LGDDC and all of the various authorities connected with the export of leather goods, among them the Trade Development Authority (TDA), the Export Promotion Council for Finished Leather and Leather Manufacture (EPCFLM), the Leather Export Promotion Council (LEPC) the State Trading Council (STC) and the Small Scale Industries Organization (SSIO). It must be borne in mind that it will take considerable time to reach this goal and that much difficult work will have to be done patiently by LGDDC.

The export drive

Some of the larger producers of leather goods in India already export their products, but none in really substantial quantities. However, it is the considered opinion of the expert, who was for nearly two decades the export manager of one of the largest leather goods factories in Europe, that the leather goods produced today in India's smaller shops are unsuitable for export to developed countries in significant volume. To be sure, there is a very small market for Snantiniketan articles through oriental curio shops and some department stores that sometimes arrange "national" weeks or months during which every department offers wares from a selected country. However, this market is practically insignificant. (On the other hand, such articles, when sold to foreign tourists in India, represent indirect exports.)

With the single exception noted below, the only leather articles that could be exported to developed countries at this time are belts, without buckles. The buckles would be attached by the buyers, who would benefit from the lower customs duty on semi-finished goods.

The exception is footballs, substantial quantities of which are exported to most of the developed countries. However, this is a very poor example for the Indian leather-goods industry to follow. The quality of these footballs is very poor; not only is their leather inferior quality but their workmanship is of a very low standard. Consequently, their prices are correspondingly low.

The most important point to be considered before attempting the export of other leather goods is to avoid the mistakes that have been made by the producers of footballs, namely, the production and export of goods of the lowest possible quality at similarly low prices.

A systematic approach is imperative. The first step would be to educate the small-scale producers to quality consciousness by demonstrations. Indian workers can perform excellent work when they have been well taught and are properly supervised. The export drive must have been considered carefully even before the first mobile unit goes into the field. All of the teaching and demonstrations in LGDDC and at the CRLI Regional Extensions Centres should have, as their primary aim, the preparation of the small-scale producers for participation in the export drive. The economist attached to LGDDC should accompany the first mobile unit into the field and make frequent visits to the Regional Extension Centres to collect reliable data on producers whose output promises to reach export standards. When a certain stage of quality has been reached, the pooling of the output of some producers should be attempted.

At the beginning, some tourist souvenir shops should place small orders that would be accepted and booked by LGDDC and produced in one of the Regional Extension Centres. Later in the production programme for export, clicking and cutting should be done in the centres, the other operations in the small shops. When the producers have become acquainted with this kind of work, the first step towards export could be taken.

The authority that promotes such export will have to organize the production of some small leather goods such as billfolds, pocketbooks, purses, eyeglass cases and key holders. The daily production for each shop must be considered carefully.

Substantial buyers must be approached with a well-chosen set of samples. The best initial market would be large leather goods factories in Europe or the United States of America.

If they could be persuaded to buy or at least to place trial orders, these factories would be able to provide the best assistance to the producers. They could supply samples, cutting patterns, dies etc. and also provide useful specifications for production.

When some orders have been booked, the first steps of production must be taken by a centralized clicking-cutting department. This work could be done in the LGDDC and also in the Regional Extension Centres. Only in this way can the uniformity of the leather and the accuracy of cutting be ensured.

The folding, gluing, sewing and assembling can be done by the individual shops. The two keys to success will be promptness of delivery and identity of the items delivered to the samples submitted. After these first contacts and successful sales, the range of the samples could be expanded to document cases, travelling bags, attache cases, and at the very last, ladies' handbags.

In all of these actions there must be close co-operation and constant personal contact with all of the authorities who are involved with exports or small-scale industries such as TDA, EPCFLM, LEPC, STC and SSIO so as to make good use of their connections and experience.

International Leather Goods and Leather Seminar

While an International Leather Goods and Leather Seminar would be useful, it could not be held as intended in February 1978 to coincide with the Silver Jubilee of CLRI. About one year of extensive and careful programming would be required so it could be held in autumn 1978 at the earliest.

CLRI already has experience in arranging seminars, so it would be advantageous to include a workshop on problems of the leather industry in developing countries, with emphasis on the kinds of leather required by the leather goods producers. The lectures should be oriented towards conditions in the developing countries, dealing with problems of organizing small-scale industries to enable them to share in the export drive: what could be done as conditions improve; how to increase production and raise the quality etc.

The idea of having a leather goods exhibition at the time of the seminar is also good and would provide a unique opportunity to compare the products of different countries of South and South-East Asia. Some lectures should also deal with suggestions for the export drive in these countries. However, it can not be expected that many substantial buyers will visit the exhibition.

II. RECOMMENDATIONS

Additional consultancies

There is no present need for any further expert consultancies to LGDDC. Its present staff can operate it by themselves, and they should be permitted to do so, at least for some time. With the commissioning of the mobile units and the setting up of the demonstration centres, and after the Leather Goods and Leather Seminar has been held, new experience will have been acquired. If at that time LGDDC should desire another consultancy, an expert with a mission lasting two or three months should suffice.

Proposed development schedule to the end of 1980

The terms of reference of the mission specified that the expert was "to work out a realistic work plan and a corresponding input configuration for the concluding phase of the project, which will include, inter alia, the schedule and contents of industry-related training courses as a regular activity of LGDDC". This phase of the mission was also completed; a realistic time schedule for the project from September 1977 to December 1980 has been worked out and is presented as annex III.

Machinery and equipment

No new machines are needed at this time. However, if the funds are available, LGDDC should acquire a zig-zag sewing machine and a post-bed machine. When the first demonstration centre has proved successful, each additional one will require not only the same machinery as the first one (annex I, C) but also a skiving machine and a splitting machine.

As noted in the discussion of the Mechanical Shop, the expert found that some brass buckles had been produced during the project, and that these articles were of substandard quality and could not be sold in developed countries.

It must be understood that very costly machinery and extensive knowledge of production methods and of materials are required for the production of such accessories. The steel tools that must be prepared for each item are extremely expensive, and precision work of a very high order is required. Consequently, it would be most inadvisable to establish such a costly operation within either LGDDC or CLRI. It would be far more realistic for CLRI to appoint, and assign to LGDDC, a mechanical engineer with extensive skills in the production of

metal fittings. His duties would be to follow the development of the promotion of leather goods production performed by LGDDC and, in close collaboration with its artists and designers, to give ideas, sketches and suggestions, with detailed specifications, for up-to-date accessories of solid quality that would be acceptable to buyers in developed countries.

The expert has seen some rough frames produced in India, mainly for low-priced plastic handbags. The factory that makes them could produce frames and accessories of far better quality if properly instructed and if the idea, after its presentation, were followed by substantial orders. In this way LGDDC would have the possibility of influencing existing factories that already produce frames and other accessories.

Staffing and training

The success of the project will depend on its having qualified staff. The four fellowships recommended in annex II are essential to the future of LGDDC and should be implemented soon. Also, without trained foremen/instructors, no mobile units can be sent out, and no demonstration centres can be set up. LGDDC must recruit at least six people who already have fairly good knowledge of and experience in leather goods production and sample making. They should be trained for at least six months for their positions as instructors in LGDDC and for the mobile units. At the same time, each of the Regional Extension Centres should send two persons for training, one for production and one for sample making, at LGDDC so as to be available when the first demonstration centre is opened.

Mr Pannerselvan should not make direct samples, he should rather, concentrate on designing new stylish and functional items. He should also improve the quality of hand-embossing and develop other articles in the style of the "elephant" design. As an artist, he should also later co-operate with the engineer to prepare designs of stylish accessories, buckles and the like.

Contact should be made with NID to find future creative designers. Similarly, the students at LGDDC should be observed to see whether, among them, one or more could be found with the flair for styles who could later be sent to NID for further training.

Mobile units and demonstration centres

The construction of the first mobile unit should be started and a programme for its visits to various towns and villages should be drawn up. The LGDDC economist should collect data on the shops in these places, well beforehand, so that proper arrangements can be made.

In consultation with the staff of the CLRI Regional Extension Centres, it should be decided which of them would be best suited for the setting up of the first demonstration centre. The economist should also collect data on the leather goods producing shops in each of these areas.

The Mechanical Shop

The Mechanical Shop should begin to construct a simple hand-operated (lever) clicking machine for use in the mobile units and the demonstration centres. Later, such machines could be sold to small-scale producers.

International Leather Goods and Leather Seminar

The initial preparations and programming for the International Leather Goods and Leather Seminar, with the accompanying exhibition, should be started soon. All authorities and institutions concerned with small-scale industries, exports and art and design should be invited so that connections for close co-operation in future can be established.

Production at LGDDC

A wider range of small leather goods should be included in the production of LGDDC. Also, a set of different belts should be developed. Some simple and functional items such as document cases should be added. However, the production of ladies' handbags should be limited.

Annex I

MACHINERY FOR THE PRESENT AND FUTURE REQUIREMENTS OF THE PROJECT

A. Machines now in the Leather Goods Production Department^{a/}

Clicking press

Hydraulic clicking press

Belt-cutting machine

Belt-folding machine

Belt-creasing machine

Heavy-duty hydraulic embossing machine

Air-Mite compressed air presses (12)

Combined rotary press

Skiving machine (2)

Band-knife splitting machine (2)

Universal rivet press (4)

Universal eyelets press

Flat-bed sewing machine (7)

Cylinder-bed sewing machine (6)

Frame-attaching machine (3)

Gluing machine (2)

Puritan low-post stitching machine

Brand-stamping machine

Folding machine

Screen-printing machine

B. Machines required for the first mobile unit

Clicking press (small)

Hand-operated (lever) clicking press (to be made by the Mechanical Shop)

^{a/} If funds are available, a zig-zag sewing machine and a post-bed sewing machine should also be acquired.

Skiving machine (an old one)

Band-knife splitting machine (an old one)

Universal press (made in LGDDC)

Folding machine (made in LGDDC)

Flat-bed sewing machine

Cylinder-bed sewing machine

A cutting board with bases for cutting all of the various tools

C. Machines required for one demonstration centre.

Hand-operated (lever) clicking press (to be made by the Mechanical Shop)

Skiving machine

Universal press (made in LGDDC)

Folding machine (made in LGDDC)

Cylinder-bed sewing machines (2)

A cutting board with bases for cutting all of the various tools

Annex II
FELLOWSHIPS

Of the five fellowships envisaged for the projects only one has been awarded. It is essential that the four following fellowships should also be granted:

- T.K. Parthasarati Executive, Leather Goods. Two months, visiting fully mechanized leather goods factories in Canada and the United States. This fellowship was already programmed in the project papers but no action was taken to implement it. The award of this fellowship would permit this person to complete his technical education in leather goods production.
- A.C. Basappa Designer and Sample Maker. Nine months in a large leather goods factory in Europe, working in the sample and pattern-making department. This fellowship would give him the final polish. If the right factory is found for him, this person would become the designer the LGDDC so badly needs.
- S. Natesan Assistant in the Production Department. Nine months in a large leather goods factory in Europe (preferably in the same one as Mr. Basappa), working in all of the production departments: cutting and clicking, skiving and splitting, folding, sewing, assembling and finishing. After a successful completion of his training he could be the Production Manager of LGDDC.
- S. Ramakrishnan Mechanical Engineer in charge of the Mechanical Shop. Nine months practice in machine maintenance in the factories that have supplied machines to LGDDC, namely:
- A. Grassi Figli, Vigevano, Italy
Kochs Adler AG, Bielefeld, Postfach 103/105,
Federal Republic of Germany
Muller and Kurth, Offenbach am Main,
Federal Republic of Germany
- In addition to his practice in maintenance, this person should look for possible improvements in the production of tools and small hand-or foot-operated machines, of the kind that have already been produced in the Mechanical Shop.

Annex III

PROPOSED DEVELOPMENT SCHEDULE TO THE END OF 1980

September-December

Training new foremen for the Production Department at LGDDC:

3 for designing and sample making

3 for production of all kind of leather goods.

Training of at least two men for each CLRI Regional Extension Centre: one for designing and sample making, one for the production of leather goods.

Mechanical shop: construction of a hand-operated (lever) clicking press.

Implementation of fellowships.

Order of additional tools.

Begin preparatory work for the International Leather Goods and Leather Seminar, with leather goods exhibition.

Programming the itinerary of the first mobile unit; selection of one of the Regional Extension Centres for setting up the first demonstration centre. The LGDDC economist should make the needed surveys.

January-June
1978

The first mobile unit to take the field

First demonstration centre in a CLRI Regional Extension Centre.

Preparations for the International Leather Goods and Leather Seminar.

Training of the first class of new foremen to be completed.

July-December
1978

Additional machines to be ordered if the first mobile unit and demonstration centre prove successful.

Training of a second class of new foremen to be begun.

The Mechanical Shop must supply machines (hand-operated clicking press, folding machines, union-press)

The three returned fellows should immediately begin teaching and training.

Training and teaching to be continued. New students should be sought through the demonstration centres and the mobile unit.

Leather Goods and Leather Seminar, with Exhibition is held.

January-June
1979

The second mobile unit takes the field and new demonstration centres come into operation.

The pooling of some of the best production shops for orders received from tourist souvenir shops is initiated. Centralized clicking begins.

July-December
1979

Strict quality control is introduced in the production units that supply the tourist shops.

New classes begin in LGDDC for students and new foreman.

The orders from tourist shops should be enlarged and more production shops pooled to handle them.

January-June
1980

A set of samples of small leather goods of first-class quality should be prepared suitable for the market of some developed countries. With these samples, Mr. Parthasarati should attend the leather goods fair in Offenbach am Main (Federal Republic of Germany) and discuss with buyers everything in connection with these samples. On the basis of his experience and the comments of buyers, LGDDC must take steps to produce a new range of samples for the next fair at Offenbach.

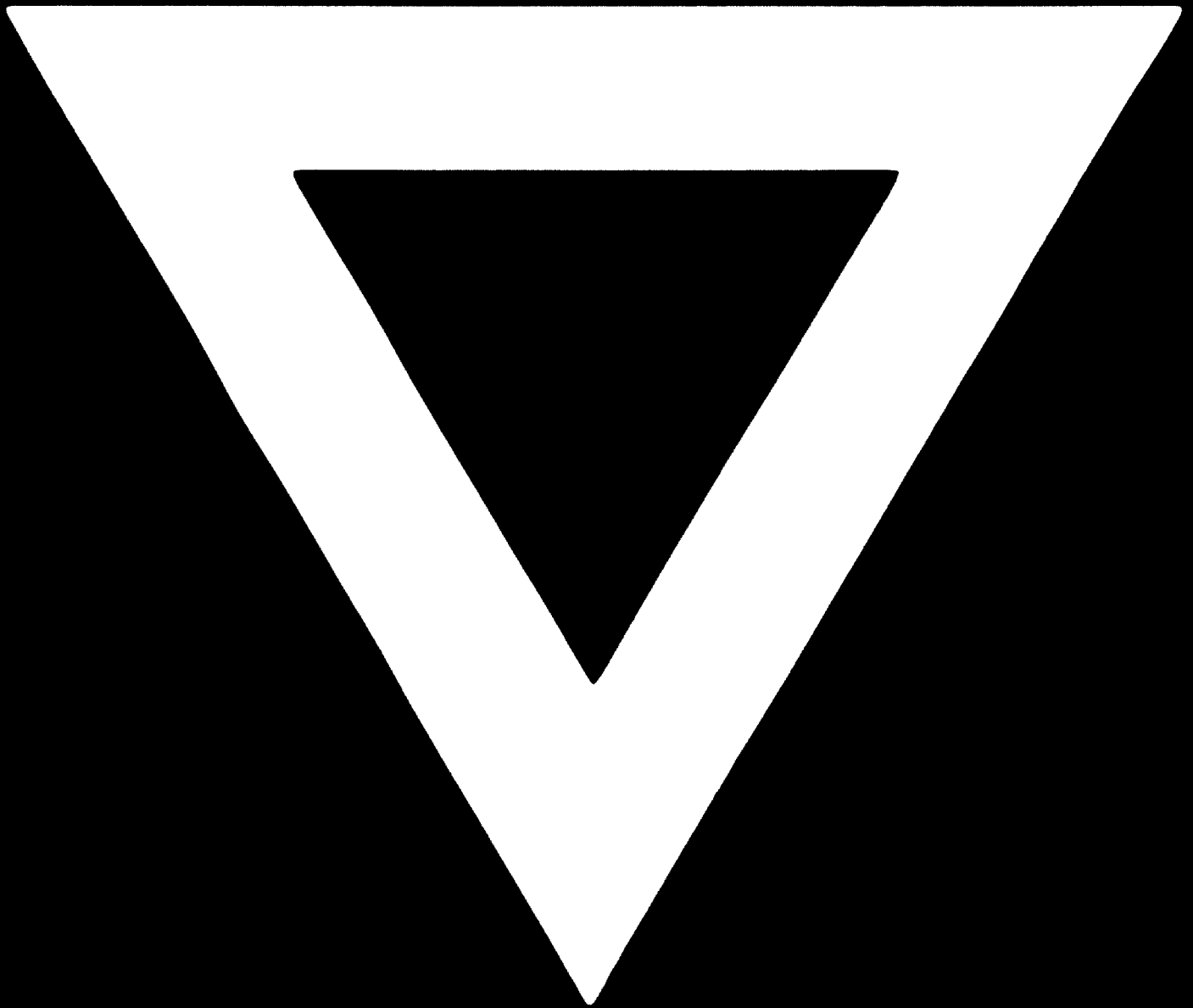
The courses in the LQDDC to be continued.

July-December
1980

It would be a great success if at this time the
first small orders for export could be delivered.



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