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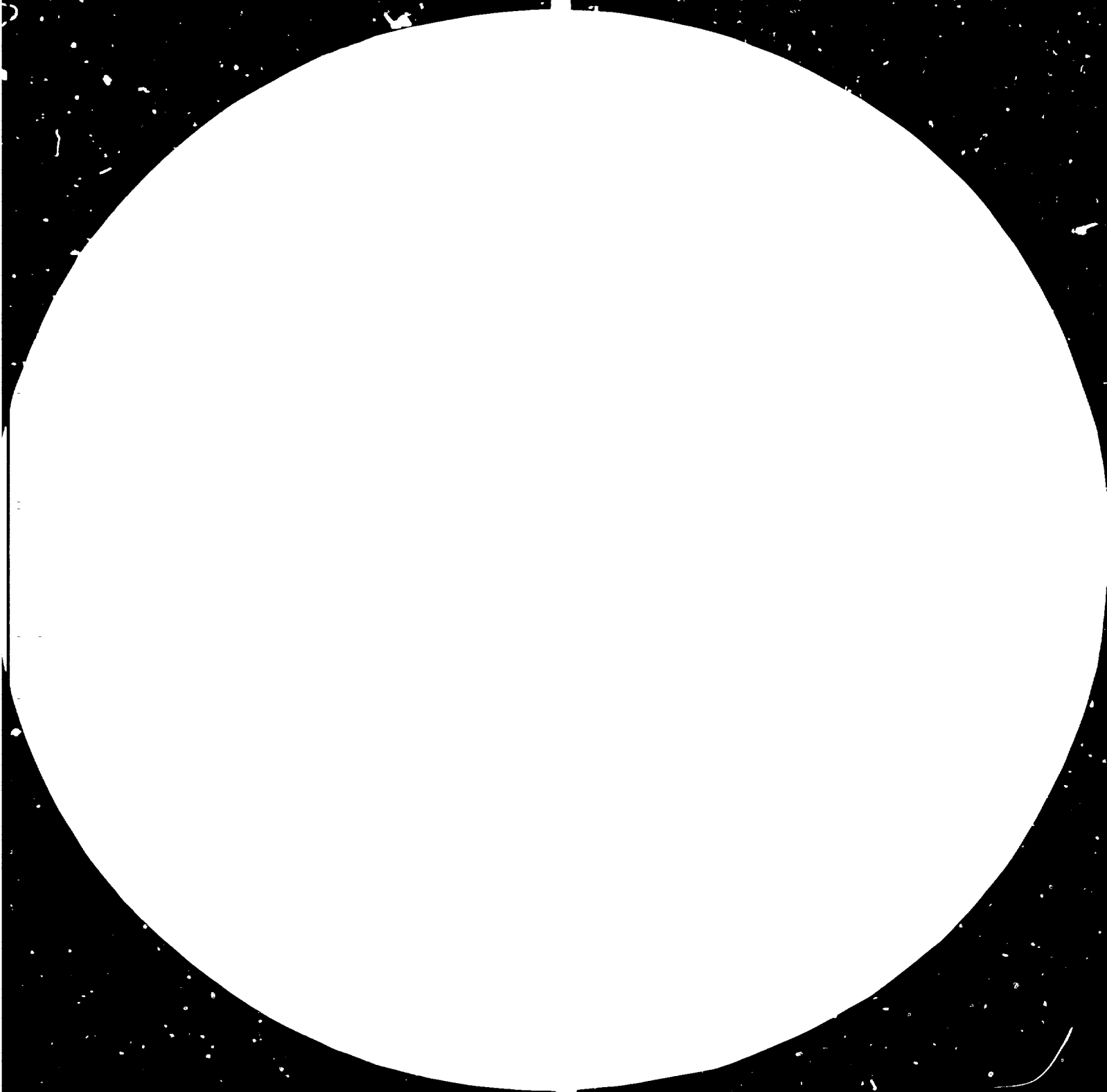
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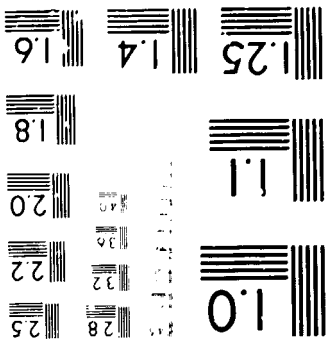
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JARROLD A. BENNETT, N. J. CHART  
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Leather Products Industry Panel  
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UNIDO Technical Assistance Activities  
in the Field of Leather and Leather Products as of  
end September 1981 \*

Prepared by the UNIDO secretariat

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## UNIDO technical assistance activities

### I. Introduction

1. The Second Consultation on the Leather and Leather Products Industry called for the setting up of production and design units in developing countries in this sector, and recommended that "Since these areas afford possibilities for fruitful co-operation between developed and developing countries, ... UNIDO should undertake systematic studies to identify such opportunities and act as a catalyst for setting up production and design units in developing countries."<sup>1/</sup>

2. Furthermore, the Consultation recommended that "UNIDO should identify:

- (a) Countries, organizations and firms that have facilities or capabilities to assist developing countries with practical training in fashion design, styling, marketing and management for middle and top management;
- (b) Conditions under which such training could be made available.

In addition, UNIDO and ILO should facilitate arrangements for such training."<sup>2/</sup>

3. These recommendations are in direct conformity with UNIDO's ongoing technical assistance programmes to the developing countries, in the leather and leather products sector. This country-by-country report on UNIDO technical assistance projects is intended to familiarize Panel members with the scope, magnitude and direction of the UNIDO technical assistance programme in this sector.

### II. Activities

4. The implementation of UNIDO technical assistance programmes in the leather and leather products field in 1980 amounted to US\$ 2.6 million and is expected to be of a slightly higher magnitude in 1981. A considerable increase has been noted in the assistance to the footwear

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<sup>1/</sup> See Report of the Second Consultation on the Leather and Leather Products Industry, Cologne, Federal Republic of Germany, 23-26 June 1980, pp. 11-12, paragraphs 8-11.

<sup>2/</sup> Ibid., p. 12, para. 13.

and leather products industry and much emphasis is being given to design and products development and to training activities. As a consequence there has been a parallel increase in the equipment and machinery requirements within the projects.

(a) Design and product development centres

5. In accordance with recommendation IV, three design and product development centres for the shoe industry are being created. One of them is located in Indonesia, one in the Philippines and another one in Tunisia. All three centres have been assisted through UNIDO large-scale projects and have the potential to be upgraded in a later phase in order to become centres of regional importance. In addition, a leather and leather products development centre is being started in Tanzania and design and product development aspects of the footwear sector are being included within the framework of this centre.

6. In Karachi, Pakistan, UNIDO assisted the Government in the establishment of a leather garment training centre. The project was, after its successful completion, handed over to the Government. The Government has, however, requested UNIDO to start a second phase of the project and the centre is now being expanded to include all leather products training aspects such as manufacture of leather goods, travel goods etc. This centre will include a service unit to aid the local industry in the form of design and manufacture of tools such as dies, cutting patterns and markers for the leather products industry as well as common facility services for certain machinery which are beyond the capital resources of small-scale manufacturers.

(b) Production units

7. Most of the UNIDO technical assistance projects are involved in reinforcing and improving existing production units or assisting the Governments in the establishment of new ventures. A typical example of a UNIDO project of assistance to establish new production units in the footwear sector is the shoe factory in St. Kitts. This Caribbean island has no indigenous source of leather and no history in producing shoes in

bulk. Feasibility studies were carried out with UNIDO's co-operation which identified a demand of shoes with a further potential for exports within the region and possibly beyond it. No design skills were located in the island and no trained fashion designer was available. It was therefore decided to concentrate on producing a simple, robust and well-designed leather shoe of a type commonly worn in the area by men, and not infrequently by women, both for work and leisure. Later, the decision was taken to negotiate a production contract with a well-known foreign shoe distributor to produce a well-designed and attractive track-shoe for the US market, using leather, fabric and plastic composites, the advantages being that such a product is easily constructed, light, popular with young people internationally and capable of providing a basis for adaptation to changing fashions in inexpensive leisure footwear. The St. Kitts project, now in full operation, is thus broadly based on one enduring type of shoe which will remain standard for years to come, supplemented by a light, recreational product which avoids the vagaries of high-fashion manufacture while allowing the producers to remain abreast of youthful trends by minor variations of colour and style. UNIDO, which has provided help during the whole span of the St. Kitts project from the initial assessment to final production of shoes, has now handed the project to the local Government.

(c) Training

8. The training activities in the UNIDO technical assistance projects in the leather and leather products sector have been considerably increased. Practically all existing projects include a training component and the training is normally carried out on four different levels:

1. On the job training of counterparts by the international experts.
2. Training of skilled workers, supervisors, designers etc. through training seminars, workshops and special courses organized in the recipient country during the lifetime of the project.
3. Individual fellowship training abroad for designers, technologists, middle and top management. The individual fellowship students participate either in a practical in-plant training of a suitable production unit or participate as students in one of the special colleges or technical schools of the industry sector.
4. By organizing study tours.

9. In addition to the training organized directly through the technical assistance projects, UNIDO has received a special purpose contribution to UNIDF from Italy, totalling US\$ 1.3 million. These funds are earmarked for a project entitled "In-Plant Group Training Programme on Design and Pattern making Technologies for Shoe and Leather Goods Industries (1981-1984)". The UNIDO Training Branch in co-operation with the Italian "Politecnico Internazionale per lo Sviluppo Industriale ed Economico (P.I.S.I.E.)" will organize regional courses in the product development aspects of the leather products sector and train instructors who can then multiply the effect of the training in their regions.

III. Ongoing UNIDO technical assistance projects in the field of leather and leather products industry as of the end of September 1981

AFRICA

10. Angola

DP/ANG/80/012 "Assistance to the Leather Industry"

Starting Date: October 1981

Duration: One month

- Objectives:
1. To assess the situation of the leather and leather products industry of the country and to identify the needs for technical assistance of this industrial sector.
  2. To make recommendations for necessary action which should be taken to ensure a sound development of the entire leather industry sector.

Total UNDP/  
UNIDO inputs: US\$ 7,500 - One leather consultant.

The expected output of this project is a draft project document for large-scale technical assistance including recommendations concerning training, quality control and product development aspects for the entire leather and leather products industry sector.



11. Burundi

SI/BDI/81/801 "Economic diagnosis and reorganization of the tannery of Burundi, Burtan"

Starting Date: September 1981

Duration: 4 months

- Objectives:
1. Assessment of the actual situation through the elaboration of a complete economic, technical and management diagnosis of Burtan.
  2. Assessment of the economic viability of the enterprise through an up-to-date pre-investment study comprising all the phases of the tannery development plan.
  3. Definition of the orientation of the future development policy of the company.
  4. Assessment of the needs to reorganize the company, and if affirmative, advice on the possible association with a foreign partner.

Total UNIDO

inputs: US\$ 33,900 .. One tannery consultant.

12. Ethiopia

DP/ETH/78/001 "Leather and Leather Products Development"

Starting Date: September 1979

Duration: 3 years with possible extension

Objectives: The project is designed to enhance the capabilities of the National Leather and Shoe Corporation (NLSC) to discharge the responsibilities entrusted to it in developing and strengthening of the leather and leather products sector, in particular:

1. To increase the supply of quality raw hides and skins through the establishment of a systematized collection network, the introduction of better flaying and preservation techniques, and the development of financial and marketing policies aimed at processing increasingly raw material locally.

2. To increase capacity utilization and especially to improve the quality of tannery and shoe factory products through:
  - a) the adaptation of processing techniques suited to local conditions;
  - b) the introduction and maintenance of quality levels of semi-processed and finished leather and leather products;
  - c) the establishment of machinery maintenance, with replacement schedules, including the establishment of a centralized maintenance services centre.
3. To strengthen the NLSC's manpower development schemes.
4. To develop marketing strategies and distribution networks both domestically and abroad for raw hides and skins, semi-processed and finished leather as well as leather goods.
5. To assess the potential of the entire leather sector and as required assist in the development of new processing capacities especially in leather garment production, leather-board, glue and shoe manufacturing.

Total UNDP/  
UNIDO inputs:

	US\$ 1,772,519	of which
International expertise: (8 experts + consultants)	US\$ 1,296,419	
Training:	US\$ 338,600	
Equipment:	US\$ 122,500	
Miscellaneous cost:	US\$ 15,000	

This ongoing large-scale project has made important contributions in the field of training. In addition to "on the job" training conducted by the international experts and the participation of the experts as lecturers during courses held in the National Productivity Centre, the fellowship programme has been very substantial. Eighteen students have participated in or are presently engaged in studies in the different sub-sectors such as tannery technology, shoe technology, design, maintenance etc. A study tour to various developed and developing countries on tannery effluent problems is being prepared. The project has undertaken the successful reorganization of one of the major shoe factories and will continue its work in the same manner in other production units of the country.

Through co-operation between FAO and UNIDO the NLSC as well as the Ministry of Agriculture have been assisted in the hide improvement sector and the UNIDO project is fully supporting the FAO large-scale pipeline project which will be part of the International Hides and Skins Development Scheme as recommended by the Second Consultation.

13. Kenya

US/KEN/78/204 "Establishment of a Leather Quality Control Laboratory"

Starting Date: May 1981

Duration: 18 months

Objectives: The immediate objective is to establish in Kenya a national institution, with leather laboratory and pilot demonstration unit, capable of:

- Assisting the leather and leather products manufacturers to obtain in their production quality standards that are acceptable in the international market;
- Assisting the Ministry of Industry in implementing its long-term development strategy for the leather sector, ensuring that the degree of processing is progressively advanced;
- Carrying out tests with regard to the quality of leather and leather products, and to the characteristics of the products used in their production;
- Conducting a systematic programme of applied research in the leather sector.

Total UNIDO/  
UNIDF inputs:

	US\$ 263,550 of which
Expert services:	US\$ 152,950
Equipment:	US\$ 100,000
Training:	US\$ 10,600

The project is funded through a special purpose contribution from the Federal Republic of Germany to UNIDF and it is expected to result in the establishment of a well-functioning quality control laboratory for the Kenya leather and leather products sector.

14. Lesotho

SM/LES/80/003 "Assistance to Maluti Skin Products (Pty) (Ltd.)"

Starting Date: May 1981

Duration: 24 m/m

Objectives: The immediate objectives of the project are:

1. Expanded production capacities of the factory.
2. The immediate creation of 30 additional jobs in the factory.
3. To achieve considerably improved quality and quality consistency of the products manufactured.
4. Readjusted and reorganized management structure of the company at its different levels, ensuring improved management of the company.

Total UNDP/  
UNIDO inputs:

	US\$ 111,300 of which
International experts and volunteers:	US\$ 88,500
Training:	US\$ 16,800
Miscellaneous cost:	US\$ 6,000

UF/LES/81/049 "Equipment and Machinery for Maluti Skin Products (Pty) (Ltd.)"

This project is designed for a UNIDF special purpose contribution and is now being negotiated with suitable donor countries. The objective of the project is to increase and improve the production of the Maluti Skin Products (Pty) (Ltd.) in Maseru. The project inputs include machinery and equipment for the value of about US\$ 120,466. The financial negotiations are not expected to be completed before 1982 and UNIDO is trying to identify special purpose donor countries for financing this project.

15. Mozambique

SI/MOZ/80/801 "Footwear Industry Consultant"

Starting Date: October 1980

Duration: 3 months

- Objectives:
1. To assess the actual situation and future prospects of the leather and footwear industry.
  2. To recommend measures to obtain higher productivity levels and strengthen the competitive capacity of the country's shoe manufacture.

Total UNIDO  
inputs: US\$ 19,200 - One footwear industry consultant.

The outputs of this project were two draft project documents for further assistance to the footwear industry. The first project document was provided for a six months preparatory assistance through a shoe machinery maintenance engineer and the second one an eighteen months shoe industry development programme including the creation of a pilot centre for training of shoe industry personnel on different levels and to improve design and pattern cutting technology in order to meet the market needs and technical requirements. These documents are now with the Government of Mozambique and awaiting approval and possible inclusion in the country programme financing.

16. Somalia

SI/SOM/79/801 "Leather and Leather Products Development"

Starting Date: September 1979

Objectives: To provide assistance to the tanning and shoe industry of Somalia.

Total UNIDO inputs:		US\$ 62,810 of which
	International expertise: (including one tannery consultant and one shoe industry consultant)	US\$ 43,310
	Training:	US\$ 19,500

A significant output of the project, in addition to the direct involvement in assisting the industry, is a draft project document prepared on the basis of the findings and recommendations of the experts. This "Leather Industry Development" project has the development objective to optimally use the locally available raw materials, hides and skins and to develop production capabilities for finished leather and leather products and thereby to increase the export earnings of the country. The project document envisages the establishment of a pilot plant and a quality control laboratory and is expected to pool resources, technical know-how and efforts to develop and promote new designs, products, to improve quality and to establish new schemes and projects in the leather sector.

The project was approved by the Government and has been submitted to the appropriate UNIDO section for inclusion in UNIDF-financed projects and for negotiations with possible donor countries.

Funds required: US\$ 1,726,800.

17. Tanzania

DP/URT/78/010 "Leather and Leather Products Industry Development"  
SM/URT/77/010

Starting Date: November 1979

Duration: 42 months

Objectives: The immediate objectives of the project are:

1. Better integrated and more efficient tanneries and leather products factories as to all relevant activities, such as:
  - purchasing
  - production
  - maintenance
  - supervision and control
  - costing
  - domestic and export marketing and administration.
2. Increased capacity utilization and productivity. In 1978 the three tanneries of the Tanzania Leather Associated Industries Corporation produced about 3 million square feet of finished and 7 million square feet of semi-tanned (wet blue) leathers of all kinds from hides to skins. During 1981 the same tanneries will produce 10 million square feet of finished and 10 million square feet of semi-tanned leathers. The shoe factories of the corporation will in the same period increase their production of leather shoes from one million to about 2.5 million pairs.
3. Improved leather products, primarily in respect to quality as such, but also to the quality consistency.
4. Balanced product mixes, utilizing in the most favourable way the available raw materials and potentially usable waste materials from the leather and allied industries, but always taking into account actual market demands.
5. A well-functioning leather centre co-operating closely with the production units.

Total UNDP/ UNIDO inputs:	DP/URT/78/010	US\$ 1,186,543	
	SM/URT/78/010	US\$ 211,149	
		US\$ 1,397,692	of which
	International experts (7 experts + consultants):	US\$ 1,001,292	
	Training:	US\$ 339,393	
	Equipment:	US\$ 40,734	
	Miscellaneous cost:	US\$ 16,273	

In addition to the direct extension services, this large-scale ongoing project has a substantive training programme and is being instrumental in sending trainees to courses funded by bilateral sources. At present eight Tanzanians are being trained at the Dutch Leather Institute TNO in tanning and finishing of hides and skins of Tanzanian origin. The training activities financed under the project can be summarized as follows:

<u>Field of training</u>	<u>No. of trainees</u>
1. Leather processing and technology (inspectors level, tanneries)	25
2. Shoe production and designing (inspectors level, Tanzania Sho. Company)	25
3. Leather marketing and selectors (middle management and inspectors level, tanneries)	15
4. Maintenance category staff from tanneries (tanneries)	10

The following people will be trained through the fellowship programme of the project or through bilateral funds:

<u>Type of Course</u>	<u>Duration</u>	<u>No. of Trainees</u>		
		<u>By project</u>	<u>Other</u>	<u>Total</u>
Leather Technology	2 years	3	4	7
Shoe Technology	2 years	2	-	2
Shoe Design	2 years	-	1	1
Shoe Mould Making Technique	6 months	1	-	1
Tannery Machine Maintenance	2 months	3	-	3
Leather Technology Inspector	3 months	-	8	8
Marketing of Leather and Leather Products	3 months	-	2	2
GRAND TOTAL		9	15	24

US/URT/79/240 "Assistance to the Leather and Leather Products Industry Pilot Plant"

Starting Date: October 1981

Duration: One year

Objectives: To assist the Government of Tanzania in obtaining the equipment for the establishment of a pilot plant, training and demonstration centre for the leather and leather products industry in order to provide extension services in quality control, products engineering, production methods and systems and technical training of supervisory staff and operators.

Total UNIDO/  
UNIDF inputs: Machinery and equipment: US\$ 468,000

The project was approved for financing through a special purpose contribution from Italy to UNIDF. UNIDO is now in the process of finalizing the detailed machinery and equipment requirements, and starting negotiations for purchasing the equipment. A UNIDO staff member is visiting Tanzania and Italy for this purpose during October 1981.

18. Sudan

US/SUD/78/267 "Laboratory Equipment for Sudanese Tanneries"

Objectives: To improve the quality of leather and leather products produced in the Sudan for domestic as well as for export markets through procurement of laboratory equipment required by the three large mechanized tanneries in the Sudan and assisting in putting the equipment into operation.

Total UNIDO/  
UNIDF inputs: US\$ 71,741 of which

International expert services	US\$ 17,850
Equipment:	US\$ 53,891

This project is financed by a special purpose contribution of the Government of the Federal Republic of Germany to the UNIDF. The project is a direct follow-up of project SI/SUD/77/803, a nine-month expert assistance to the Sudanese tanneries conducted in 1978/79. The commissioning of the laboratory equipment has been delayed due to a reorganization in the Sudanese Ministry of Industry and will be conducted as soon as UNIDO receives the Government's clearance to field the expert foreseen for this purpose.



19. Tunisia

DP/TUN/77/001 "Assistance to the National Leather and Shoe Centre"

Starting Date: January 1978

Objectives: The immediate objective of the project is to reinforce the capabilities of the Centre National du Cuir et de la Chaussure (CNCC) and to assist the Centre in its endeavours to promote and to develop the leather and shoe industry sector of the country, especially:

1. To put into operation quality control laboratories which correspond to the increasing requirements of this industry sector which is expanding continuously.
2. The creation and putting into operation of a quality service which would enable the Tunisian leather and leather products industry to reach the standard required on export markets.
3. The creation and putting into operation of a technical assistance service for all levels and industry branches which would assure a high degree of reliability in industrial and small-scale production units.
4. To provide assistance in preparing a training programme for the future leather and shoe institute being created in Tunisia.
5. To provide training in shoe designing and pattern cutting for six Tunisian specialists.
6. Supply and installation of the equipment necessary for the planned laboratory in the CNCC to improve the products of the allied industries which supply the shoe and leather products branches.

Total UNIDO/  
UNDP inputs:

	US\$ 700,929 of which
International expert services	US\$ 483,366
Training:	US\$ 188,868
Equipment, etc.:	US\$ 28,695

This project had a significant impact on the leather and footwear development of Tunisia. Numerous courses in product development of tanning, leather finishing, shoe technology and designing have been conducted by the international experts assigned to the project. Fellowship training abroad has been given to 36 fellows who studies subjects such as shoe designing, shoe technology, tannery technology and management etc. in the best-known training institutions in Europe.

TF/TUN/75/002 "Assistance to the Centre National du Cuir et de la Chaussure"

The CNCC has been given bilateral assistance from the Government of Belgium which, through a trust fund project with UNIDO, has provided expert services to this institute, altogether 50 man/months. Furthermore, the Belgian Government has funded a feasibility study for a new tannery through a UNIDO project and bilaterally supported the CNCC in their efforts to move the Centre to the new premises.

Total Belgium/  
UNIDO inputs: US\$ 271,511  
Starting Date: January 1976  
Duration: Ongoing project, estimated to be completed in 1982.

ASIA

20. People's Republic of China

DP/CPR/80/007 "Assistance to the Establishment of the Central Leather Laboratory in Shanghai"

Starting Date: May 1981

Duration: 1 1/2 years

Objectives: The immediate objectives of the project are:

1. Establishment of a complete chemical analysis and physical testing laboratory.
2. Training of the qualified testing personnel in the field of raw materials, technology and finished products control.

Total UNDP/  
UNIDO inputs: US\$ 250,000 of which

International experts:	US\$ 35,000
Training:	US\$ 70,000
Equipment and machinery:	US\$ 142,000
Miscellaneous cost:	US\$ 3,000

21. India

DP/IND/71/613 "Leather Goods Development cum Demonstration Centre"

Starting Date: September 1973

Duration: 36 months

- Objectives: The immediate objectives of the project are as follows:
1. To develop and demonstrate production methods for the manufacture of high-quality leather goods, and components thereof, by the small-scale and cottage industrial sectors, including the selection and use of quality materials and simple machinery.
  2. To develop and investigate the market potential (especially the export market potential) for characteristic designs for leather goods which combine Indian artistic traditions suitably with modern fashionable and functional requirements.
  3. To provide for small-scale and cottage manufacturers of leather goods and their components common facilities and extension service as relating to:
    - the functional adaptation of designs;
    - the testing of products;
    - the establishment of quality standards and the improvement and maintenance of quality;
    - the operation and maintenance of simple leather processing machinery;
    - the managerial, financial, productivity and marketing aspects of small-scale leather goods production.
  4. To plan and execute training programmes relevant to improving and increasing the small-scale production of leather goods.
  5. To establish a basis for promoting the production of saleable leather goods and components by small-scale and cottage entrepreneurs, with special reference to sale for export.
  6. In conjunction with the Ministry of Industrial Development and the Development Commissioner, Small-Scale Industries, to secure the ready availability to leather goods manufacturers of high quality machinery and equipment auxiliaries and fittings required for the production of leather goods.

Total UNDP/ UNIDO inputs:	US\$ 380,240	of which
International experts:	US\$ 248,202	
Training:	US\$ 51,756	
Equipment:	US\$ 70,706	
Miscellaneous cost:	US\$ 9,576	

The project was handed over to the Government in 1977. It has, however, remained operational due to further fellowship training and supply of spare parts. The project will be operationally completed by the end of 1981.

## 22. Pakistan

DP/PAK/79/022 "Leather Products Development Centre"

Starting Date: June 1981

Duration: Two years.

Objectives: The immediate objectives of the project are:

1. To expand garment training centre facilities established under project DP/PAK/73/027 to widen the centre's scope and activities to include training and demonstration in leather goods and other leather products manufacturing. The centre is to be re-named Leather Products Development Centre.
2. To create a fully qualified group of instructors to take over the technical management and activities of the centre.
3. To establish a well-equipped unit for extension and common facility services for the leather garment and leather products manufacture.
4. To design syllabi for courses, arrange seminars and workshops in accordance with the needs of the leather products industry sector.
5. To assist and follow up the activities and performance of participants of the various courses conducted.
6. To render direct, on-the-spot technical advice in trouble shooting, processing technology and quality improvement for the leather garment and leather products manufacturers, in order to improve their export potential.
7. To assist the shop floor to improve the technical practices and performance.

Total UNDP/ UNIDO inputs:	US\$ 417,950 of which
International expertise:	US\$ 289,750
Training:	US\$ 19,800
Equipment:	US\$ 104,400
Miscellaneous cost:	US\$ 4,000

It should be of interest to note that the centre was originally started in 1979/80 and has functioned very well as a leather garment centre. Presently, the centre is training its third batch of students in the following courses:

- 1) Process of Leather Garment Production, 20 students, started on 15 March 1981, scheduled end 15 September 1981, three days per week.
- 2) Design of Industrial Patterns for Leather Garments, 20 students, started on 15 March 1981, scheduled end on 15 September 1981, three days per week.
- 3) Leather Goods, 20 students, started on 15 March 1981, scheduled end on 15 September 1981, two days per week.

The rate of attendance was reported to range about 75 per cent. Most of the students are young school leavers.

The records of the centre show the following picture of its previous training activities:

First course

- 1) Process of Production, December 1979 to May 1980;  
18 students out of 20 passed.
- 2) Design and Pattern Cutting, November 1979 to April 1980;  
12 students out of 20 passed.

Second course

- 1) Process of Production, June 1980 to December 1980;  
15 students out of 16 passed.
- 2) Design and Pattern Cutting, May 1980 to November 1980;  
10 students out of 13 passed.

It was noted that the machinery supplied for training and leather garment designing and manufacture was well utilized and most suitable for its purpose.

23. Indonesia

DP/INS/78/001 "Improvement of Extension Services at the Leather Research Institute"

Starting Date: September 1979

Duration: 40 months

Objectives: The immediate objective of the project is to strengthen the extension service to the small and medium-scale leather and allied industry in order to make it growth-oriented and to improve its capacity for problem solving. This will be done through:

- (i) Assessing the technical needs for improving the quality of finished products with a view to expanding their marketability both nationally and internationally.
- (ii) Developing a long-term and short-term technical plan to achieve required quality standards.
- (iii) Reorganizing and strengthening the Technological Development Departments of the Institute in order to augment their capacity for operational consultancies to the enterprises and for suggesting complementary and supportive activities, in relation to the backward and forward linkages with the industry.
- (iv) Institute systematic product/process improvement and diversification programmes.

Total UNDP/  
UNIDO inputs:

	US\$ 651,313 of which
International expertise:	US\$ 509,329
Training:	US\$ 7,259
Equipment:	US\$ 128,962
Miscellaneous cost:	US\$ 5,763

The project has made a valuable contribution in the areas of starting up a fashion and development centre including improved shoelast prototype manufacture, as well as establishment of a centre for training of sewing machine operators for the leather products industry. A traineeship for sewing machine mechanics has also been initiated under this project.

24. Philippines.

US/PHI/79/09 "Footwear and Leather Goods Training and Demonstration Centre"

Starting Date: October 1980

Duration:

Objectives: The immediate objectives are:

(a) In the footwear field:

(i) To install and set up a pilot footwear plant to train and demonstrate to management, supervisors and workers (particularly young workers) the modern techniques in footwear manufacture.

(ii) To formulate a syllabus for courses in all facets of footwear manufacture, such as:

- designing and pattern cutting
- cutting and bottom stock preparation
- stitching and closing upper sections
- lasting and making footwear
- finishing of leather footwear
- repair and maintenance of machines.

(iii) To carry out extension services to advise existing plants and give practical on-the-spot advice, and assist in planning expansions when requested.

(iv) To provide technical management and organization planning, with advice in technology, materials, production, quality control, marketing, costing and labour incentives.

(v) To assist the leather tanning pilot and training centre in carrying out training courses in leather manufacturing.

(vi) To train counterparts in the different fields to enable them to carry on the work when the project finishes.

(b) In the leather goods field:

(i) To set up a pilot and demonstration centre for the common use, and to the common benefit, of the country's leather goods manufacturers. The centre will demonstrate and disseminate production methods and techniques leading to high quality products, including the selection of quality components, proper tools and the appropriate simple equipment.

(ii) To conceive and implement training courses on all subjects relevant to the development of modern leather goods production, such as: design and pattern making, component characteristics and selection, factory layout and equipment, operation and maintenance and production operations such as cutting, skiving, sewing, assembling, finishing etc., sample making, production planning, marketing trends, production management.

(iii) To provide in-plant consulting services to the existing manufacturers for the improvement or extension of their operations.

(iv) To act as a centre of information on the international production methods considering market trends, for dissemination to all medium and small-scale manufacturers.

(v) To promote subcontracting between the medium and small-scale units.

(vi) To give nationals proper training in all relevant skills, in order to ensure the availability, upon the completion of the project, of a suitable nucleus of trained labour, production, supervision and management staff. Whereas most of the training will take place at the centre or in the factories, it is envisaged that some overseas training will be required in order fully to achieve the project's training objective.

Total UNIDO/  
UNIDF inputs:

	US\$ 1,179,300	of which
International experts: (7 experts + consultants)	US\$ 587,300	
Training:	US\$ 94,000	
Equipment + machinery:	US\$ 450,500	
Miscellaneous cost:	US\$ 47,500	

This UNIDF-funded project has been financed through a special purpose contribution from the FRG. The project's training activities up to now have been carried out by extension services of the various project experts. The building of the centre has been completed and the main part of the machinery and equipment has arrived. The centre will start its activities in early 1982. The centre is expected to play an important regional role in training of supervisors, technicians and designers for the footwear



and leather products industry. The second phase of the project is in a planning stage and is directed towards regional training. Financing for this phase has, however, not yet been secured.

25. Sri Lanka

DP/SRI/81/007 "Preparatory Assistance to the Ceylon Leather Products Corporation"

Starting Date: September 1981

Duration: 6 months

Objectives: The purpose of the project is to render preparatory assistance in formulating a large-scale project as well as provide direct assistance in organizing production planning, quality control and costing control systems.

Total UNDP/  
UNIDO inputs: US\$ 36,600 - One shoe industry consultant.

LATIN AMERICA

26. Brazil

US/BRA/80/166 "Assistance in the Establishment and Operation of a Pilot Demonstration Plant for Tannery Effluent Treatment, at Estancia Velha, R.S."

Starting Date: October 1981

Duration: 18 months

Objectives: The immediate objective is to establish a pilot demonstration plant for tannery effluent treatment in Brazil which is capable of:

- assisting the Brazilian tanning and allied industries to obtain reduction in the levels of pollutants of their effluent; to achieve the "norms" promulgated by the competent local authorities;
- assisting both the local authorities and the tanning industry in the preparation and evaluation of the technically feasible projects necessary to achieve such lessened pollution at minimal economic cost;

- evaluating, under local conditions, the cost effectiveness of a variety of effluent treatment techniques;
- conducting a systematic programme of training to develop a cadre of qualified personnel in this field;
- carrying out a programme of applied research in the treatment of tannery wastes and the economic recovery of materials from such wastes;
- initiating a programme of demonstration, extension services and dissemination to ensure that all sectors of the leather industry in Brazil (and the entire Latin American region) are able to obtain up-dated technical and economic information relating to the introduction of better environmental processes (recycling and other means) and the treatment of tannery wastes (aqueous and solid);
- liaising between local authorities and tanners to ensure that the Government's ultimate objectives are understood by the industry.

Total UNIDO/  
UNIDF inputs:

	US\$ 414,500	of which
International expert services:	US\$ 277,500	
Equipment:	US\$ 137,000	

This UNIDF project which is funded by a special purpose contribution from the Government of Italy is designed to assist the Brazilian tanning industry to select the most applicable effluent treatment systems, both from the technical and economical point of view, and to ensure that the industry is not impeded in its development strategy.

27. Colombia

DP/COL/79/010 "Leather Centre"

A large-scale follow-up project to provide assistance to the integrated leather and leather products industry in Colombia is under active consideration. This project, which is proposed to have a duration of three years, is expected to be initiated in 1982. It is expected to be financed from UNDP funds and the PROEXPO and the private sector have agreed on participating and financing 30 per cent of the total cost of the project.

The above is a follow-up of a previous assistance project to the leather and leather goods manufacturing industry financed from SIS funds which was implemented during 1978 and 1979, mainly aiming at the small industrial units in the provinces. This project involved the services of one leather goods manufacturing expert, one leather goods designer and one tanning expert, each for a period of six months, as well as a short-term consultant on leather centres. Three national counterparts were trained in Europe under fellowships and some specialized tools for leather goods manufacture were provided. A study tour of four Columbian specialists, two from the Government and two from the private sector, to LATU at Montevideo, Uruguay, was carried out in May 1980.

28. St. Kitts

DP/STK/76/001 "Footwear Manufacture"

Starting Date: November 1978

Duration: Three years

Objectives: The purpose of the project is to assist the Government in establishing a well-functioning shoe production unit with capabilities of producing shoes for the Caribbean home market (CARICOM) as well as for the export markets.

Total UNDP/ UNIDO inputs:	US\$ 552,891 of which
International experts:	US\$ 339,715
Training:	US\$ 82,436
Equipment:	US\$ 122,500
Miscellaneous cost:	US\$ 8,240

29. Dominican Republic

SI/DOM/81/801 "Leather Industry Development"

Starting Date: Early 1982

Duration: One month

Objectives: The immediate objectives of this project are:

1. The evaluation of the industrial leather producing units in the country with the aim of assessing the suitability of the production processes in use, including:

- raw materials and other inputs
- machinery and equipment available
- technical personnel
- quality of the finished products

- environmental impact of the leather industry and possibilities of recycling processes and better utilization of by-products
  - possibilities to improve the installations, the efficiency and the product quality.
2. Determination of the capacity of INDOTEC's laboratories to provide the necessary technical services for the control of the quality of raw materials and of chemicals used as well as of finished products.

UNIDO inputs: US\$ 6,600

EUROPE AND MIDDLE EAST

30. Portugal

SI/POR/79/801 "Assistance to the Tanning and Shoe Industry"

Starting Date: February 1979

Duration: 7 months

- Objectives:
1. To assess the actual situation and future prospects of the leather and footwear industry.
  2. To recommend measures to be taken to reach higher productivity levels and to reinforce the competition capacity of the companies concerned.

UNIDO inputs: US\$ 40,684 - 7 months of expert services.

The project resulted, in addition to its normal outputs, in the formulation of a draft project document for the establishment of a shoe technical centre. The required international inputs are budgeted at US\$ 691,500. Financial sources to start the implementation have so far not been identified. As a separate input, UNIDO has been requested to field a footwear industry consultant in order to establish factory planning and production control as well as quality control systems for the Portuguese shoe industry. Funds to field the experts are requested from the Portuguese country programme.

31. People's Democratic Republic of Yemen

UF/PDY/78/152 "Equipment for the Training Centre for the Manufacture of  
Leather Products"

The project is operationally completed and has fulfilled its objectives, i.e. to render the training centre in Aden fully operational.

UD/PDY/79/140 "Machinery and Equipment for the National Tanning Factory  
Sheikh Othman, Aden"

The objective of this project is to enable the tannery, which is the only mechanized tannery in F.D.R. Yemen, to produce the qualities and quantities of different types of leather required by the local leather footwear and leather goods manufacturing units, thereby reducing considerably the existing imports of leather and leather products to the country.

Total UNIDO/ UNIDF inputs:	US\$ 350,015	of which
Training:	US\$ 83,250	
Equipment:	US\$ 266,065	
Miscellaneous cost:	US\$ 700	

The project has been financed by a Yugoslav dinar contribution to the UNIDF. The machinery has been supplied and UNIDF is awaiting Government clearance to send a tannery machinery expert to supervise the installation of the equipment and train operators.

APPENDIX I

Financing of the UNIDO projects in the leather and leather products industry

The total value of the active UNIDO leather and leather products industry projects is at present totalling at US\$ 9,346,116. These projects are financed from the following sources:

	<u>US\$</u>	<u>Per cent</u>
UNDP Country Programme	6,217,934	66.5
Special Industrial Services (SIS)	157,944	1.7
United Nations Industrial Development Fund (UNIDF) (mainly special purpose contributions by donor countries)	2,970,238	31.8
	<hr/> 9,346,116	<hr/> 100.0



