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REGIONAL AFRICA  
HIDES AND SKINS, LEATHER AND LEATHER PRODUCTS  
IMPROVEMENT SCHEME

US/URT/88/100

Terminal report\*

Prepared for the Government of the Republic of Tanzania  
by the United Nations Industrial Development Organization

Based on the work of  
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\* This document has not been edited.

**EXPLANATORY NOTES**

- FAO** - **Food and Agriculture Organization**
- IDF** - **Industrial Development Fund**
- NALRP** - **National Agriculture Livestock Rehabilitation Programme**
- TLAI** - **Tanzania Leather Associated Industries**
- UNIDO** - **United Nations Industrial Development Organization**
- TSH** - **Tanzanian Shillings**

## ABSTRACT

The National Hides, Skins, Leather and Leather Products Improvement Scheme, US/URT/88/100 was supported by the Government of Italy through a special purpose contribution to the IDF. The project started operations in July 1989 and is scheduled to be operationally completed at the end of December 1993.

The main objective of the project was to contribute to the improvement of the country's economy, create new employment opportunities, improve export performance, increase the incomes of primary producers, and provide the international leather and leather products market with additional semi-processed materials and finished products.

In general the project achieved its objectives within the prevailing economic and infrastructural conditions in the country. The progress achieved by the current project should be a firm basis for continued activities in the improvement of hides and skins and the leather industry in Tanzania. The following is a summary of major recommendations and conclusions:

1. National policies (existing and recommended amendments) need to be implemented seriously in order to achieve meaningful hides and skins improvement programmes.
2. Extension activities consolidated by the project in the target region of Shinyanga should be maintained.
3. There is a glaring need for creating a database at the Ministry of Agriculture to provide accurate statistics necessary for evaluation and monitoring of hides and skins collection.
4. Privatization of the old industries in the leather subsector should be completed faster in order to maximize the contribution of the leather industry to the national economic recovery.
5. Strategies for technical training in the leather industry should be formulated because training needs will increase significantly when industries are rehabilitated or new ones come up.
6. Establishment of the Leather Association of Tanzania is a positive step as it will serve as a focal point for the future development of hides and skins and leather industries in the country.

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## INTRODUCTION

### A. Project background

The Third Consultation on Leather and Leather Products Industry, held in Innsbruck, Austria, in April 1984, recommended among other things that an integrated programme approach at the national level, with appropriate variations to meet the specific needs of individual developing countries, could provide a relevant framework for international cooperation for the development of the raw hides and skins and the leather products industry. It was also recommended that within the objectives of the Industrial Development Decade for Africa and the situation of the leather and leather products industry in the region, the Industrial Development Board should consider the convening of a regional consultation in Africa preceded by a meeting of a group of experts that would identify areas of international cooperation.

Consequently UNIDO started the project "Integrated Development Programme of the Leather and Leather Products Industry in Africa" (XA/RAF/85/610) and the terminal report of this project formed the main background paper for the Regional Meeting on Leather and Leather Products Industry in Africa, held in Alexandria, Egypt, in January 1987, which was followed by the FAO Intergovernmental Sub-Group Meeting on Hides and Skins in Rome, Italy.

Tanzania was among the countries invited to these meetings and gave UNIDO the approval for the implementation of the project and to seek the required funds. It was also agreed that eight East African countries and eight West African countries should be grouped under two regional umbrella projects.

The "Preparatory Assistance for a Regional Hides and Skins, Leather and Leather Products Improvement Scheme" (UC/RAF/87/069) was started in 1987 in order to assess the existing situation, compile pertinent data for the programme and prepare work plans. This culminated in the launching of the regional project US/RAF/88/100 for East Africa and the associated eight national projects in Ethiopia, Kenya, Malawi, Somalia, Sudan, Tanzania, Zambia and Zimbabwe, and the Regional Tannery Rehabilitation Scheme, US/RAF/88/102.

The regional umbrella project's headquarters were located at the Kenya Industrial Research and Development Institute (KIRDI) in Nairobi, Kenya. From this regional office the Chief Technical Adviser supervised and coordinated the activities of the

international experts, subcontractor teams and the national experts based in each of the eight countries.

Conditions which led the Government to seek assistance included:

1. Enormous waste of raw hides and skins, of which there is potentially great availability in the country, due to poor flaying and preservation methods, lack of proper tools and facilities etc.
2. Underutilization of production capacities in the tanneries and footwear units caused by lack of spare parts and equipment, managerial constraints etc.
3. Low productivity.
4. Lack of trained personnel at all levels.

When the above constraints are removed, Tanzania could become a major supplier of semi-processed leather to the export market and a producer of finished leather and leather products for the home market as well as for export.

#### **B. Official arrangements**

The official request for assistance was submitted by the Ministry of Industry and Trade by letter ref. MIT-C/U.10/17 dated 7 October 1988. The request was approved by UNIDO in March 1989.

The cooperating agencies in the project were the Ministry of Industry and Trade and the Ministry of Agriculture.

The project became operational with the appointment of the two national experts in July 1989 and is scheduled to be operationally completed in December 1993.

#### **C. Contributions**

A total contribution of US\$ 684,102 (including 13 per cent support costs) was given by the Government of Italy through a special purpose contribution to the IDF of UNIDO. The Government of Tanzania provided as inputs TSH 1,038,000 through the Ministry of Industry and Trade and TSH 6,434,00 through the Ministry of Agriculture.

#### **D. Objectives of the project**

1. The development objective of the project was to contribute to the improvement of the country's and the region's economy, create new employment opportunities, improve export performance, increase the income of primary producers, and provide the

international leather and leather products market with additional semi-processed raw materials and finished products.

2. The immediate objectives were:

- (a) to establish a national pilot scheme and to demonstrate, in practical terms, the process of hides and skins improvement from butchering and flaying to conservation, grading and collection;
- (b) to act as catalyst to national authorities to introduce incentives for improved quality performance;
- (c) to rehabilitate existing infrastructures and selected leather tanning and processing plants by increasing their efficiency and capacity utilization, upgrading technical standards, operational methods and skills, product quality and marketing performance, as well as knowledge of those attached to these industries at various levels, starting from primary producers.

Generally, the above objectives were partially achieved since in some areas there satisfactory achievements were made, while in others results were not as expected.

Major factors contributing to this partial achievement of objectives were:

- Transportation problems in the target area of Shinyanga, covering a vast area of approximately 51 km<sup>2</sup> without a tarred road, caused great difficulties in the operation of the project. This problem was aggravated by the theft of the project vehicle Toyota Hilux Double Cabin (203T x 525) which was never recovered.
- Low prices paid for raw hides and skins (in 1990 and 1991) was a great disincentive to primary producers, thus hides and skins improvement work made no significant impact. The low prices resulted from the decline of the world market for raw hides and skins.
- Delay in the restructuring/privatization of parastatal tanneries and shoe factories was a major constraint in delivering assistance to the industry. While it was initially anticipated that the restructuring exercise would be completed within 1990, this was not the case at the time of report writing. Managerial and financial constraints had a negative impact where inputs were already supplied, e.g. spare parts delivered to Morogoro Tannery did not improve production because of the lack of funds for purchasing raw materials. Furthermore, the drum purchased for Morogoro Tannery and later transferred to Moshi Tannery remained uninstalled.<sup>1</sup>

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<sup>1</sup> In October 1993 the drum was transferred back to the newly privatized Morogoro



## **E. Training**

### **1. Workshops and seminars**

Formal training arrangements as contained in the project document were in the form of workshops and seminars organized on the regional basis and on the national level seminars were held on raw hides and skins improvement. The following workshops and seminars took place within the project period:

- (a) National seminar on raw hides and skins improvement for flayers and extension officers, in Shinyanga, October 1991, for two weeks.
- (b) National workshop on raw hides and skins improvement for senior hides and skins improvement officers, tanners, merchants and senior ministry officials, in Arusha, May 1992, for one week.
- (c) Regional seminar on raw hides and skins improvement, in Bulawayo, Zimbabwe, November 1990. Two participants from Tanzania attended.
- (d) Machinery maintenance seminar for tannery engineers, in Addis Ababa, Ethiopia, October 1990, for one week. Three participants from Tanzania attended.
- (e) Leather tanning and finishing seminar, in Nairobi, Kenya, May 1991. for two weeks. Six participants from Tanzania attended.
- (f) Regional workshop on leather goods manufacturing, at Morogoro Leather Goods Factory, from 16 March to 8 April 1992. Five technical personnel from Tanzania took part.
- (g) Regional seminar on pollution control and tannery effluents, in Nairobi, Kenya, June 1992, for 4 days. Five Tanzanian candidates were among the participants.

### **2. Other training**

On-the-job training was provided by the leather goods expert (Mr. D. Tracy) during his first assignment in Tanzania during March-April 1991. when he conducted a training course on leather goods manufacturing technique. The expert carried out a similar training with more emphasis on product quality, costing and small leather goods making during August-November 1992.

In 1991/92, one technician from Shah Industries was sponsored to attend a one-year training course in leather goods technology in the United Kingdom.

### 3. Results of training activities

Training undertaken in the target area contributed positively towards hides and skins improvement as more awareness of good care of hides was created. A substantial reduction in flay cuts on hides and skins was achieved.

In leather goods manufacturing the training resulted in a marked improvement in the quality of products and better organization of work as well as better working environment. However, the increase in productivity was not as significant as expected. This could probably be attributed to the shortage of leather in the domestic market as well as lack of incentives to workers in the production.

### F. Equipment

All ordered equipment was delivered (Annex 1, Property Control Record, refers). The private enterprises received their equipment under the condition that they would repay the equivalent of its value in local currency to a "revolving fund", which has been established under the control of the Leather Association of Tanzania to finance further hides and skins improvement activities. The title of the equipment has not been formally transferred to the Government of Tanzania or to the Leather Association of Tanzania pending the settlement of pay-back arrangements with the recipient companies. The equipment met the requirements and specifications and the performance is very satisfactory.

### G. Subcontracting

There were no subcontracts directly awarded by the Tanzanian project. A subcontract was awarded to Ewbank Preece Limited of the United Kingdom under the regional project US/RAF/88/100 in the area of hides and skins improvement.

## RECOMMENDATIONS

1. The existing national policies as well as policy adjustments on hides and skins improvement recommended by the project should be implemented. Successful implementation of this would involve the Government, hides and skins merchants, tanneries and the Leather Association.
2. The Ministry of Agriculture should provide regular statistics on hides and skins collection. These statistics are necessary for monitoring and evaluation.

3. Extension activities established in the target areas should be maintained by provision of support services. The Government and the project should work jointly to ensure continuous results of inputs already provided in this area.
4. Tanneries should provide information regularly on quality of raw hides and skins to the Government and the Leather Association in order to facilitate continuous evaluation and implementation of necessary measures for maintaining good quality.
5. Restructuring/privatization of industries in the leather subsector should be completed as soon as possible. This exercise is important for the revival of the industry and hence enabling it to make a maximum contribution to national economic recovery programmes. The Government should give priority to this exercise.
6. After privatization and subsequent rehabilitation of the leather industry it is expected that training of local personnel will be of paramount importance. Therefore, the Government, in collaboration with the industry, should prepare a strategy for putting the Leather Institute in Mwanza, where basic infrastructure is available, into operation. Limited technical assistance from UNIDO should also be considered if local inputs are confirmed.
7. The recently established Leather Association of Tanzania should be strengthened as a focal point for the development of the leather industry in the country. The association should also create linkages with other reputable regional and international associations in order to benefit from, and be up-to-date with, developments taking place in the leather world.
8. Training of women in the leather industry should be given priority since at present women are mostly engaged in low or unskilled jobs and have not featured significantly in the past training programmes.
9. Pollution control in the leather industry should go hand-in-hand with the rehabilitation of factories, and special emphasis in this field is needed because previously there was little awareness of environmental hazards. Cooperation between the regional project and the Government authorities should be directed to this issue.
10. Management of the factories should formulate and implement incentive packages for their employees in order to motivate them to better productivity and improved quality of production.

## ACTIVITIES AND OUTPUTS

### A. Activities

Major activities carried out during project life were as follows.

1. All information related to local policy guidelines and legislation concerning hides and skins, leather and leather products were collected, compiled and submitted to the Government for reaction and comments. Four main recommendations by the project to the Government are:

- (a) Government should accelerate privatization of the leather sector by providing the necessary supportive environment.
- (b) Government should stimulate revitalization of the sector and increased investments by introducing incentives to the industry.
- (c) In order to increase the quality and quantity of raw hides and skins available to the tanning industry, Government should strengthen hides and skins activities.
- (d) Government intervention measures should be adopted to limit imports of leather, footwear and leather goods so as to support the development of this sector.

The draft policy outline and new development plans were the subject of discussions held during two separate meetings in Bulawayo, Zimbabwe. The first was held during the seminar on hides and skins improvement from 19-23 November 1990, and the second discussion took place during the FAO ECDC workshop on hides and skins held from 29 July - 2 August 1991.

2. The seminar in November 1990 was attended by international experts, the national expert and senior hides and skins improvement officers from the target area Shinyanga. Among other things they presented a video film they had prepared on hides and skins improvement activities in the Shinyanga region. During this seminar draft guidelines for grading of trimmed skins was presented and distributed to the participants. These grading guidelines are now in use by the project personnel in the target areas.

The project also prepared and printed materials such as guidebooks, grading norms, butchers' and flayers' licences and distributed them to all participants of the hides and skins workshop in Arusha and during the seminars in Shinyanga. These materials are used to promote hides and skins improvement in the country. Further, the international expert and the national expert designed a uniform country reporting format

for statistical intelligence which is used to compile data and provide a reporting system in the Shinyanga region. During the workshop in Arusha it was agreed that the format should be used by all regional hides and skins improvement officers as an official reporting system. The formats comprise:

- hides and skins improvement (extension officers') monthly report,
- regional production data on hides and skins.

Procurement of tools and implements for hides and skins improvement was carried out by Vienna headquarters and locally (see Annex 1).

The international expert and the national expert, in cooperation with the Ministry of Agriculture, conducted three seminars in the target area Shinyanga and one workshop for all regional hides and skins improvement officers in Arusha. The papers presented in that workshop covered the following topics:

- Introduction to the Regional Hides and Skins, Leather and Leather Products Improvement Scheme;
- Results of tannery evaluation;
- Operation of the Ministry of Agriculture;
- Review of national legislation on hides and skins;
- Technical literature on hides and skins;
- A policy for hides and skins improvement in Tanzania;
- Role of NALRP in improvement of hides and skins;
- Extension aids;
- The Leather Association of Tanzania.

3. The national rehabilitation of tanneries and leather goods factories was started by a senior tannery consultant end of 1989 in cooperation with the national expert. After assessing the priority needs for rehabilitation and in consultation with the relevant national institution, Morogoro Tannery and Morogoro Leather Goods factory were selected for rehabilitation.

Spare parts worth US\$ 27,023 were purchased and delivered to Morogoro Tannery between January and August 1990. With the assistance of the machinery maintenance expert most spares were fitted into the machines, putting two shaving machines, two splitting machines, one spraying machine and one buffing machinery into working condition again. Although these machines were operational they were not used for production because the tannery experienced critical working capital constraints and was

unable to purchase raw materials for production. After realizing this, it was decided that the tanning drum, size 3.5 x 3.5 m and worth US\$ 52,782, initially purchased for the tannery, should be diverted. This issue was discussed with relevant national authorities and it was jointly agreed that the drum be transferred to Tanzania Tanneries in Moshi which was then in a better financial position. Although the tannery managed to pay clearance and transport charges for the drum, it failed to raise funds for erecting the foundations. Hence the drum remains uninstalled. In this case, assistance has not resulted in the intended output primarily because of lack of local counterpart inputs. This reiterates the necessity of restructuring the old parastatal factories in the leather sector.<sup>2</sup>

The rehabilitation plan prepared for Morogoro Leather Goods factory resulted in the purchase and delivery of spare parts for US\$ 10,530 under the regional Rehabilitation Project US/RAF/88/102. This input had the following positive impact on the performance of the factory:

- Out of the total 33 available sewing machines only nine were working in 1989, but after rehabilitation 26 machines in working condition, raising the percentage of working machines from 27 to 78 per cent.
- Production of leather articles increased from 3,069 units in 1989 to 8,462 units in 1990, representing an increase of 175 per cent.

Part of the rehabilitation activities was the enhancement of the production of wet-blue leather at Afro Leather Industries in Dar-es-Salaam. The relatively new private tannery was considered of potential importance in earning foreign exchange through export of wet-blue hides. In order to enable the tannery to achieve its production capacity of 400 hides per day, an additional fleshing machine and a sammying machine worth US\$ 205,465 were delivered and installed, as well as an additional tanning drum. This tannery is now ready for high production of wet-blue leather for export, and with the current improvement of the world market for this commodity it is expected that significant foreign exchange earnings will be realized.

However, it was also considered inadequate for a tannery to rely only on exports without support of the domestic market. At the same time it was observed that there was a lack of leather on the domestic market. To alleviate this situation, a tannery expert designed and put into operation a production line for vegetable-tanned leather

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<sup>2</sup>        *ibid*, p.7

at Afro Leather Industries. This production line did not need any additional machinery and the basic processing chemicals are available locally. The new line is expected to lessen the critical shortage of vegetable leather which is in great demand by the leather goods and footwear manufacturers.

Regional seminars and workshops were successfully implemented and gave the participants from Tanzania the opportunity to widen their knowledge and enabled them to exchange views, ideas and experiences with their counterparts from other countries of the region. They were also exposed to latest developments in the processes and techniques of production as well as pollution control through lectures by highly experienced international experts and consultants as well as through latest publications and literature on specific subjects which were provided during workshops and seminars. It is expected that the participants, in turn, will pass on that knowledge to their fellow workers for the benefit of the country's leather industry.

Training in leather goods was provided during the two missions of the leather goods expert in March-April 1991 and August-November 1992 when substantial on-the-job training was done at Morogoro Leather Goods Factory and Shah Industries of Moshi. Training Programmes for supervisors and machine operators were implemented on design, pattern cutting, stitching and finishing, costing, quality control, record keeping etc. Improved factory layout was demonstrated in order to create better production conditions. The continuous full utilization of the knowledge imparted so far, is expected to improve output and productivity in the production units covered.

#### **B. Outputs produced by experts and consultants**

##### **1. Hides and skins improvement**

The subcontractor Ewbank Preece Ltd. was supposed to organize and provide expertise for seminars and demonstrations to achieve improvement of hides and skins from butchering to grading and collection. In fact, a representative visited the target area Shinyanga and submitted a report with recommendations for hides and skins improvement. Some of these recommendations were:

- Hides and skins should be bought by grades.
- Drying sheds and slaughter slabs need to be rehabilitated.
- Local seminars for extension officers should start immediately.

UNIDO, in collaboration with Ewbank Preece Ltd., organized a seminar on hides and skins improvement in Bulawayo, Zimbabwe, where two participants from Tanzania attended. The seminar was very useful as some of the most experienced experts in the field presented papers.

The FAO hides and skins improvement expert came to Tanzania on 9 July 1990. The expected outputs of the project in respect of these raw materials were:

- Improved policy guidelines and industrial strategy for the development of the country's hides and skins.
- An improved, well-operating national hides and skins improvement scheme.
- Improved statistical intelligence.
- Improved quality and increased quantity of raw hides and skins.

In general, most of the mentioned outputs were produced (see Annex 5 for improved quality and quantity, and collections of hides and skins in the Shinyanga region).

With respect to quality the expert was able to reduce the flay cuts on hides originating from abattoirs and slaughter slabs after the provision of tools and conducting education campaigns. He carried out various seminars, visited the target area to advise on better methods of hides and skins improvement, and made a tannery evaluation to determine the major defects affecting hides and skins in the region in order to direct efforts towards eliminating them. The outcome of the tannery evaluation was discussed during the workshop organized in Arusha. The expert prepared the following reports:

- Preliminary report describing the hides and skins project in Shinyanga region, July-September 1990.
- Report on hides and skins activities in Shinyanga region and a seminar in Bulawayo, Zimbabwe, September-November 1990 and December 1990 - January 1991.
- Report on hides and skins activities in Shinyanga region, June-October 1991.
- Report on hides and skins activities in Shinyanga and Mwanza regions, December 1991 - March 1992.
- Report on hides and skins activities in Shinyanga region, April-May 1992.
- Terminal report on hides and skins activities in Tanzania.



## 2. Rehabilitation

The tannery machinery expert and the tannery consultant prepared the rehabilitation requirements for the Morogoro Tannery and the rehabilitation was implemented by providing the necessary spare parts for the existing machinery and assisting the tannery engineering staff in fitting them, as well as by rectifying some of the mechanical defects in the machines. Given the financial limitations of the project it was not foreseen to replace all the defective machines in the tannery. The need for preparing and implementing preventive maintenance programmes was emphasized in order to avoid frequent machinery breakdowns.

At a later stage the machinery expert made an evaluation of the existing machinery at Morogoro and Mwanza tanneries and recommended the machinery, civil works and factory layouts needed to undertake the complete rehabilitation of these tanneries.

This exercise was undertaken on the assumption that the forthcoming restructuring/privatization of factories would, of necessity, mean total rehabilitation. A detailed report on the rehabilitation requirements of the two tanneries was prepared by the expert and can be made available to the party(ies) taking over and rehabilitating the said tanneries.

## 3. Tanning

The most significant output produced by the leather tanning expert is the design and implementation of the vegetable leather production line at Afro Leather Industries. After designing the layout, the expert supervised the implementation and carried out production trials of vegetable-tanned leather. He demonstrated the production techniques and formula for this product and trained the tannery technicians. The production of vegetable-tanned leather is considered to be very important in view of the fact that the domestic market is in great demand of this product, especially the leather goods factories.

## 4. Leather goods

Outputs produced by the leather goods expert include the identification and recommendation of machinery and spare parts needed for rehabilitating Morogoro Leather Goods Factory and Shah Industries. While part of the rehabilitation requirements were implemented under this project, the rest is to be completed under the second phase of the project. The spare parts supplied to these factories and the new

machines delivered to Shah Industries resulted in increased production. Consequently there will be more availability of leather goods to the domestic market as well as increased exports to the world market.

The training undertaken by the leather goods expert has upgraded the skills of the employees of Morogoro Leather Goods Factory and Shah Industries, so that improvement in both quality and quantity of production has been realized. This output is considered to be of great impact because the emphasis has always been on practical training instead of theoretical lectures.

#### 5. Effluent treatment

The consultant in this field made a comprehensive study of the rehabilitation needs of the effluent treatment plant at Afro Leather Industries and prepared the design and list of machinery and equipment. After procurement of the equipment, finalization of civil works and installation of machinery by the suppliers, the consultant put the effluent treatment plant into operation and trained the tannery personnel in its operation and maintenance. Pollution control is a prime environmental issue.

#### 6. Marketing

During his visits to Tanzania, the ITC marketing expert held discussions with senior officials in the Government ministries, the Chamber of Commerce, Board of External Trade, Bank of Tanzania, etc. The objective was to discuss with the relevant officials the existing policies as well as analyse policy options which would assist the development of Tanzania's leather industry. Consideration was also given to formulating an appropriate industrial strategy for the development of the leather industry in the region. Based on these discussions and studies the project produced, as described in Output 1, the document entitled "Improved Policy Guidelines and Industrial Strategy for the Development of the Leather Industry". Major Policy recommendations to the Government of Tanzania were:

- Government should accelerate privatization of the leather industry and provide the necessary supportive environment.
- Government should limit imports of footwear and leather goods to protect domestic industries.
- Government should introduce incentives to the industry, i.e. duty and tax exemption on plant and equipment, export compensation etc.

## 7. Women in development

Promotion and development of women in the leather industry was an aspect which was given special attention in the regional scheme. An expert in women-in-development was fielded to all participating countries. As an initial endeavour the expert analysed the gender pattern of employment and produced a document on the profile of women in the leather industry in the region. The main objective was to create awareness and sensitivity to the role of women, to amplify the key trends in the employment distribution of women according to skill categories, and to highlight constraints of increased participation of women in industry activities. Main recommendations included the incorporation of gender issues in all training courses, introduction of specialized training courses for women, and encouragement for training women in non-traditional modes of work.

In her further activities the women-in-development expert focussed on guidelines and strategies for integrating women in the leather industry. The expert's main recommendations included the following:

- Women in the leather industry should be trained in a range of technical, managerial and financial skills.
- Suitable incentive schemes for encouraging women employment in factories should be considered.

The expert's work started to generate awareness of the importance and specific needs of women in the industry. It is expected that this work served as a catalyst for future employment opportunities of women in the leather industry.

### C. Findings and results

1. The salting programme, which was initiated by a previous FAO project, is no longer realistic in this country for several reasons; one being that the price of salt is so high that it does not justify salting. Transportation of salt also worsened the situation. It is now encouraged to construct more simple frames for suspension drying.

2. Most of the hides and skins produced in the region, about 70 per cent, come from outside the normal abattoirs and slaughter slabs. In order to reduce ground drying, educational campaigns should be intensified in the rural areas where most of these hides and skins originate.

3. During the tannery evaluation using hides from Shinyanga it was found that major defects affecting the raw materials are as follows:

- landmarks
- flay cuts
- scratches
- putrefaction.

Efforts were intensified to reduce flay cuts and putrefaction to a satisfactory level.

4. In all the factories studied by the project it was observed that none had a functioning preventive maintenance programme. As a result, most of the machines in the tanneries and footwear factories are not functioning. If a maintenance system is not introduced and implemented seriously there would be fast wear and tear on the new machinery supplied by the project and the durability of a total rehabilitation of the factories, as envisaged, would be in doubt.

5. Lack of motivation of workers is another common characteristic of most industries in Tanzania. It was observed that the morale of workers is generally low, characterized by poor attendance, lack of concentration at work, disregard for work regulations etc. This is considered to be attributable to the lack of financial/material incentives coupled with an unsatisfactory environment, e.g. lack of proper working tools, absence of ventilation in some cases, lack of safety precautions etc. The result of all these factors is low productivity and disregard for quality.

## II. ACHIEVEMENT OF IMMEDIATE OBJECTIVES

As far as the hides and skins improvement is concerned much work was done to accomplish the objectives. Data collection is progressing well and imported facilities and tools were supplied. Seminars for butchers and extension officers were conducted. A tannery evaluation revealed the defects in the quality of hides and skins available in Shinyanga, pointing the direction in which urgent action should be taken. Education campaigns through posters and videos were launched to reduce or minimize ground drying, branding and flay cuts which are the major defects down-grading the raw material in the region. More progress in these activities is expected now that the problem of spares for the vehicles and motorbikes has been resolved. Repair and construction of drying sheds, slaughter slabs and fleshing tables were undertaken.

In summary it can be said that the results of the activities in the target area are in line with the objectives of the project.

The rehabilitation programme was successful in the supply and installation of machinery. Production and capacity utilization were substantially improved in the rehabilitated factories. Construction of the effluent treatment plant at Afro Leather has a positive effect on the environment. Supply of machinery and spares to Shah Industries resulted in an increase in the output and quality of production. Technical seminars at the regional level in machinery maintenance, leather tanning and finishing, pollution control, leather goods, as well as hides and skins improvement were effective in enhancing the knowledge and skills of personnel in the industry.

### III. UTILIZATION OF PROJECT RESULTS

In hides and skins improvements grading norms, data collection sheets as well as rehabilitated slaughter slabs, abattoirs and drying sheds are being effectively utilized. Trained personnel are active in conducting education campaigns for livestock keepers and farmers in order to reduce the scale of bad brands and ground drying. Such campaigns are also directed to skimmers and flayers to eliminate flay cuts. Ground drying, branding and flay cuts were found to be the major defects affecting hides and skins in Shinyanga.

In the workshops for hides and skins improvement conducted at Arusha, participants from tanneries, hides and skins merchants as well as regional hides and skins improvement officers and senior government officials from the Ministry of Agriculture were presented with the findings of the project activities in Shinyanga region for adoption and utilization on a country-wide basis.

In the tanning industry the results can only be partly utilized by the Morogoro Tannery because the tannery lacks funds for purchasing raw materials needed to work with the rehabilitated machines. In the case of Afro Leather the delay in civil works construction and installation of the drum allowed only partial results. However, these have now been completed and, therefore, the activities are expected to pick up significantly. Noticeable application of project results can be found in the leather goods industry where the rehabilitated equipment and new machines supplied are in continuous production. Moreover, designs introduced by the expert are being produced

and sold on the market and the trained personnel is employed effectively. This situation applies to both Shah Industries and Morogoro Leather Goods Factory.

#### IV. CONCLUSIONS

1. In spite of the vast size of the target area Shinyanga, the project activities were successful in many fields, particularly in the training of extension staff and supply of equipment such as flaying knives, ripping knives, bicycles, motorbikes and motor vehicles. Furthermore, the project created an awareness of the need for change in the method of preservation by concentrating on suspension drying rather than salting.
2. With the establishment of the "revolving fund" for hides and skins improvement, there is an assurance that the activities in the target area will continue uninterrupted. This will be a catalyst to the Government in creating similar conditions for hides and skins improvement in other parts of the country.
3. Tannery evaluation is necessary to determine the exact situation of the raw material in terms of quality at any selected target area. Once this is done it will not be difficult for extension officers to set goals or targets for improvement of hides and skins in these areas.
4. For the proper implementation of hides and skins improvement work experts should be in the field most of the time where they will fully participate in the activities.
5. The Leather Association of Tanzania should work closely with the Government for better improvement of hides and skins, leather and leather products.
6. The issue of motivation of workers through appropriate incentives should go hand-in-hand with the rehabilitation of the leather subsector. Rehabilitation of machinery alone without rectification of the human element would not produce the desired results.
7. Management of factories needs to be more dynamic and scientific in their approach to the questions of productivity, quality, costing, marketing etc. in order to enable their enterprises to survive under the rising competitive conditions. This needs to be emphasized because of the monopolistic situation previously existing in the country.
8. The need for introduction and implementation of a management information system should be examined for all enterprises as this appears to be lacking in the

Tanzanian leather industry. An adequate information system is of great importance in managerial decision-making.

9. Facilities provided by the project to the tanning and leather goods industries in terms of equipment, spare parts and training should be properly utilized by the factories in order to obtain maximum results from the assistance received.

10. The experience gained in the course of implementing the present project is considered to be of significant assistance in improving the strategies and implementation activities of the second phase of the project.

Project Number  
US/URT/88/100

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
NON-EXPENDABLE PROPERTY CONTROL RECORD

Page No. : 1  
Period Ending : DECEMBER-91

Country : UNITED REP OF TANZANIA

Project Title : NATIONAL HIDES AND SKINS, LEATHER AND LEATHER PRODUCTS IMPROVEMENT SCHEME - EAST AFRICA (ALSO  
REF. US/RAF/88/100)

Purchase Order Number	Item No.	Description	Qty. Ord.	US Dollar Equivalent	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-0-00332	1	OLIVETTI PHOTOCOPYING MACHINE, MODEL 7025.	1	2,184.00	1	510	90	G	1	
15-0-00471V	1	WESTINGHOUSE AH-094. 9,000 BUT/HR ROOM AIRCONDITIONER.	1	421.00	1	06	90	G	1	
15-0-01509	1	HONDA MODEL EG 550 PORTABLE PETROL GENERATOR.	1	706.00	1	12	90	G	1	
15-1-00872	1	MACHINE CODE 26.10.03 BELT EDGE INKING MACHINE.	1	1,444.00	1	12	91	G	1	
15-1-00872	2	MACHINE CODE 26.06.11 EDGE FOLDING MACHINE.	1	639.00	1	12	91	G	1	
15-1-00872	3	MACHINE CODE 26.01.22 GUILLOTINE, HAND-OPERATED.	1	3,103.00	1	12	91	G	1	
15-9-00893	1	'HONDA' MOTORCYCLE MODEL: XL185SD DK.	6	10,954.00	6			F	6	
15-9-00894	1	SUZUKI 4WD (SJ413V-JA). CHASSIS NUMBER ---> SJ70-301530 ENGINE NUMBER ----> G13BA130717 REGISTRATION NO. => 203TX539	1	6,000.00	1	01	90	G	1	
15-9-00922	1	TOYOTA DYNA 350 DIESEL PICKUP DLX, MODEL BU91R-MDDT. CHASSIS NUMBER ---> BU91-0001342 ENGINE NUMBER ----> 14B-1079793 REGISTRATION NO. => 203 TX 522	1	15,286.00	1	12	89	F	1	

ANNEX 1  
23



Country : UNITED REP OF TANZANIA

Purchase Order Number	Item No.	Description	Qty. Ord.	US Dollar Equivalent	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-9-00922	3	TOYOTA HILUX 4X4 PICKUP, DIESEL, DOUBLE CAB, MODEL LN106R-PRMRS. CHASSIS NUMBER ==> LN106-0020062 ENGINE NUMBER ==> 3L-2016508 REGISTRATION NO. => 203 TX 526	1	11,650.00	1	01	90	B	1	
15-9-01269	1	SAMMYING MACHINE: FELT SLEEVE DIAM. 225 X 1800.	1	1,004.00	1	08	90	G		
15-9-01269	2	SPLITTING MACHINE ARENDONK 11.252A COMMODORE 100 MM. 537/VI YEAR 1974: GAUGE ROLLER COMPLETE POS. NO. 30, DI.ATT NO. 17C.	1	3,158.00	1	08	90	G		
15-9-01269	3	RING ROLLER COMPLETE PART NO. 435.00439.	4	14,806.00	4	08	90	G		
15-9-01457	1	NATIONAL MODEL NV-M7EN VHS PORTABLE VIDEO MOVIE CAMERA WITH AUTO-FOCUS, COMPLETE WITH CHARGER AND BATTERY, PAL SYSTEM.	1	1,130.00	1	01	90	G	1	
15-9-01457	2	NATIONAL MODEL NV-G30EN VHS COLOR VIDEO CASSETTE RECORDER WITH WIRELESS REMOTE CONTROL, PAL SYSTEM.	1	436.00	1	01	90	G	1	
15-9-01457	3	SONY MODEL KV-2183GE 21" COLOR TV WITH WIRELESS REMOTE CONTROL, PAL SYSTEM.	1	506.00	1	01	90	G	1	
15-9-01462	1	BRAUN MULTIMAG 2025AFI 35MM SLIDE PROJECTOR W/85MM F2.8 LENS 110-240V, 50/60HZ S#18849962.	1	388.00	1	06	90	G	1	
15-9-01462	2	ELMO HP-A270 OVERHEAD PROJECTOR W/O WRITING ROLL 220V, 50/60HZ S#204128.	1	473.00	1	06	90	G	1	

Project Number : US/URT/88/100

Page No. : 3

Country : UNITED REP OF TANZANIA

Purchase Order Number	Item No.	Description	Qty. Ord.	US Dollar Equivalent	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-9-01806	1	VULCAN DRUM 3,5 X 3,5 FOR SOAKING LIMING WITH ELECTRIC CONTROL PANEL "OLCINA-SIEMENS".	1	49,183.00	1	05	90	G	1	Not installed yet.

Project Number  
US/URT/88/100

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
NON-EXPENDABLE PROPERTY CONTROL RECORD

Page No. : 4  
Period Ending : DECEMBER-91

Country : UNITED REP OF TANZANIA

Project Title : NATIONAL HIDES AND SKINS, LEATHER AND LEATHER PRODUCTS IMPROVEMENT SCHEME - EAST AFRICA (ALSO  
REF. US/RAF/88/100)

We certify that the quantities of non-expendable equipment received, less the quantities of non-expendable equipment written-off, reflect the physical count of the items on hand.

Unido project manager  
or  
Resident representative

UNIDO PROJECT US/URT/88/100  
*Emyiga*  
signature

Date 7.2.92

Government counterpart

*Abuiling*  
signature  
MINISTRY OF LIVESTOCK  
14 FEB 1992

Date  
MINISTRY OF LIVESTOCK  
14 FEB 1992  
P.O. BOX 111  
DAR ES SALAM

LIST OF EQUIPMENT

EQUIPMENT	VALUE US \$	DELIVERY	REMARKS
Toyota Dyna Pick-up	15,286	December 1989	For Target area
Toyota Hilux D-Cab (2)	23,300	December 1989	For Target area
Suzuki S Wagon	5,000	January 1990	For Project office
Honda Motor Cycles (6)	10,954	February 1990	For target area
Soaking/ Liming Drum	49,183	May, 1990	For Morogoro later diverted to Moshi
Knives	2,294	Dec.89, Oct 90	For target area
Spares for Morogoro Tannery	37,023	January 1990	Morogoro Tannery
Spares for Moro. Leather Goods	10,504	January,1990	Morogoro Leather
Pulleys	2,865	October, 1990	Target area
Video TV & Camera & Cassette	2,072	January, 1990	Training
Slide Projector	388	June, 1990	Training
Air Conditioner	421	June, 1990	Project Office
Photocopier	2,184	October, 1990	Project Office
Portable Generator	706	December 1990	Training
Fleshing Machine	89,830	January 1991	Afro Leather
Sammying machine	102,175	January 1991	Afro Leather
Effluent Treatment Equip.	50,157	July, 1991	Afro Leather
Overhead Projector	473	July, 1990	Training
Sewing Machines (3)	8,229	February'92	Shah Industries
Folding & Guillotine Machines (2)	8,008	February'92	Shah Industries
Steel Rules	708	February'92	Shah Industries
Spare Parts	23,123	February'92	Shah Industries
Tanning Drum	46,142	May, 1992	Afro Leather

International Staff

Post Title	Name of Incumbent	Date of Mission	Objectives
Marketing Expert	D. Manly	-April'90 - Feb. 1991	Follow up of policy
Maintenance Experts	1.A. Rongved 2.A. Zink	- Feb. 1990 - Jun. 1991  - Sept/Oct'92	Machinery assessment. Assessment of Afro, Morogoro & Mwanza Tanneries rehabilitation  Installation of drum at Afro Leather
Leather Goods Experts	1. D. Tracy   2. P. Sinturel	-March/Apr.91  July/Sept.92 Oct/Nov. 92  Nov. 91 March/Apr.92  June, 1992	Rehabilitation needs and training at Shah Industries and Morogoro Leather Goods  Further training at above factories.  Preparation for Leather goods workshop. Regional Leather Goods workshop, Morogoro.  Preparation for Leather Pair, Pirmasens.
Women Development Expert	H. Chigudu	- May'91  - April 91	Prepare Profile of Women in Leather Industry  Participate in Leather goods, workshop and identify training needs for women.
Tannery Expert	C. MAIZO	- Nov. 1991 Feb/March'92	Design vegetable leather line at Afro Leather Starting up production of vegetable leather.
Effluent Treatment Expert	G. Clonfero	-May 90  -March 92	Rehabilitation needs for Afro Effluent Treatment Plant  Commissioning of Effluent Treatment Plant at Afro.
Leather Industry Consultant	S.M. Kiruthu	Apr/June 92	Assess Project Implementation prepare work plan for Phase Two.

Post Title	Name of Incumbent	Date of Mission	Objectives
Chief Technical Ad. sor	G. Feloner	- Sept. 91	Follow up project activities and attend TPR meeting 10.10.91
		- March 92	Leather Goods Workshop and fellow up mission
		- Oct. 1992	Follow up mission.
Associate Expert	J. Nishida	- March 1992	Leather Goods Workshop and follow up mission
Back stopping Officer	J. Berg	- Dec. 1990	Provide backstopping services and prepare new project document for phase Two
		- Feb. 92	Mission to Moshi with CTA to assess plans for phase Two.
Hides & Skins Expert.	I.B. Lead	July-Nov. 1990	Prepare Video and materials for hides & skins seminar.
		June-July'91	Project activities in Shinyanga
		July-Nov. 1991	Conduct Tannery evaluation & participate in the first TPR Meeting.
		Dec.91-Mar. 92	Conduct hides/skins seminar in Shinyanga and other activities.
		April-May 1992	Preparation of Terminal report and conduct Seminar on H & S in Arusha.

## ANNEX 3

Senior Counterpart Staff

Post Title	Name of Incumbent	Full or Part Time	Entry of Duty		Departure	
			Sch.	Act.	Sch.	Act.
COORDINATORS	1. Dr. Millinga	P	1989	1989		
	2. Mr. Nwailolo	P	1989	1989		
HIDES/SKINS IMPROVEMENT OFFICERS	1. H.S. Muro	P	1989	1989		
	2. A. Mwasemele	P	1989	1989		
EXTENSION OFFICERS	1. J. Madusa	P	1989	1989		
	2. J. Baritha	P	1989	1989		
	3. S. Ndege	P	1989	1989		
	4. R. Ramadhani	P	1989	1989		
	5. D. Gervas	P	1989	1989		

NOTE

H.S. Muro	Senior Hides/Skins improvement Officer, Ministry of Agriculture HQS.
A. Mwasemele:	Senior Hides/Skins improvement Officer, Shinyanga Region
J. Madusa:	Hides/Skins improvement officer, Bariadi District
J. Banitha:	Hides/Skins improvement officer, Shinyanga District
S. Ndege:	Hides/Skins improvement Officer, Kahama District
R. Ramadhani:	Hides/Skins improvement Officer, Maswa District
D. Gervas:	Hides/Skins improvement officer, Meatu District

Fellowships

Fellowship Course	Duration	Names and Country of Study	Started		Completed	
			Sched	Actual	Sched	Actual
Study Hides & skins & Tours - Red meat	2 weeks	Dr. Millinga USA	Sep 90	Sep 90		
- Attend Semaine du cuir	1 week	Y. Mwaitolo France	Sep 90	Sep 90		
- Visiting factories for familiarization	2 weeks	E. Muyinga Germany Switzerland	May 91	May 91		
Machinery Maintenance seminar	1 week	P. Wariro-Ethiopia B. Baran " D. Kfumu "	Oct 90	Oct 90		
Hides/Skins Seminar	1 week	E. Muyinga-Zimb. A. Tuju-Zimbabwe	Nov 90	Nov 90		
Tanning/Finishing Seminar	2 weeks	A. Bomba-Kenya W. Mkindi R. Rauya M. Kweka A. Mahugu A. Viswan	Apr 91	Apr 91		
Tanning course	2 month	C. Kida-Zimbabwe	May 91	Jun 91		
Leather Goods course	9 month	V. Shah-UK	Sep 91	Sep 91		
Hides/skins Workshop	1 week	S. Massay-Zimb. Dr. Millinga	Jul 91	Jul 91		
Effluent Treatment Seminar	4 days	S. Massay-Kenya J. Nzawah E. Makinge D. Ndunguru M. Moshe	May 92	Jun 92		



Statistical DataLIVESTOCK RESOURCES IN TANZANIA

YEAR	CATTLE	GOAT	SHEEP
1985/6	12332648	6671391	2958853
1986/7	12372786	6823207	2877990
1987/8	12412923	6975023	2797128
1988/9	12453061	7126840	2716265
1989/90	12493199	7278656	2635402
1990/1	12533337	7430472	2554540
1991/2	12573475	7582289	2473677

Source: Projections based on 1978 and 1984 livestock counts:-  
+0.7%, +2.0%

An indication of number of hides and skins available to the industry is provided by applying generally accepted off takes rates of 8% (Cattle), 2% (goats) and 1% (sheep)

ESTIMATED AVAILABILITY OF HIDES AND SKINS

YEAR	CATTLE HIDES	GOAT SKINS	SHEEP SKINS
1985/6	986612	1667848	443828
1986/7	989823	1705802	431699
1987/8	993034	1743756	419562
1988/9	996245	1781710	407440
1989/90	999456	1819661	395310
1990/1	1002667	1857618	383181
1991/2	1005878	1895572	371052

Estimates of Livestock in Shinyanga

YEAR	CATTLE	GOAT	SHEEP
1986/87	1977529	987654	487530
1987/88	2015708	1033985	487822
1988/89	2053887	1080316	488115
1989/90	2092066	1126647	488408
1990/91	2130245	1172978	488700

Potential supply of Hides/Skins in Shinyanga

YEAR	HIDES	GOAT SKINS	SHEEP SKINS
1987	158202	246914	73130
1988	161257	258496	73173
1989	164311	270079	73217
1990	167365	281662	73161
1991	170620	293245	73305

Recovery of Hides and Skins Shinyanga Regional

YEAR	HIDES	GOAT SKINS	SHEEP SKINS
1987	51%	45%	33%
1988	53%	44%	36%
1989	56%	46%	43%
1990	60%	52%	49%
1991	68%	58%	54%

Number of hides and skins available in Tanzania from recorded and unrecorded slaughtering, the numbers actually collected were as follows:-

Hides and Skins Collections

YEAR	CATTLE	GOAT SKINS	SHEEP SKINS	ALL SKINS
1985	335000	199000	73000	272000
1986	418019(42)	228624(14)	85462(20)	314086(15)
1987	474179(48)	326036(19)	85760(20)	411796(19)
1988	725115(73)	408000(23)	203175(45)	611175(28)
1989	815325(82)	605252(34)	375120(93)	980372(45)
1990	775105(77)	506175(28)	327840(84)	834015(37)
1991	705276(70)	525180(28)	301870(81)	827050(37)

Source: M.A. E.J. Muyinga and I.B. Leach

UNIDO

## PROJECT ALLOTMENT DOCUMENT

DA/FS/PMTC

Project Number/Amendment US/URT/88/100 G		Status O	Country UNITED REP OF TANZANIA AFRICA/LOC		Pad Date Printed 93-04-08	Programme Element J 13104	P.C.A. Name MS. BULL
Project Title NATIONAL HIDES AND SKINS, LEATHER AND LEATHER PRODUCTS IMPROVEMENT SCHEME - EAST AFRICA (ALSO REF. US/RAF/88/100)					Backstopping Officer Name: MS. CALABRO		
Authority REVISION REQUEST 30/3/1993					Remarks		
IDF: I	R.B:	Type:	IGO Code:		TSS-AOS:	Donor: ITA	COB Date:
SIGNED ORIGINAL IN DA/FS/PMTC PROJECT FILE					Medium Term Plan:		

Budget Line	Functional Title	Total	prior to 1992	1992	1993	1994	1995	Subseq.
13-00	ADMINISTRATIVE SUPPORT P	\$ 1,343		1,343				
15-00	PROJECT TRAVEL	\$ 89,791	43,690	45,228	872			
16-00	OTHER PERSONNEL COSTS	\$ 2,528	348	2,180				
17-01	NAT EXP. LEATHER INDUSTR	\$ 31,184	15,972	9,503	5,709			
		WM 48.0	30.0	12.0	8.0			
17-02	NAT EXP. LEATHER INDUSTR	\$ 34,984	15,968	11,102	7,914			
		WM 48.0	30.0	12.0	8.0			
18-00	SURRENDER PY OBLIGS	\$ 19,144-	18,019-	1,125-				
1X-XX	SUB-TOTAL	\$ 140,686	57,959	68,232	14,495			
		WM 98.0	60.0	24.0	12.0			
31-00	INDIVIDUAL FELLOWSHIPS	\$ 16,400	12,447	3,953				
32-00	STUDY-TOURS/UNOP GROUP T	\$ 14,001	6,039	7,962				
33-00	IN-SERVICE TRAINING	\$ 23,498	7,554	9,994	5,950			
38-00	SURRENDER PY OBLIGS	\$ 7,500-	7,500-					
3X-XX	SUB-TOTAL	\$ 46,399	18,540	21,909	5,950			
41-00	EXPENDABLE EQUIPMENT	\$ 42,187	38,820	3,367				

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ANNEX 6

Project Number/Amendment: US/URT/88/100 G

Pad Date printed: 93-04-08

Page Number: 2

Budget Line	Functional Title	Total	Prior to 1992	1992	1993	1994	1995	Subseq.
42-00	NON-EXPENDABLE EQUIPMENT	\$ 309,796	261,940	46,502	1,354			
43-00	PREMISES	\$ 2,800		2,800				
4R-00	SURRENDER PY OBLIGS	\$ 8,627-	2,183-	3,031-	3,413-			
4X-XX	SUB-TOTAL	\$ 346,156	298,577	49,638	2,059-			
51-00	SUNDRIES	\$ 74,424	22,888	42,387	9,149			
5B-00	SURRENDER PY OBLIGS	\$ 2,265-	1,006-	1,259-				
5X-XX	SUB-TOTAL	\$ 72,159	21,882	41,128	9,149			
99-99	PROJECT TOTAL	\$ WM. 605,400 98.0	398,958 80.0	180,907 24.0	27,535 12.0			

PROJECT TITLE NATIONAL HIDES AND SKINS, LEATHER AND LEATHER PRODUCTS  
IMPROVEMENT SCHEME - EAST AFRICA (ALSO REF US/RAF/88/100)

BACK STOPPING OFFICER MS CALABRO  
PROJECT REVISION 0  
PROJECT STATUS 0 - ONGOING  
PGM-ELEMENT CODE J13104  
FIRST ISSUED 89-03-08 LAST UPDATED 93-04-08  
DONOR ITA

BUDGET LINE	DESCRIPT	TOTAL ALLOTMENT		CURR YR PHASING		PRIOR YEAR EXP		CURR YR DISB		BAL CURR YR OBL		COMMITTED FUTURE YEARS (11)	BALANCE CURR YR (12)	UNCOMMITTED BALANCE (13)	YTD IMPL VERSUS PHASING (14)
		M/M (1)	DOLLARS (2)	M/M (3)	DOLLARS (4)	M/M (5)	DOLLARS (6)	M/M (7)	DOLLARS (8)	M/M (9)	DOLLARS (10)				
13-00		0 0	1,343	0 0	0	0 0	0	0 0	0	0 0	0	0	1,343		
13-01		0 0	0	0 0	0	0 0	1343	0 0	0	0 0	0	0	0	1,343	
13-99	ADMIN SUPP	0 0	1,343	0 0	0	0 0	1343	0 0	0	0 0	0	0	0	1,343	
15-00		0 0	89,791	0 0	872	0 0	0	0 0	0	0 0	0	0	872	89,791	
15-01		0 0	0	0 0	0	0 0	88918	0 0	1643	0 0	0	0	1,643	89,791	
15-10		0 0	0	0 0	0	0 0	1-	0 0	0	0 0	0	0	0	90,582	
15-99	TRAVEL	0 0	89,791	0 0	872	0 0	88918	0 0	1643	0 0	0	0	771-	770-	188 %
16-00		0 0	2,828	0 0	0	0 0	0	0 0	0	0 0	0	0	0	2,828	
16-12		0 0	0	0 0	0	0 0	2528	0 0	0	0 0	0	0	0	2,828	
16-99	OTHER PERS	0 0	2,828	0 0	0	0 0	2528	0 0	0	0 0	0	0	0	0	
17-01		48 0	31,184	8 0	5,709	42 0	25475	8 0	7483	0 0	5-	0	1,749-	1,749-	130 %
17-02		48 0	34,884	8 0	7,914	42 0	27070	8 0	5838	0 0	0	0	2,278	2,278	71 %
17-99	NATIONALS	96 0	66,168	12 0	13,623	84 0	52545	12 0	13101	0 0	5-	0	527	527	98 %
18-00		0 0	19,144-	0 0	0	0 0	0	0 0	0	0 0	0	0	0	19,144-	
18-05		0 0	0	0 0	0	0 0	15801-	0 0	0	0 0	0	0	0	15,801-	
18-08		0 0	0	0 0	0	0 0	8-	0 0	0	0 0	0	0	0	8	
18-07		0 0	0	0 0	0	0 0	3335-	0 0	0	0 0	0	0	0	3,335	
18-99	SUR PY. ONI	0 0	19,144-	0 0	0	0 0	19144-	0 0	0	0 0	0	0	0	0	
19-99	PERSONNEL	96 0	140,888	12 0	14,495	84 0	128190	12 0	14744	0 0	5-	0	244-	243-	101 %
31-00		0 0	18,400	0 0	0	0 0	0	0 0	0	0 0	0	0	0	18,400	
31-01		0 0	0	0 0	0	0 0	3050	0 0	0	0 0	0	0	0	3,050	
31-02		0 0	0	0 0	0	0 0	13351	0 0	0	0 0	0	0	0	13,351	
31-99	FELLOWS	0 0	18,400	0 0	0	0 0	16401	0 0	0	0 0	0	0	0	1-	
32-00		0 0	14,001	0 0	0	0 0	0	0 0	0	0 0	0	0	0	14,001	
32-01		0 0	0	0 0	0	0 0	8,779	0 0	0	0 0	0	0	0	8,038-	
32-02		0 0	0	0 0	0	0 0	3763	0 0	0	0 0	0	0	0	3,763	

PROJECT TITLE NATIONAL HIDES AND SKINS, LEATHER AND LEATHER PRODUCTS  
IMPROVEMENT SCHEME - EAST AFRICA (ALSO REF US/RAF/88/100)

BACK STOPPING OFFICER MF CALABRO  
PROJECT REVISION G - ONGOING  
PROJECT STATUS O - ONGOING  
PGM-ELEMENT CODE J13104  
FIRST ISSUED 89-03-03 LAST UPDATED 93-04-08  
DONOR IYA

BUDGET LINE	DESCRIPT	TOTAL ALLOTMENT		CURR YR PHASING		PRIOR YEAR EXP		CURR YR DISB		BAL CURR YR OBL		COMMITTED FUTURE YEARS (11)	BALANCE CURR YR (12)	UNCOMMITTED BALANCE (13)	YTD IMPL VERSUS PHASING (14)
		M/M (1)	DOLLARS (2)	M/M (3)	DOLLARS (4)	M/M (5)	DOLLARS (6)	M/M (7)	DOLLARS (8)	M/M (9)	DOLLARS (10)				
32-03		0 0	0	0 0	0	0 0	4190	0 0	0	0 0	0	0	0	4 199-	
32-88	STUDYTOURS	0.0	14,001	0.0	0	0.0	14001	0.0	0	0.0	0	0	0	0	
33-00		0 0	23,498	0 0	5,950	0 0	0	0 0	0	0 0	0	0	5,950	23,498	
33-01		0 0	0	0 0	0	0 0	17548	0 0	4947	0 0	0	0	4,947-	22,495-	
33-88	INSERVICE	0 0	23,498	0 0	5,950	0 0	17548	0 0	4947	0 0	0	0	1 003	1 003	83 %
38-00		0 0	7,500-	0 0	0	0 0	0	0 0	0	0 0	0	0	0	7 500-	
38-03		0 0	0	0 0	0	0 0	7500-	0 0	0	0 0	0	0	0	7 500-	
38-88	SUR PY OBL	0.0	7,500-	0.0	0	0.0	7500-	0.0	0	0.0	0	0	0	0	
38-89	TRAINING	0 0	46,389	0 0	5,850	0 0	40450	0 0	4047	0 0	0	0	1 003	1 002	83 %
41-00		0 0	42,187	0 0	0	0 0	0	0 0	0	0 0	0	0	0	42 187	
41-10		0 0	0	0 0	0	0 0	14488	0 0	0	0 0	0	0	0	14 488-	
41-11		0 0	0	0 0	0	0 0	27403	0 0	0	0 0	0	0	0	27 403-	
41-12		0 0	0	0 0	0	0 0	298	0 0	0	0 0	0	0	0	298-	
41-88	EXPENDABL	0.0	42,187	0.0	0	0.0	42187	0.0	0	0.0	0	0	0	0	
42-00		0 0	309,796	0 0	1,354	0 0	0	0 0	0	0 0	0	0	1,354	309 796	
42-01		0 0	0	0 0	0	0 0	308442	0 0	3312	0 0	0	0	3,312-	311 754-	
42-88	NONEXPEND	0 0	309,796	0 0	1,354	0 0	308442	0 0	3312	0 0	0	0	1 958-	1 958-	244 %
43-00		0 0	2,800	0 0	0	0 0	0	0 0	0	0 0	0	0	0	2 800	
43-11		0 0	0	0 0	0	0 0	2800	0 0	0	0 0	0	0	0	2 800-	
43-88	PREMISES	0.0	2,800	0.0	0	0.0	2800	0.0	0	0.0	0	0	0	0	
48-00		0 0	8,827-	0 0	3,413-	0 0	0	0 0	0	0 0	0	0	3,413-	0 027-	
48-01		0 0	0	0 0	0	0 0	2959-	0 0	0	0 0	0	0	0	2 959-	
48-02		0 0	0	0 0	0	0 0	2254-	0 0	3414-	0 0	0	0	3,414	5,668	
48-88	SUR PY OBL	0.0	8,827-	0.0	3,413-	0.0	8213-	0.0	3414-	0.0	0	0	1	0	
48-99	EQUIPMENT	0.0	348,156	0.0	2,059-	0.0	348216	0.0	102-	0.0	0	0	1,957-	1,958-	

RUN-DATE: 1993-11-03  
 UNIDO - UKAPO2/B

DETAIL REPORT ON PROJECTS AS AT 1993-10-31  
 BY PROGRAM ELEMENT AND COUNTRY

PROJECT NUMBER: US/URT/88/100

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 DONOR IYA

BUDGET LINE	DESCRIPT	TOTAL ALLOTMENT		CURR YR PHASING		PRIOR YEAR EXP		CURR YR DISB		BAL CURR YR OBL		COMMITTED FUTURE YEARS (11)	BALANCE	UNCOMMITTED	YTD IMPL VERSUS PHASING (14)
		M/M (1)	DOLLARS (2)	M/M (3)	DOLLARS (4)	M/M (5)	DOLLARS (6)	M/M (7)	DOLLARS (8)	M/M (9)	DOLLARS (10)		CURR YR (12)	BALANCE (13)	
51-00		0 0	74.424	0 0	9.149	0 0	0	0 0	0	0 0	0	0	(4-8-10)	(2-6-8-10-11)	
51-10		0 0	0	0 0	0	0 0	45874	0 0	8985	0 0	0	0	9.149	74.424	
51-20		0 0	0	0 0	0	0 0	16	0 0	0	0 0	0	0	6.985-	52.859-	
51-30		0 0	0	0 0	0	0 0	8084	0 0	0	0 0	0	0	0	16-	
51-40		0 0	0	0 0	0	0 0	12003	0 0	004	0 0	0	0	004-	6.584-	
51-41		0 0	0	0 0	0	0 0	717	0 0	0	0 0	0	0	0	13.547-	
51-99	SUNDRIES	0 0	74.424	0 0	9.149	0 0	85274	0 0	7949	0 0	0	0	1.200	1.201	86 %
58-00		0 0	2.285-	0 0	0	0 0	0	0 0	0	0 0	0	0	0	2.285-	
58-01		0 0	0	0 0	0	0 0	2285-	0 0	0	0 0	0	0	0	2.285	
58-99	SUR PY OBL	0.0	2.285-	0.0	0	0.0	2285-	0.0	0	0.0	0	0	0	0	
59-99	MISC COST	0 0	72.189	0 0	9.149	0 0	83009	0 0	7949	0 0	0	0	1.200	1.201	86 %
88-88	PROJ TOT	96 0	808.400	12 0	27.835	84 0	577805	12 0	27538	0 0	5	0	2	2	99 %