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REGIONAL AFRICA

REGIONAL HIDES AND SKINS, LEATHER AND LEATHER PRODUCTS IMPROVEMENT SCHEME

AND

REGIONAL AFRICA LEATHER AND FOOTWEAR INDUSTRY SCHEME

US/RAF/88/100 & US/RAF/92/200

MISSION REPORT (*)

to MALAWI

2 - 10 March 1994

Based on the work of

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Associate Industrial Development Officer
Agro-based Industries
Industrial Sectors and Environment Division

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Explanatory Notes

AE	-Associate expert
AYDO	-Associate Industrial development Officer
BMZ	-Bundes Ministerium der Zusammenarbeit (Federal Ministry of Economic Cooperation, Germany)
BSO	-Backstopping Officer
CTA	-Chief Technical Adviser
EU	-European Union
GDE	-Gender Development Expert
HQ	-Headquarters
LAM	-Leather Association of Malawi
LIZ	-Leather Institute of Zimbabwe
MLW	-Malawi
NALFIS	-National Leather and Footwear Industry Scheme
NATEXPs	-National Experts
RAF	-Regional Africa
RALFIS	-Regional Africa Leather and Footwear Industry Scheme
RFO	-Revolving Fund Operations
REFAM	-Rehabilitation and Establishment of Finished Articles Manufacture
RO	-Regional Office
TOR	-Terms of Reference
UNIDO	-United Nations Industrial Development Organization
UNDP	-United Nations Development Programme
WID	-Women-in-Development Expert
MKW	- Malawian Kwachas is the monetary unit of Malawi. US \$1.00 varied from Kws 4.37 - 6.20 during the mission
US\$	- Dollars of the United States of America

ABSTRACT

(dates of the mission: 02 - 10 March 1994)

The purpose of the mission to Malawi was:

- (i) to organize and conduct in cooperation with the CTA, Mr. Felsner, and the Women-in-Development Expert, Ms. Chigudu, a 4-day Seminar of Gender Development in the Leather and Leather Products Industry planned to be held in Lilongwe from 7 to 10 March 1994 and
- (ii) to discuss project pending matters with the National Experts of the Hides and Skins Leather and Leather Products Improvement Scheme, US/RAF/88/100 and associated country projects, and, the Regional Africa Leather and Footwear Improvement Scheme (RALFIS), US/RAF/92/200, and national country projects (NALFIS).

The Seminar on Gender Development in the Leather and Leather Products Industry held from 7 - 10 March 1994, was organized by UNIDO at the Lilongwe Hotel in Lilongwe, Malawi.

The Seminar was officially opened by the Permanent Secretary of the Ministry of Trade and Industry and the UNDP Operational Manager, on behalf of the Resident Representative. The Seminar Programme is attached to this report as Annex 1. Delegates came from Botswana, Ethiopia, Kenya, Malawi, Namibia, the Sudan, Tanzania, Uganda, Zambia and Zimbabwe. Valuable recommendations resulted from the Seminar and are presented under paragraph 1.1. An article, reporting on the Gender Development Seminar, published by a local Malawian newspaper is attached to this report as Annex 2.

During the Seminar, several meetings were organized between the CTA, the AIDO, the national experts and direct beneficiaries of the programme to discuss other areas of the US/RAF/88/100 and US/RAF/92/200 programme implementation. The results of these discussions as well as those held with the counterparts are reflected in this report.

1. FINDINGS

1.1 The Seminar

The Seminar on Gender Development in the Leather and Leather Products Industry, held in Lilongwe from 7 - 10 March 1994, was one of the activities of output 3 of immediate objective 5 of the Regional Africa Leather and Footwear Industry Scheme, US/RAF/92/200 and national country projects.

The main purpose of this Seminar was:

- a. Heighten the awareness at national and subregional levels of the importance of women's contribution to the development of the sector;
- b. Review of experiences, issues and priorities in dealing with gender development issues in the leather sector in the region.
- c. Prepare a set of guidelines and recommendations on the gender issues, including material on women employment possibilities, benefits and policies within the leather and leather products sector.

A special, detailed report on the Seminar will be prepared, reproduced and distributed to all parties concerned.

Efforts were made by UNIDO's Leather Unit and project staff to ensure the smooth organization and functioning of the Seminar. UNIDO's lecturers as well as the local speakers gave an excellent performance in all respects.

The efficiency of the staff of the Malawian Ministry of Trade and Industry during the Seminar was also most satisfactory.

The programme of the Seminar is shown in Annex 1.

The Seminar was carried out in a very practical manner and visit to the Superior Leather Co. was organized to show a leather goods production unit, where women are employed.

The candidates selected in each country were also asked to prepare a brief paper covering areas which are of particular significance for gender development in the leather and leather products industry. The country papers were successfully presented during the Seminar.

The main recommendations provided by the Seminar are:

a) Recommendations to Governments

1. Proper legislative and/or policy frameworks should be designed and implemented for achieving gender equality. Each macro-economic measure on women's employment should be monitored.

2. Governments should encourage industries to employ and promote women by giving them incentives such as tax reduction.
 3. Keep up-to-date data on the present employment of women in industry generally and the leather and leather products sector in particular.
 4. Ensure that women entrepreneurs in the leather and leather products industry have access to credit and physical space. Governments should encourage financial institutions and organizations to assist in establishing a loan fund to provide credit for women in the leather and leather products industry.
 5. As part of human resource development, Governments should promote women's training programmes at all levels (science, technology, management, entrepreneurs etc.) additional to specific industry-related skills training.
 6. An adequate social infrastructure should be provided for facilitating the entry of women to industry, for example, the provision of child care centres.
- b) Recommendations to the Leather Professional Associations, to Leather Institutes and to Local Women's Organizations
1. Take an increasingly active role in integrating gender issues in the leather industry at all levels by identifying issues of relevance to women in the leather industry, and ensuring that these issues are taken into full consideration in the leather industries' overall policies and plans.
 2. Organize gender sensitization programmes for managers in the leather industry in order to work out strategies for utilizing women's talents.
 3. Organize leather technical training programmes for women in leather, footwear and leather goods technology. Such programmes should provide both technical know-how and cater for women's needs such as unassertiveness and lack of confidence.
 4. Compile a directory of women in the leather and leather products industry with the assistance of the national experts of UNIDO's Regional Africa Leather Programme. The directory should indicate the type of activities, level of training and assistance needed.
 5. Compile a directory showing all possible sources of credit and means of access.
 6. Appoint one of the members of the leather or leather products association to be in charge of gender development issues.
 7. Sensitize policy makers and planners to the problems and issues affecting women in the leather and leather products industry, based on relevant statistics as appropriate.

c) Recommendations to UNIDO's Regional Africa Leather Programme

1. Design integrated programmes including training (i.e. management, financial skills and assertiveness training) and improvement of raw material, technology and access to markets.
2. Continue to organize study tours and exchange visits for women entrepreneurs/managers to widen their perspectives and encourage training of women in non-traditional modes of occupation such as hides and skins improvement, leather production and pollution control.
3. Continue to promote women employees' apprenticeship programmes to established enterprises to enable them to acquire skills.
4. Continue to organize a series of workshop in various countries to deliberate on strategies to assist women in the leather industry.
5. Work more closely with UNIDO Women in Industrial Integration Unit.

d) Recommendations to the donors community

1. Act as catalysts by urging national Governments and International agencies to increase the participation of women as equal partners in industrial development.
2. Mobilize funds for the support of programme for women in the leather and leather products industry.

The following work-plan is proposed in order to facilitate the implementation of the above recommendations:

In each of the countries participating in the Regional Africa Leather Programme, the NATEXPs in cooperation with the Leather/Leather Products Associations should:

- a) initiate a dialogue with senior officials from the relevant ministries on issues pertaining to women in the leather and leather products industry.
- b) compile directories of women in the leather and leather products industry according to the format prepared by the WID Expert.
- c) prepare a plan of action for their specific countries which should then be submitted to UNIDO for possible implementation.

The deadline for the preparation of the work-plan has been set-up for end of April 1994.

1.2 Visit to the Superior Leather Ltd.

A visit to the Superior Leather, took place on 9 December. I had visited the factory during my mission in early December 1993 and my observations are the following:

- a) The factory seems to have overcome its financial problems. The factory is, at least, able to meet its running cost and sell the goods produced.
- b) The assistance provided by Mr. Alano, UN Volunteer, is definitely an asset for the development of this small leather goods production unit.
- c) The machinery purchased under the project XP/MLW/93/200 have been received and already installed.
- d) The main problem, however, remains the supply of good finished leather.
- e) Another problem is the marketing of the products and the development of products for the tourism market.

It is recommended:

- to extend to prepare a budget revision of US/RAF/88/100 to extend the contract of Mr. Alano for an additional year in order to consolidate the results obtained under his first year of assignment.
- the CTA should follow-up the issue of the supply of good leather with LIWONDE TANNERY.

1.3 Meeting with the NATEXPs

A meeting with the NATEXPs of US/RAF/92/200 and national country projects was organized at 8.00 am of 8 March 1994. The main topics of discussion have been:

a) *The Hides and Skins Improvement Component:*

The CTA stressed that the weakest part of the Regional Africa Leather Programme is the availability of up-to-date statistical data on hides and skins in each of the participating countries.

The NATEXPs were requested to prepare a compendium on the hides and skins according to a format prepared by the Hides and Skins Coordinator, Mr. S. Kiruthu, based in Nairobi. All the NATEXPs have provided the CTA with the requested information which will be analyzed in the coming weeks by Mr. Kiruthu. It has also been stressed that the compendium should be updated at least every six months and major efforts should be done by the NATEXPs in this direction.

The CTA mentioned about the Hides and Skins Seminar planned to take place in Morogoro, Tanzania, in June 1993 (Mr. Massay, National Expert US/URT/91/110, suggests to hold it in Arusha to facilitate flights schedules). The participants should be: the national experts, one/two senior extension officers per each country, one senior Government official from the Ministry of Agriculture (MOA). Hides and Skins Traders should be also invited to participate in the seminar at their own expenses.

The preparation of a publication entitled "African Hides and Skins" as per activity 2.2 of output 2 of immediate objective 2 of RALFIS was also discussed. I have requested the NATEXPs to take photos of the different breed in each country. The photo of each animal breed should be accompanied by a brief description of the animal describing physical properties, structure and inherent qualities etc. An example will be sent from Vienna upon my return.

The preparation of News Letters was presented and the covering page prepared by Mr. Berg, SIRA, was shown to the national experts, who agreed in principle with this idea. Mr. O'Shaughnessy, National Expert of US/ZIM/92/200, has kept the copy of the covering letter and will write to the other national experts on his return to Zimbabwe, to get the necessary information. The first number of the programme News Letter is expected to appear in January 1995.

b) Present Funding Status of the Phase 2 of the Regional Africa Leather Programme

The CTA briefed the NATEXPs on the present funding status of Phase 2 of the Regional Africa Leather Programme, and in particular, on the negotiations undergoing with the European Union (EU) in some of the countries (Botswana, Uganda, Zambia). The CTA also explained the NATEXPs the mechanism of EU funding.

The main problem to receive funds from EU is the lack of a formal agreement between UNIDO and EU. I informed the NATEXPs that action has been taken at UNIDO HQ to face this problem and they will be kept informed on the outcome.

The CTA stressed that it appears necessary to modify the project document of the project US/RAF/92/202 (REFAM) to reflect the funding requirements of EU and the following actions should be taken:

- prepare two different PRODOCs to reflect the EU division between the Northern and Southern Region;
- provide information on the needs of the sector without mentioning a specific country (i.e. number of tanneries to be assisted etc.)
- the following information should also be provided to UNIDO HQ for the preparation of the PRODOCs
 - i. Hides and Skins Improvement: details on new target area not tied to an existing one, including training needs, transport and personnel required;

- ii. state of production in the tanning, footwear and leather goods industry (areas of assistance), equipment required to improve these sectors;
- iv. overall training needs;
- v. marketing requirements;
- vi. impact of the project (technical assistance, export potential).

In light of the above, a special MEMO has been drafted by the CTA and distributed to all NATEXPs for action. The deadline to provide the above information is end of March 1994. Copy of this memo is hereby enclosed as Annex 3.

I have told the CTA that I am in principle in agreement with this action, however, we should not forget that no further action can be taken until a formal agreement is signed between the two organizations (UNIDO and EU).

c) *Individual Meeting with the CTA and the following NATEXPs:*

ETHIOPIA: Mr. Hailu provided the paper indicating the amount earmarked - within the UNDP V Country Programme - for the leather industry. Mr. Berg, SIRA, should be fielded to Ethiopia in May 1994 to prepare the final document.

MALAWI: The transfer of cars was discussed with Mr. Jumbe and Mr. Post. One of the car should be transferred to the MOA and one to the LAM. Mr. Jumbe will provide the details.

The fielding of Mr. Zink, Machinery Maintenance Expert, was discussed and confirmed (Arriving in LIWOTAN on 16/03).

Two ladies from Zimbabwe will be fielded for 3 weeks at the Superior Leather for a on-the-job-training course in leather goods conducted by Mr. Alano.

Mr. Jumbe's contract expires on 19 March 1994. Funds should be provided on BL 17-02 of US/RAF/88/100 to extend Mr. Jumbe's contract by two months.

Mr. Post has been requested to prepare a small project concept for XP funding to meet some of the hides and skins improvement training needs.

Mr. Post has been requested to send a telex to Mr. Buljan, BSO of DP/MLW/89/029, to ask for the transfer of the equipment purchased for LIWONTAN to the LAM.

SUDAN: Mr. Abbo will confirm in the coming week if Bruggi's technicians can travel to the Sudan as proposed in our fax of 1.03.94 (installation of the Leather Institute equipment purchased under XP/SUD/93/200).

TORs (JDs) of Mr. Ruppert and Mr. Linz should be sent to Mr. Abbo for information before their fielding.

Reports of Mr. McCallin and Ms. Chigudu should be submitted to Mr. Abbo.

Fieldings of Mr. Zink and Mr. Marzo were discussed. Dates suggested: Mr. Zink: mid-May and Mr. Marzo end-May 1994. Mr. Abbo should reconfirm.

Dates of TPR should be also confirmed (maybe to coincide with the Leather Week from 28-30.06.94).

MOD increase request to be received from Mr. Abbo.

TANZANIA: Mr. Massay requested to move the location of the Hides and Skins Seminar planned to take place in June 1994, from Morogoro to Arusha to facilitate flights schedule. The CTA and the Hides and Skins Coordinator should be informed urgently on the matter.

ZAMBIA: The draft report of Mr. Berg, SIRA, was handed to Mr. Siulapwa.

The fielding of Mr. Alano to Zambia to assist BIMZI to set up a small footwear factory for the production of sandals (see Mr. Berg's report) was discussed. The best period would be from 15 to 20 May 1994. Ms. Mwananwamba should confirm by letter that she will meet the local costs.

The fielding of Mr. Zink was also discussed. The timing (starting on 19/04/94) is as follows:

- SIDO 2 days
- BATA 2 days
- KEMBE 2 Days

The terminal report: Annex 13 and 14 should be sent to Mr. Siulapwa.

New address of the NATEPX is: P.O. BOX 51047,
Lusaka, Zambia.

The letter on the transfer of the cars was handed
to me to be annexed to Mr. Berg's report.

ZIMBABWE: The draft report of Mr. Berg, SIRA, was handed to
Mr. O'Shaughnessy.

Fielding of Mr. Ruppert, Mr. Linz and Mr. Foran at
the TPCSI/Bulawayo was also discussed.

2.4 Meeting with Mr. V. Post, JPO at UNDP/Lilongwe.

A meeting with Mr. V. Post, JPO at UNDP/Lilongwe took place on
4 March to discuss the possible funding of the Phase 2 of the
project US/MLW/88/100, namely, the "National Africa Leather and
Footwear Industry Scheme" (NALFIS) US/MLW/92/200. Up to now no
donor has expressed interest in funding the project Phase 2. I
have asked if UNDP may be in the position to provide the necessary
funding but Mr. Post informed that the present IPF has been already
committed.

The support received by the local German Embassy is very
positive but no interest was shown at the BMZ, Bonn, for a possible
funding of the Phase 2. Mr. Post informed that he has also
approached the German Embassy, in cooperation with Mr. Jumbe, to
receive financial support for a small training programme for the
hides and skins improvement.

Major efforts should be done to approach non-traditional donors
such as Norway, Denmark and South Africa for possible projects
funding.

In light of the above, a meeting with the Ambassador of South
Africa was organized for 9 March 1994 and the CTA, Mr. Felsner,
participated together with Mr. Post. It is generally believed that
after the political elections planned to take place in Malawi in
May 1994, major support from the donor community will be received.

3. RECOMMENDATIONS

- 3.1 The report on the Gender Development Seminar should be
finalized by UNIDO Secretariat as soon as possible and the
recommendations should be followed-up by the CTA, the NATEXPs
and the WID Expert.
- 3.2 Budget revision of US/RAF/88/100 should be prepared urgently
in order to provide funds for one-year extension of the
contract of Mr. Alano, UNVOL, in order to consolidate the
results obtained under his first year assignment.

3.3 The CTA should follow-up the issue of the supply of good leather with LIWONDE TANNERY.

3.4 Follow-up actions to be taken according to the discussions held with the CTA and the NATEPXs.

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United Nations Industrial Development Organization

*Seminar on Gender Development in the Leather and Leather Products Industry, Lilongwe, Malawi
7 - 10 March 1994*

Work-Programme



Botswana, Ethiopia, Kenya, Malawi, Namibia, Sudan, Tanzania, Uganda, Zambia, Zimbabwe

PRELIMINARY WORK PROGRAMME AND AGENDA
OF THE REGIONAL SEMINAR ON GENDER DEVELOPMENT
IN THE LEATHER AND LEATHER PRODUCTS INDUSTRY

Lilongwe, 7 - 10 March 1994
Venue: Lilongwe Hotel, Lilongwe, Malawi

Monday, 7 March 1994

- | | |
|---------------|---|
| 08:30 - 09:00 | <i>Participants registration</i> |
| 09:00 - 10:00 | <i>Opening Addresses</i> <ul style="list-style-type: none">- Ministry of Trade and Industry- UNDP Resident Representative- Chairman of the Leather Association of Malawi (LAM)- UNIDO representative |
| 10:00 - 10:30 | <i>Coffee break</i> |
| 10:30 - 17:30 | <i>First Session: papers to be presented:</i> |
| 10:30 - 11:00 | <i>UNIDO's activities on Gender Development (presented by an officer of UNIDO Women in Industrial Integration Unit)</i> |
| 11:00 - 12:00 | <i>UNIDO's activities on Gender Development within the Regional Africa Leather and Footwear Industry Scheme and Constraints affecting women integration in the leather and leather products industry in the African Region (jointly presented by Ms. A. Calabrò, project BSO, Mr. G. Felsner, project CTA, and Ms. H. Chigudu, project Women-in-Development Expert)</i> |
| 12:00 - 12:30 | <i>Presentation of the country papers by experts from the region: Botswana, Ethiopia</i> |
| 12:30 - 14:00 | <i>Lunch break</i> |
| 14:00 - 15:30 | <i>Country papers: Kenya, Namibia, Sudan, Tanzania</i> |
| 15:30 - 15:45 | <i>Coffee break</i> |
| 15:45 - 16:30 | <i>Country papers: Uganda, Zambia and Zimbabwe</i> |
| 16:30 - 17:30 | <i>Round Table discussion:</i>

<i>Review of experiences, issues and priorities in dealing with gender development issues in the African region</i> |

Tuesday, 8 March 1994

- 09:00 - 17:15 *Second Session: papers to be presented:*
- 09:00 - 10:00 *Women in the industrial sector in Malawi (presented by Ms. Kamtengeni and Ms. Sinoya, Senior Officers, Ministry of Women and Children Affairs and Community Service).*
- 10:00 - 10:15 *Coffee break*
- 10:15 - 11:15 *UNIDO's activities on "Gender Development" in Malawi (presented by Mr. A. Jumbe, National Expert).*
- 11:15 - 12:00 *Discussion*
- 12:00 - 14:00 *Lunch*
- 14:00 - 15:00 *Outline of the activities of the Development of Malawi Traders' Trust and opportunities for women: a practical example of their operations (presented by Mr. P. Horea, Development of Malawi Traders' Trust, DEMATT).*
- 15:00 - 15:15 *Coffee break*
- 15:15 - 16:15 *Outline of the activities of the Malawi Entrepreneurs Development Institute, training opportunities for women in small-scale: success stories, measures taken and their results (presented by Ms. Kalilani, Malawi Entrepreneurs Development Institute, MEDI).*
- 16:15 - 17:15 *Round Table discussion:*
Review of similar experiences in the other African countries

Wednesday, 9 March 1994

- 09:00 - 17:30 *Third Session:*
- 09:00 *Depart for Superior Leather Ltd. in Lilongwe (fifteen minutes drive from the Lilongwe Hotel): factory visit and practical demonstration by Mr. Alu, United Nations Volunteer (Leather goods Expert)*
- 12:15 *Depart for the Lilongwe Hotel*
- 12:30 - 14:30 *Lunch break*
- 14:30 - 15:30 *"Summing-up": Lessons learned - critical review of the topics discussed in the previous two days, proposals and recommendations*
- 15:30 - 15:45 *Coffee break*
- 15:45 - 17:30 *Continuation of the session*

Thursday, 10 March 1994

09:00 - 12:30	<i>Fourth and Final Session:</i>
09:00 - 10:00	<i>Final discussions: Prospects for regional cooperation: brief presentation of the pipeline, follow-up projects</i>
10:00 - 10:15	<i>Coffee break</i>
10:15 - 12:00	<i>Continuation of the discussion and adoption of the recommendations</i>
12:00 - 12:30	<i>Closing of the seminar</i>

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LOCAL NEWS

'Women must be integrated in economic activities'

It is the wish of the Malawi Government to fully integrate women in the economic activities of the country so as to improve the living standards of their families, the principal secretary in the Ministry of Trade and Industry, Mr. Ephron Ng'oma said on Monday.

Mr. Ng'oma said this at Lilongwe Hotel at the opening of a four-day seminar on gender development in the leather and leather products industry.

The seminar, whose theme is 'Women participation in leather and leather products industry' is being attended by participants from Botswana, Ethiopia, Kenya, Namibia, Sudan, Tanzania, Uganda, Zimbabwe, Zambia and Malawi.

Mr. Ng'oma noted that over 60 percent of the country's population live below the poverty line with the urban poor and female headed households being the most vulnerable ones.

He said to alleviate the problem, the Malawi Government in conjunction with the United Nations Development Programme (UNDP) were working tirelessly to elevate the status of women through the Malawi Government/UNDP 5th country development programme.

"The 5th country programme consists of four core programmes including programmes 11 which focuses on small enterprises development whose

lead implementing agency is the Ministry of Trade and Industry," said Mr. Ng'oma.

The principal secretary explained that Sedom will in particular promote income generating opportunities in the informal sector.

"I would like to add that the 5th country programme provides for cross programme strategies most important of which, for our purposes today, concern women in development and employment," he said.

Mr. Ng'oma, therefore, urged the participants to come up with viable recommendations that will

ensure the full involvement of women in the economic activities of their countries.

"You must guard against making recommendations that are unrealistic," he advised, adding: "Our respective governments cannot afford to receive assistance from friendly governments and other international co-operating partners but fail to make a positive impact on the living standards of the people at grassroot level particularly the women.

In his remarks, the chairman of the Leather Association of Malawi, Mr. Dumisani Chisala, expressed the need to involve women in the leather industry. He said all along

women in the industry have been looked upon as supporters and not active participants.

"We would like them to participate actively not only as supporters but leaders as well," he said.

The workshop has been organised by the United Nations Industrial Development Organisation (UNIDO) and among other things, it will review the experience, issues and priorities in dealing with gender development in the leather sector in the Africa region as well as prepare a set of guidelines and recommendations on gender issues including employment possibilities.--Mana

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION



US/RAF/88/100

HIDES & SKINS, LEATHER AND LEATHER PRODUCTS
IMPROVEMENT SCHEME IN COOPERATION WITH ASSOCIATED
PROJECTS IN ETHIOPIA, KENYA, MALAWI, SOMALIA,
SUDAN, TANZANIA, ZAMBIA AND ZIMBABWE



YOUR REF. FELSNER / MURKIN

NAIROBI, 09-03-1994

OUR REF: US/RAF/92/200 (REHABILITATION PROJECT)

TO ALL NATIONAL EXPERTS (SUD, ETH, UGA, KEN, URT, MLW, ZIM, ZAM)

TO ASSIST IN SECURING FUNDS FOR US/RAF/92/200 PARTICULAR FOR POSSIBLE EC FINANCING THE FOLLOWING INF.

IS REQUIRED TO FORMULATE A NEW PROJECT (REQUIRED HQ 15/04/94)

1. INVESTMENT, M/S - INF. AVAILABLE ALREADY BY R.O.
2. REQUIREMENT OF TRAINING/EXT. NEEDS IN NEW TARGET AREA FOR EACH COUNTRY AND TRANSPORT REQUIREMENTS INCLUDING PERSONNEL.
3. LIST FOR EACH COMPANY (TANNERY, SHOE AND LEATHER GOODS PLANTS) THE REQUIREMENTS OF MACHINES AND EQUIPMENT TO INCREASE AND IMPROVE THE PRODUCTS PRODUCED (LIST OF MACHINES REQU. NEEDED)
4. LIST THE INDIVIDUAL PRODUCTION OF THE COMPANIES - TYPE OF LEATHER, SHOES ETC IN SQUARE FEET / YR. NUMBER OF ITEMS, VALUE, BREAKDOWN OF SALES (LOCAL/EXPORT)
5. ELABORATE ON THE REASON FOR ASSISTANCE IN CAPITAL EQUIPMENT AND ASSESS THE RESCUE AND IMPACT ON PROJECT IMPROVEMENT INCLUDING EXPORT POTENTIAL.
6. ELABORATE ON TECHNICAL ASSISTANCE NEEDED TO FULFILL THE OBJECTIVES.
7. SPECIFY THE MARKETING REQUIREMENTS / SALES PROMOTION, Fairs PARTICIPATIONS.
8. ALL INF. SPECIFIED ABOVE MUST BE SUBMITTED BY 15/04/94

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