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HIDES AND SKINS, LEATHER AND LEATHER PRODUCTS
IMPROVEMENT SCHEME

US/ZAM/88/100

ZAMBIA

Terminal report*

Prepared for the Government of Zambia
by the United Nations Industrial Development Organization

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* This document has not been edited.

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EXPLANATORY NOTES

CTA	Chief Technical Adviser
UNDP	United Nations Development Programme
PTA	Preferential Trade Area
LIAZ	Leather Industries Association of Zambia
FAO	Food and Agricultural Organization of the United Nations
ITC	International Trade Centre
DVTCS	Department of Veterinary and Tsetse Control Services
ZCSC	Zambia Cold Storage Corporation
LIZ	Leather Institute of Zimbabwe
IDF	Industrial Development Fund
K	Zambian Kwacha: UNDP rate in October 1992 = K 192 to US\$ 1

ABSTRACT

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

The main objective of the project was to assist Government of Zambia in increasing the quantity and improve the quality of hides and skins available to the tanning industry and also to rehabilitate the dilapidated tannery infrastructure, increase efficiency and capacity utilization, upgrade technical standards, processing methods and skills, product quality and marketing performance, as well as the knowledge of those attached to these industries at various levels.

Although the project recorded improvements in quality and increase in quantity of hides and skins, their availability and further improvement still remains the most important impediments for further development of the leather and leather products sector. There is a further need for the industry to press for more sector-specific policies and updating of statistical intelligence to guide planning and investment in the leather sector.

INTRODUCTION

A. Project Background

The large-scale Regional Africa Hides and Skins, Leather and Leather Products Improvement Scheme, US/RAF/88/100, was the umbrella project with headquarters in Nairobi, Kenya, from where the subregional, general and specific country activities were coordinated. The scheme embraced eight associated country projects within the PTA subregion, i.e. in Ethiopia, Kenya, Malawi, Somalia, Sudan, Tanzania, Zambia and Zimbabwe, and the Regional Tannery Rehabilitation Scheme, US/RAF/88/102.

In total these interrelated projects were UNIDO's largest IDF-funded programme with special purpose contributions from Austria, France, Finland, Germany, Italy, the Netherlands and Switzerland. The programme is a joint effort of the three sister agencies UNIDO, FAO and ITC, with UNIDO acting as the main executing agency.

The scheme was initially conceived as a follow-up to a recommendation of the UNIDO Third Consultation on Leather and Leather Products Industry, Innsbruck, Austria (1984). A pilot project scheme covering five countries was prepared for presentation to the Regional Meeting on the Leather Products Industry in Africa which was held in Alexandria, Egypt, in January, 1987.

Deliberations at the Alexandria meeting centred around the main constraints and shortcomings experienced by the sector in Africa. At the global, regional and subregional levels, the studies prepared and research conducted for the UNIDO global leather sector consultations, the deliberations of the UNIDO Leather Panel, the Sectoral Meeting on the Leather and Leather Products Industry in Africa and the FAO Intergovernmental Sub-Group Meeting on Hides and Skins in Rome have all described the sector as follows:

The sector features an enormous waste of raw hides and skins, under-utilization of production capacities, low productivity and lack of trained personnel at all levels and segments of the African hides, skins, leather and leather products subsectors.

Despite these constraints, there is potential in some of the African countries to emerge as major suppliers of semi-processed leathers to the export markets and for the production of finished leather products for their own markets. These assumptions are based on large, indigenous raw material resources of cattle hides and ruminant skins.

Accordingly, the scheme envisaged that this potential could be realized with the help of a major, sectoral technical assistance programme in line with the concerned

country's general national plan, geared to maximize the value added to one of Africa's most renewable natural resources.

For the implementation of the integrated sectoral improvement scheme, UNIDO was entrusted to seek the required funds. After receiving the approval and support of many African countries including Zambia, it was agreed that eight East and West African countries should be grouped under two regional umbrella projects. The West African scheme did not become operational due to lack of funds.

According to the available statistical livestock data (Annex 1), Zambia's leather industry has immense potential. A large number of hides and skins are produced as a by-product of the meat industry. In 1977 alone it was estimated that annually 40 per cent of the hides and 80 per cent of the skins of slaughtered animals were wasted. This waste resulted in a loss of about K 3,000,00 (US\$ 3,375,000 at the time) per annum. At the same time leather goods and shoes worth K 3 million were being imported annually. For example, during the period 1974 to 1977 a total of 9.2 million pairs of footwear were imported valued at K 12,300,000 (US\$ 15,370,000 at the time).

This potential provided the justification for Zambia to seek assistance from FAO in 1977. Under FAO's technical cooperation programme, work was carried out in Zambia from November 1977 to March 1979, mainly conducting a nationwide survey on hides and skins. The main reason for the waste of hides and skins and other by-products was identified as lack of awareness of the economic potential of hides and skins, as well as inadequate technical expertise on flaying and curing of hides and problems of collection and marketing, particularly in the rural areas. Extensive field training covering various aspects of hides improvement was recommended, including the introduction of organized channels for trade and marketing.

As a follow up to the original project recommendation, in 1981 the Government of Zambia requested additional assistance from FAO in order to introduce intensive training for a year. In 1983 the Government of Zambia requested assistance from the Government of the Netherlands for continuing development efforts. This assistance was approved under FAO's Government Cooperative Programme (GCP) initially for a period of 22 months, March 1983 to December 1984. The project was later extended to December 1986.

The project activities created a growing awareness of the economic importance of hides, skins and by-products in Zambia. The activities also led to planning of investments for setting up small industrial units such as tanneries.

B. Outline of official arrangements

As a follow up, the proposed scheme was presented to the first session of the FAO Inter-governmental Sub-group on Hides and Skins, convened in Rome, 21-23 January 1988 and was welcomed and accepted. Approval and support from the Zambian Government for UNIDO to implement the scheme was received by UNIDO in May 1989. The project started operating in June 1989.

C. Contributions

A total contribution of US\$641,840 (including 13 per cent support costs) was given by the Government of Switzerland through a special purpose contribution to the IDF of UNIDO. The Government of Zambia provided approximately K 9 million in cash and kind. The project was executed by UNIDO with the Ministry of Commerce, Trade and Industry, and the Department of Veterinary and Tsetse Control Services in the Ministry of Agriculture, Food and Fisheries as counterpart agencies responsible for project execution.

D. Objectives of the project

1. Development objectives

The development objective was to contribute to the development of the country's and 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. Immediate objectives

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 a catalyst to national authorities in introducing incentives for improved quality performance;
- (c) To rehabilitate the game skin tannery in Chilanga and assist other established leather and leather products manufacturing plants by increasing their efficiency.

Objective (c) is directly related to output 5 in the project document but was revised to reflect the considerably changed situation in the Zambian leather sector. The small-scale tannery expected to be rehabilitated no longer existed when the project started. Based on the findings of project personnel, specifically the rehabilitation expert under US/RAF/88/102 and the tannery machinery engineer of US/RAF/88/100, it was agreed that the Zambian leather industry, especially the leather products and footwear sectors, urgently required improved quality of finished leathers. This was also the view of the industry and supported by government policy measures encouraging the manufacture of value-added products.

Based on the recommendation of the tripartite review meeting held in Lusaka on 1 March 1991 and approved by the donor country, the Government and UNIDO, which took the changing needs of the Zambian leather industry into consideration, output 5 was consequently revised as follows:

- Rehabilitated finishing department of a major mechanized tannery with trained personnel and skilled workers. Production of good quality upper and lining leather for the Zambian footwear industry.
- Improved production of local footwear factories with modern production facilities and increased production capacity and product quality.

E. Training

Apart from the recorded improvements in quality and quantity, the only dependable way to ensure continuation of activities for the development of the leather sector is through training of Zambian nationals.

A significant number of farmers, butchers and animal husbandry officers were trained in hides and skins improvement. It is estimated that some 250 of the above attended seminars and workshops. In addition to the local seminars, technical personnel were awarded fellowships abroad, ranging from a period of one week to one month (see Annex 6 .

F. Equipment

All equipment agreed in the project document was supplied, including the counterpart inputs from the Government. There was no unusual problem in the delivery of the inputs.

G. Subcontracting

This aspect of the programme was undertaken at the regional level.

Under four subcontracts seminars were conducted on the following subjects:

- hides and skins improvement
- application of a uniform grading system for hides and skins and semi-processed leathers
- tanning, finishing and rehabilitation
- tannery maintenance

Zambia sent participants to all the seminars.

RECOMMENDATIONS

Based on the experience gained in the execution of the project, and in consideration of the changing needs of the Zambian leather sector, the following recommendations are made.

A. For improving the policy environment

1. The Government of Zambia, through the responsible Ministry (Commerce, Trade and Industry and Department of Veterinary Services) and in consultation with the Leather Industries Association of Zambia, should formulate and introduce incentive schemes to counter the neglect of hides and skins improvement.
2. The Leather Industries Association of Zambia, in cooperation with the Government should consider introducing levies on hides and skins and leather trades. The funds collected this way are to be deposited into the hides, skins and leather development fund and used solely for hides and skins improvement.
3. The Government should discontinue issuing new export licenses for raw hides and skins as raw material exports could cause a serious shortage for tanners. The tanning capacity in Zambia exceeds the supply of raw hides and skins. If the Government fails to take action on this matter, there is a danger that the tanneries will

close down resulting in idle capacity and loss of jobs. One should note that investments in these sectors are fairly recent and Government intervention is required before the sector collapses.

4. Government intervention is also required in shielding the leather products subsector from unfair practices such as mass importation of cheap footwear and leather goods.

5. Taking into consideration the experienced shortage of locally available hides, the total collection of which is insufficient to meet the raw material requirements of the country's tanning industry, it is advisable that LIAZ in conjunction with the Government embarks on a plan of action which will bring into the market the so-called wasted hides. It is recommended that an adequate number of sufficiently equipped hide drying sheds be constructed - particularly in the rural areas where there is lack of salt due to cost, coupled with transportation costs in the remote areas of Zambia.

6. The grading system currently applied is rather weak and needs to be strengthened and must be supported with standards, definitions, specifications and legislation to regulate such trade.

7. The slaughterhouse set up at Katete should be taken as a model and the meat produced should be linked with a marketing system of hides in order to test the viability of this recommendation. UNIDO, in collaboration with LIAZ and the government municipalities and/or local butcher associations where they exist, should set up organized slabs providing basic slaughter facilities as an essential step towards hides and skins improvement. It has been observed that much of the damage to the hides is done at the slaughterhouses, mainly due to the lack of proper tools and the incorrect use of available tools.

8. Realization of a full-fledged grading system, financial incentives for primary producers and statistical intelligence need further effort and support.

9. Although the slaughterhouses provide regular and substantial sources of income to the ZCSC and municipalities, they are usually neglected by these agencies (especially the latter). To revamp the entire meat and hides production and handling systems it is imperative that the slaughterhouses be delinked from the municipalities and entrusted to the Butchers Associations of Zambia, wherever they exist, or to NGOs. The number of slaughterhouses in the country should be reduced.

10. Duties should be reduced on chemical inputs, machinery and spares parts for the

leather industry. This would increase the price competitiveness of the leather products and lead to the growth of this sector.

B. To UNIDO and other international organizations

1. Technical assistance should be extended to other tanneries in Zambia, not only to Bata, to create and increase the leather finishing capacity.
2. The footwear and leather goods sector should receive further assistance.
3. FAO should assist the Zambian Government in reinforcing the hides and skins improvement extension services.
4. Privatization of abattoirs and a review of State participation in the SIDO??? tannery should be considered. At the moment, State ownership has shown certain disparities based on government bias.
5. The present national policy for slaughtering meat, the cattle slaughter (control) Act Cap 304 of the laws of Zambia, was introduced for different reasons. At the moment it appears that slaughter and meat inspection regulations are only a source of income for the municipalities rather than to serve public health. The act has not been comprehensive nor effective. In the absence of coordination among government departments and municipalities, and due to non-uniformity in the regulations, these restrictions have not yielded the anticipated results. It is recommended that a pragmatic policy be introduced and that such a policy should spell out measures necessary for the sustained growth of the meat industry, stock-building programmes, humane slaughter, as well as hygienic meat production and handling, apart from stipulating restrictions on the slaughter of feed stock (heifer) and productive animals. The results will be increased availability of good quality hides. It is recommended that national public health relating to meat inspection be delinked from municipalities and solely be under the Veterinary Department Public Health Unit. The formation of this unit, as is the case in other countries, should be accelerated.
6. The existing staff in slaughterhouses are either general veterinarians/livestock officers/veterinary assistants or health inspectors drawn from the municipal Department of Health. Similarly, the other staff involved in flaying and recovery of hides do not possess any institutional training. Therefore, these persons are generally not equipped to tackle the tasks expected of them.

Special training facilities organized by the tanners themselves in conjunction with the Government should be introduced to upgrade the skills and technology of the existing staff.

7. In the absence of special markets and market yards with assured facilities for preservation, storage water and drainage, considerable quality deterioration and loss of value of the basic raw material is taking place under the existing market structure. A low level of hides collection exists, especially in remote areas. In view of the importance of hides in the development of the leather industry, easily accessible markets and market yards should be set up in important locations and prices for each grade publicized. Such a set-up will greatly help to introduce an improved system of handling and bring those hides presently classified as wasted on the market.

8. For the first time in the history of the Zambian leather industry, a special fund exclusively for the development of various programmes connected with the improvement of hides and skins at different levels has been created. As such it is expected that the entire spectrum of hides improvement, e.g. flaying of hides etc., on scientific lines will be effectively taken up throughout Zambia. To maintain this fund, it is recommended that a development cess, ranging from 0.5 - 2 per cent on the export of leather and leather products be introduced. The funds thus generated should be used for specific programmes such as setting up hide drying sheds, specific education programmes related to hides, demonstrations for improved techniques of flaying, preservation and handling of hides and skins, etc.

9. To improve collection prices of hides, these should be reviewed regularly to keep pace with economic inflation. At the moment the Hides and Skins Unit in the Veterinary Department is small. With the present shortage of trained and qualified staff and the absence of professional specialists in hides, there is a need to train more people and prepare a cadre of professionals to carry out the work on a more permanent basis. Training requirements should be coordinated with LIAZ and the user agencies. In the past training efforts were fragmented without an overall policy guideline for common reference.

C. For improving inter-agency cooperation

1. With or without the UNIDO leather project, a liaison must be continued/maintained between UNIDO's Leather Unit in Vienna, FAO, Rome and ITC, Geneva,

with the main dealers of hides, skins, leather and leather products - through the Government and the inter-professional association, LIAZ - in an effort to seek ways and means to further develop the leather industry.

2. The tannery evaluation of shade-dried hides and wet-salted hides should be repeated, but this time with hides from major cattle hide producing areas, i.e. Eastern, Western, Lusaka and Southern Provinces. This will assist the main participants in hides improvements in directing possible extension efforts and also in updating the information generated from the previous evaluation. A repeat of the exercise - at least every two years - would be desirable.
3. UNIDO should assist LIAZ in setting up a plant for producing footwear components to supply the domestic footwear manufacturers. This will go a long way in increasing productivity and consistency in the footwear industry.
4. UNIDO, in conjunction with LIAZ and the Ministry of Environment and Natural Resources, should prepare a project proposal and seek donor funding for activities relating to pollution in tanneries and leather processing industries.
5. The footwear and leather goods sector should receive further assistance.
6. FAO/UNIDO should assist the Zambian Government in reinforcing the hides and skins improvement extension service.
7. National meetings and discussion, such as the one held in August 1991 in Lusaka with the National Commission for Development Planning and other ministries, should be encouraged.

D. Sectoral development plan proposal 1993-1997

1. The plans for the subsector are not normally included in the National Indicative Economic Programmes. It is recommended that the planning units of the responsible government ministries, in conjunction with LIAZ, identify methodologies for regular quarterly reviews of the subsectoral plans, including linkages and identifying ways and means of publishing the subsector's industrial performance.
2. Elaborate a methodology for identifying industrial projects within the leather sector and its allied industries to be included on a list of national priority projects.
3. The Government, in consultation with LIAZ, should begin with the preparation of a five-year annual plan, including recommendations, for discussion within the overall framework of the National Indicative Economic Programme.

The sectoral plan proposal should encompass the following:

Year 1992-1993

- Maintain ban on raw hides export
- Increase recovery of raw hides and skins
- Reduce duties on imported chemical inputs, equipment and spare parts
- Strengthen veterinary activity in hides and skins improvement extension services
- Increase leather finishing capacity by 50 per cent of the present capacity at Kembe and Asaria tanneries
- Accelerate training in leather finishing, accessories, footwear technology as well as leather goods production.

Year 1994-1995

- Increase capacity of finishing leather for the rest of the bovine hide production
- Continue to strengthen hides and skins improvement services
- Strengthen footwear and leather goods factories by facilitating the import of accessories
- Adopt an incentive package for the leather sector by introducing duty draw-back on imported inputs for the sector.

Year 1996-97

- To be self-sufficient in footwear and leather products.

I. ACTIVITIES AND OUTPUTS

In accordance with the project document, the project had five outputs which were related to those of the regional umbrella project but with special application to Zambia. The outputs in this report refer to various subsectors in more specific terms, organized to the extent possible in subsectoral order (raw hides and skin/tanning and finishing, footwear and leather goods).

A. Output 1

Improved policy guidelines and industrial strategy for the development of the country's hides and skins, leather and leather products industry. This output was in the form of a country document specifying, firstly, the national objectives and, secondly, the connections with the regional strategy.

1. Project strategy

To achieve output 1 the following activities were undertaken by the project:

The national expert, in conjunction with the international consultants, collected all material from the present legislation. The material was analysed and prepared into a regional document by the consultants and Chief Technical Adviser of the project.

The project also encouraged interaction between various members of the hides and skins, leather and leather products industry in the country. This trend culminated in the establishment of a trade association called LIAZ. The principal objective of the association is to promote the profitable utilization of hides and skins and evolve a policy framework to guide the development of the industry. The association represents all activities that are related to the production of leather and leather products from primary producers to retailers.

This has ensured that the position taken in discussions with the Government represent the clear, distinctive views of a unified industry. Formation of LIAZ has eliminated the differing views and varied interests previously presented vis-a-vis the Government. LIAZ, in conjunction with the project, has assisted the Government in formulating realistic policies and recommendations for promoting progress in the sector.

In August 1991 a round-table workshop was held in Lusaka. The workshop addressed senior government officials and industrialists and discussed a wide range of governmental rules and regulations affecting the profitability of the industry and its ability to sell on the domestic and international markets. Some of the recommendations made (Annex II) have already been implemented. For example, in respect of the outflow of raw materials like hides, it has been acknowledged by the Government that the tanning sector needs protection to a certain degree and for a certain period, if viable development is to be attained.

2. Constraints

Based on the experience gained during the execution of the project, findings revealed the existence of distortions of policies relating to the leather industry. The express intention of the programme was to work in conjunction with the National Development Plan, but the Plan was not sufficiently sector-specific to benefit the industry.

Indeed, as a result of the industry's heterogeneity both in substance and activity and many government departments/parastatals impinging upon it, numerous contradictions and anomalies are to be found, frequently nullifying apparent attractive incentives for the industry. These have tended to blur the opportunities for the industry to contribute substantially more to the national economy in terms of value added, employment opportunities and skills generation, and potential foreign exchange earnings in a non-traditional agro-industry.

The industry and its subsectors are seldom addressed in the Zambia National Development or Economic Recovery Programmes in their own right. More often recognition has only been implied in general statements concerning agriculture or livestock.

Looking at the leather industry one has to appreciate the fact that in Zambia hides and skins have never been a tradition. The predominant factor in the Zambian economy was mining and copper processing. The economic structure so far was based on exports of raw materials which during the past decade experienced falling prices on international markets. Efforts are being made to transform raw materials into semi-finished or manufactured products for export. Thus the creation of export-oriented and import substitution incentives remains a continuous economic objective of the Government.

In recent years the Government introduced export incentive policies with export draw-backs which provide 100 per cent export retention and instant utilization. It also provides priority to export earners to sell their forex.

3. Lessons learned

Despite the lack of coherent sector-specific policies, awareness of the need for such policies and strategies and the effects of measures inhibiting growth in the industry has increased.

The formation of inter-professional associations is a first step in developing a sector-specific policy. It is the industry that has insight into problems and constraints it faces and the best way to tackle them. Government should only provide guidance on issues that can either enhance or abort the development of an industry.

B. Output 2

Improved, well-operating hides and skins schemes with trained flayers, skinners and improvement officers and better tools and chemicals for conservation as follows:

Thirty hides and skins improvement officers (ten per year) will be trained for a period of three weeks at the Leather Institute of Zimbabwe in Bulawayo, the second and third group will be trained locally.

Ninety trained flayers and skinners (30 per year through workshops).

1. Project strategy

The project's main activity to achieve this output was first to identify counterparts to be attached to the project. At the outset two counterparts from the Government were assigned to the project and stationed in the target areas. A one-week training course was arranged for the two counterparts at the LIZ. They also attended several local and regional seminars in the field of hides and skins. Upon return they helped train others in flaying and other aspects of hides improvement. A total of 250 flayers were trained. They also wrote reports on their experience in Zimbabwe and made recommendations to further the activities of hides improvement in their target areas.

With the assistance of the national expert and the FAO hides and skins expert, several training and demonstration workshops and on-the-spot instructions covering various aspects of hides and skins improvement were carried out in the target areas.

Training and demonstrations of the branding of cattle, slaughtering methods, flaying, fleshing, trimming, curing and preservation were major project activities. Training was given to local personnel involved in the hides trade, including farmers, butchers, animal health personnel, hides merchants, etc. About 3,000 instructional leaflets and posters depicting different stages of hides improvement were printed and distributed in the target areas and throughout the country. Some of these need-based, practice-oriented leaflets and posters highlighting good preservation methods were prepared in the local languages and English (Annex X). Collection points at Chiwoko, ZCSC abattoir, (Chipata) Katete veterinary offices, and Sinda in the Eastern Province, were selected as points where material and technical assistance to improve slaughter floor practices could be channelled. In both target areas medium-size slaughterhouses were built or rehabilitated. This was the first steps towards hides and skins improvement. The setting up and rehabilitation of two slabs in Senanga and Katete,

including the provision of basic equipment to ZSIC, helped in revamping meat production and handling systems, and consequently the recovery of valuable by-products.

In order to overcome various problems associated with hides recovery, the project organized a centralized production of meat by setting up slaughterhouses and rehabilitating a selected few with assured facilities in locations where animal production and transportation and proper marketing channels for hides exist. Some 3,000 sets of knives and 20 blocks and tackles, including 22 motorbikes, were given to the Veterinary Department for distribution to the farmers and butcheries. Instructions on the use of equipment was given and permanent staff, e.g. flayers, will be attached to the butchers. This will form a base where the dissemination of knowledge will be a permanent feature even after international assistance has come to an end.

For the first time in the history of the Zambian hides and leather sector an objective exercise was carried out in the target area in order to determine the quality of hides in their performance during the course of tanning operations. There has never been a tannery evaluation of hides in Zambia and, therefore, the opportunity to complete such an exercise in Zambia was considered particularly valuable. It revealed detailed, objective information on the quality of hides and skins supplied to the industry.

The overall results of the evaluation have enabled UNIDO experts and Government counterparts to:

- prepare a list of defects;
- establish which are most important;
- identify priorities in the hides and skins improvement campaign;
- collect data for preparing a grading system standard, particularly wet preparations.

The project did not ignore the importance of collaborative work with other livestock related projects. In relation to the above, the project has kept constant liaison with such projects within the target areas that are directly or indirectly interested in hides and skins. In the Western and Eastern Provinces there are animal disease control projects, specifically for certain diseases and beef marketing. Their integrated areas of extension services and training were taken advantage of by the project, organizing mobile courses directed at farmers, butchers, agriculture and livestock extension officers etc. and these courses were held back to back.

Assistance was given to the Natural Resources Development College, Lusaka, in preparing a syllabus for training in hides and skins improvement. Some of the students are expected to be posted in the target areas on completion of their courses and will be in constant contact with the farmers and butchers even in the most remote areas of the country which project personnel could not easily reach.

A grading system in the target areas and other parts of Zambia was introduced in March 1991, but this is not supported by standards, definitions and specifications, and legislation to regulate such trade.

In an attempt to eliminate or reduce unnecessary waste, LIAZ and DVTCS examined the scope for solving defects attributable to branding. Currently, branding procedures are those generally prescribed by legislation in the Brands Act and subsidiary legislation, Chapter 377 of the Laws of Zambia.

2. Constraints

The present system of meat production and handling suffers from unhygienic practices and ineffective recovery of hides. Barring a few, the slaughter slabs in general have deteriorated over a number of years, caused by lack of equipment with no staff and other facilities and ineffective ante and post mortem inspection facilities.

It has been observed that meat inspection in most parts of Zambia - including the target areas of Western and Eastern Provinces - is fragmented, sometimes done by the Public Health Officer and in other cases by the Department of Veterinary Services. By virtue of their training, veterinary staff are in a better position to carry out both post mortem and meat inspection after the animals have been slaughtered.

The majority of staff assigned to the hides and skins improvement services are on part time, which means that they have to take time out from their regular programmes wherein they themselves have target outputs.

3. Lessons learned

In order to implement successfully a hides and skins programme, it is necessary to train a cadre of personnel whose tasks should be fully embedded within the staffing and overall framework of the concerned department.

Centralizing the production of meat, by setting up slaughterhouses with facilities in places of animal production, transportation of meat and the proper marketing

channels of hides, is one of the prerequisites for an effective hides and skins extension network aiming at increasing the quantity and improving the quality of raw materials.

C. Output 3

Improved statistical intelligence throughout the region. A uniform, country statistical report will be prepared periodically and forwarded to the regional office for analysis and transmission to UNIDO/FAO/ITC for further monitoring and dissemination.

1. Project strategy

The need for improved gathering of statistical intelligence and dissemination was recognized from the outset. The decision-making process for the industry had certainly suffered from lack of important base data. This extends from livestock population census, through off-take recovery of hides and skins, to semi-processed and finished leather and leather goods production.

To achieve this objective an attempt was made by the experts assigned to the project to address urgently this situation. Simple reporting formats for statistical data collection were designed and put to use, but restricted to the target areas (Annex 4). Further work was done by the project in conjunction with LIAZ to establish a database to guide planning in the subsector (Questionnaire Annex 3).

2. Constraints

As in many developing countries, the lack of important data is complicated by the lack of standardized measurement (pieces, weights, sizes, numbers, values etc.).

Most of the data available in annual reports are usually three to four years behind, probably due to logistic problems and lack of specialists in the collection or analysis and use of livestock, hides and skins, leather and leather products data.

3. Lessons learned

Substantial inputs are needed from Government as well as the cooperation of the industry in providing relevant data to assist and facilitate collecting, analysing and compiling of data related to the livestock and the leather industry.

D. Output 4

Improved quality and increased quantity of raw hides and skins through incentives to primary producers and a realistic quality grading system, based on a well-operating hides and skins improvement scheme (as per output 2). The quality and quantity monitoring is closely connected with the improved statistical intelligence and the results of this output will be judged on the basis of the statistical data on pricing and grading to be collected under output 3.

During the first years of the envisaged project implementation the hides and skins collection in the country is expected to increase, calculated on the baseline data to be established at the beginning of the project as indicated below:

(a) For the whole country

<i>Cattle Hides</i>	<i>5%</i>	<i>7%</i>	<i>10%</i>
<i>Sheep Skins</i>	<i>10%</i>	<i>10%</i>	<i>15%</i>
<i>Goat Skins</i>	<i>10%</i>	<i>10%</i>	<i>15%</i>

(b) For the target area

<i>Cattle Hides</i>	<i>5%</i>	<i>12%</i>	<i>15%</i>
<i>Sheep Skins</i>	<i>10%</i>	<i>5%</i>	<i>15%</i>
<i>Goat Skins</i>	<i>15%</i>	<i>15%</i>	<i>15%</i>

The quality of raw hides and skins is expected to improve country-wide. Specific targets for this improvement will be set at the beginning of the programme.

1. Project strategy

The basic objective of the project as far as raw materials are concerned was to improve the quality of hides and skins available to the tanning industry. Information on the current state of production, as well as the rate and extent of changes, especially those attributable to the project, were, therefore, of fundamental significance. Two provinces were designated as target areas for monitoring improvement (Eastern and Western Provinces). The project was directed at these two renowned livestock provinces because they present a number of complexities including:

- Geographical isolation
- Little commercial farming
- Range of slaughter facilities

Accordingly, these areas presented a reasonable challenge to extension efforts and could be easily monitored in terms of outputs, quality and quantity of hides.

Based on the information/data gathered in the target areas and compared to hide purchases by the tanners, indications point to a marked increase in quality of hides collected in Zambia (see Annex V-VIII). The following illustrates this point:

In 1988, before project implementation, 3,441 hides were collected in Eastern Province alone. This figure rose to 4,468 hides in 1990 after project implementation and in Western Province from 4,408 hides in 1988 to 10,336 in 1991. In Western Province alone, the collection of hides has increased by 57 per cent since the project started.

Thus, combining the year 1988/89 and 1990/91 for both provinces, an additional number of 13,495 hides were made available to the industry, fetching an additional amount of K 5,398,000 calculated at the local average market price of K 400 per hide.

These figures are likely to go up even more as UNIDO, in conjunction with the Government, embarks on a programme to increase the country-wide collection of hides. This will be achieved partly by introducing cheaper environment-friendly and more appropriate methods of preservation, e.g. suspension drying as opposed to expensive methods of salt drying.

Similarly, as marketing of hides is now based on quality, the following are reported improvements before and after project implementation.

Distribution of grades before project implementation

Grade	I	28%
	II	40%
	III	21%
	IV	11%

Distribution of grades after project implementation

Grade	I	30%
	II	35%
	III	25%
	IV	10%

The above improvements in quality are the result of a number of factors, but above all a combination of commercial and technical measures undertaken by the project, farmers and tanners.

Financial benefits to farmers and butchers through sale of hides

Year 1989

Year 1991

Average sale price of cattle hides

K 60

K 400

Details wet-salted hides

1st Grade K 140
4th Grade K 100
Average price K 120

1st Grade K 500
4th Grade K 300
Average price K 400

Average increase in sale price is 70 per cent.

Over the last ten years or so suspension-dried hides have been completely eliminated through discriminatory buying procedures. At the same time the only known alternative available in Zambia, i.e preservation by salt, has gradually become prohibitive due to the cost of salt (K 500 per 50 kg/bag).

In 1991 the project carried out a comparison of the quality of cattle hides prepared by the expensive, traditional procedure of wet salting with that prepared by a cheaper method based on drying. The results of this work provided benefits such as:

- (a) A more appropriate method of preservation for rural producers of hides and skins;
- (b) Improved quality and quantity of hides traded;
- (c) Better prices;
- (d) More and better quality raw material for the tanning industry;
- (e) Environment-friendly preservation method.

Incidentally, as a result of this exercise for the first time a permanent, objective record of defects on Zambian hides was produced. This information may be used to direct extension services in order to achieve even greater improvements in quality now and in the future. According to information gathered, the spread of defects is as follows:

Original	Defects	Leather Affected
Pre-slaughter	Tick marks	100%
	Scratches	100%
	Growth marks	37%
	Brands	16%
	Bange	10%
	Senkobo	6%
Peri-slaughter	Cuts/holes	70%
Post-slaughter	Putrefaction	14%

2. Constraints

Extensive work carried out by the project revealed that data on the quantity of hides and skins produced, collected and delivered to tanners is readily available. Information on the quality of these materials, however, is absent or unreliable.

3. Lessons learned

A realistic hides improvement service resulting in improved quality and increased quantity of hides produced and delivered to the tanneries can only be achieved if tied to a monetary incentive with realistic pricing policy.

E. Output 5

- *Rehabilitated finishing department of a major mechanized tanner with trained personnel and skilled workers. Production of good quality upper and lining leathers for the Zambian footwear and leather products industry.*
- *Improved production of local footwear capacity and product quality.*

1. Project strategy

To achieve this output assistance to the value of approximately US\$ 1.3 million was given to Zambia. Out of this amount about US\$ 700,000 were spent on the rehabilitation of the then dilapidated tannery infrastructure by providing machinery and equipment in order to modernize production facilities.

The rehabilitation exercise did not restrict itself to delivery of new equipment and machinery, but was also based on diagnostic studies which entailed upgrading technical standards and plant skills of those attached to the industry at various levels, starting with primary producers. Sixteen fellows were sent for training on long and short-term courses and seminars outside the country.

The rehabilitation was one of the most successful project outputs and highly acclaimed by the beneficiaries. The programme was successful in the area of quantity, quality and productivity. Activities within the rehabilitation programme allowed diversification by the private industry and through a payback arrangement in local currency created the "Hides and Skins Leather Development Fund". This fund is intended to benefit the local leather industry especially the upstream linkages.

The shortage of finished leather, a source of complaint by the end users, no longer exists. The rehabilitation programme essentially brought about higher levels of productivity, quality and value added as demonstrated by the following accrued advantages at one of the tanneries assisted:

- Production at Bata is back to design capacity - 700 hides per day input which previously was 450 per day.

- Recorded increase in area yield is 10 per cent.
- Bata is able to process wet blue in full hides, giving greater export value.
- More fashionable leathers are being produced and brought on the market.

(a) Footwear

The Zambian footwear industry is still in its infancy. The project fielded a consultant and an expert to offer direct assistance to selected shoe factories, specifically to Bata, Kamra, Copperbelt and Universal Footwear, focussing on quality improvements of shoes and evaluating the most pressing problems facing the industry.

The findings revealed the need to intensify in-plant training of operators at various levels of production. Shoe production is currently at 61 per cent of the annual requirement. There are difficulties in achieving production targets due to various reasons.

(b) Leather goods

Assistance in the field of leather goods was mainly given to one company which currently is the only leather goods factory of note. BIMZI was provided with spare parts, technical assistance and upgrading of technical skills of operators at various levels. Training was arranged for the employees in the regional leather goods training course in Morogoro. A one-month training of the production manager was arranged at Castillian Leather in Zimbabwe. Technical expertise is being offered in the production of footballs, which also includes a one-month study tour to Kenya.

The improvement of the quality of leather produced at the rehabilitated Bata tannery laid the ground for positive improvements in the quality of leather used for making jackets and footballs for export. Current production figures for BIMZI are annexed to the report and show an increase.

(c) Quality of finished leather and export of wet blue

The technical assistance to enhance capabilities to produce good quality leather and finished products provided by the project has been highly successful and acclaimed by both the Government and the beneficiaries.

The project provided technical assistance in the finishing applications of leather and gave suggestions on what is important to ensure competitive results from the very beginning.

The picture in Annex 8 shows some of the latest fashions introduced on the market. The shoes are made from indigenous raw materials, except the soles, which were imported from Italy.

Similarly, the process of decision making in relation to an integrated policy framework seems to be clear now unlike in the past when effects of bans and bans lifted on exports of wet blue led to a negative impact on foreign exchange earnings needed for reinvestment and importing essential inputs for the leather industry. In 1987 and 1988 the country earned a total of US\$ 1.0 million through the export of wet blue, approximately 100,000 sides.

After the project was implemented a total record of approximately US\$ 3.0 million has been realized through export of wet blue mainly to the European Community. With an improved policy environment these figures are likely to triple in the next few years or so.

The improvement in quality of raw materials has led to a positive impact on the quality of leather and leather products.

2. Constraints

Shoe components are lacking and have to be imported from abroad. In most cases skilled personnel in closing is lacking, in most factories the machinery is too old and there are constant breakdowns affecting production, and problems are further exacerbated by the lack of maintenance personnel. Annex 1 shows the state of the situation.

3. Lessons learned

Further training and technology transfer is required especially in areas relating to pattern cutting, design, stitching and assembly. The training of maintenance technicians should not be ignored. There is need to improve the maintenance service which should be a must and priority.

F. Pollution control in tanneries

In assisting the Zambian leather sector the project did not ignore the impact of pollution by the industry as well as the role of women in the development of the industry.

The following activities were carried out in relation to pollution and gender related issues.

Tannery waste treatment and disposal is a relatively new phenomenon in the production agenda of most companies in Zambia. It has been observed that most industries started on the basis that main operations were concentrated on financial gains which could be obtained. Crucial factors such as technical skills required and the need for balanced operations and environmental protection were usually ignored. The project was in operation for the last three and half years and at its onset recruited an international consultant to give an appraisal of the existing situation of the effluent plants in Zambian tanneries and suggested how improvements could be obtained. Proposals to mitigate the impact of pollution in tanneries were proposed, and in certain cases implemented. An effluent plant was set up at Asaria Leather with equipment provided by UNIDO under a pay-back arrangement to the Hides and Skins Leather Development Fund. The plant handles the primary treatment of waste and is, therefore, treated as a pilot installation to enforce environmental protection regulations. Further assistance was provided to Kembe Tannery within Phase 1.

This aspect of the industry must be adequately covered and targeted, not only in tanneries but also in other industries utilizing leather where hazardous chemicals are employed in the production process.

G. Women in development

The project has not ignored the enhancement or participation of women in the leather sector. This is being encouraged at all levels and has been demonstrated by the recruitment of a female expert for the promotion of women in human resource development in leather industries.

Segregated data concerning gender labour supply and level of skill in the leather footwear and leather products industry has been collected and analysed. The information collected has been invaluable and clearly shows the current employment patterns of women in the leather sector.

In the leather goods sector 60 per cent of the labour force are women and in the footwear sector it is 50 per cent. In the tannery sector there are no female employees except in the finishing section (sorting and grading of leather) where 90 per cent are women.

II. ACHIEVEMENT OF IMMEDIATE OBJECTIVES

1. Achievements

To achieve the objectives the project designated Eastern and Western Provinces as pilot areas for monitoring improvements. The project was directed at these two renowned livestock provinces because of such criteria as geographical isolation, little commercial farming and the range of slaughter facilities. Several extension workshops for animal health personnel, farmers, butchers, flayers, etc. were conducted. A total of 250 persons benefited from these courses.

One model slaughterhouse and the rehabilitation of two slabs were undertaken. These will be training points where the dissemination of knowledge in hides and skins improvement is going to remain a permanent feature even when donor assistance comes to an end.

An incentive marketing system based on grading was introduced in 1991. The achievements arising from tannery rehabilitation are partly related to output 5. The work done by the project had a great impact and was acclaimed by the Government and beneficiaries. Final observations by the beneficiaries are contained in Annex 10 including sentiments expressed by the Zambian Government officials to the donor community during visits to the project site.

Indications of achieving the immediate objectives are reflected in various physical achievements of each project output.

2. Constraints

The pilot schemes were too ambitious as they covered two very large provinces; the Eastern Province is 69,106 km², the Western province is 126,386 km².

3. Lessons learned

Smaller target areas should be selected so that the operations can be carried within a day. Hides and skins staff in the Department of Veterinary Services should be

elevated to full time so that their activities are fully embedded within the overall framework of hides and skins improvement work.

CONCLUSIONS

The project's results show that the programme was successfully accomplished, which is especially reflected in areas of quality and productivity and these developments have paved the way for the subsequent creation of leather finishing and leather articles production.

An appreciable improvement in quality and quantity of hides produced has been recorded which has led to a positive impact on the quality of finished leather and leather goods. Both the Government and the beneficiaries consider the project as extremely successful for the originally limited target group. One would not be unduly optimistic in anticipating that the results of this project would rapidly and automatically spread to the rest of the country.

Overall the results compare favourably with the schedules. Most of the recommendations of the TPR were implemented. It is hoped that these tangible results will provide the incentive for further financing to assist others in the chain.

ANNEX 1

STATISTICAL DATA

LIVESTOCK POPULATION

<u>Year</u>	<u>Cattle</u>	<u>Goat</u>	<u>Sheep</u>
1981	2,318,000	287,000	27,000
1982	2,456,000	348,000	56,000
1983	2,335,000	369,000	58,000
1984	2,596,000	384,000	73,000
1985	2,690,000	395,000	75,000
1986	2,770,000	240,000	46,000
1987	2,850,000	390,000	75,000
1988	2,684,000	483,000	80,000
1989	2,770,000	519,000	85,000
1990	2,861,000	565,000	85,000

Source: FAO - Statistical Compendium for Raw Hides and Skins, Leather Footwear in Africa.

LIVESTOCK RESOURCES OF EASTERN PROVINCE

<u>Year</u>	<u>Cattle</u>	<u>Goat</u>	<u>Sheep</u>
1985	232,159	124,630	9,237
1986	234,385	127,301	8,114
1987	257,014	149,271	9,847
1988	239,244	167,626	9,123
1989	270,181	164,044	10,599
1990	236,283	167,184	10,542
1991	255,901	184,145	11,103
1992	259,051	193,898	11,524
1993	262,201	203,651	

EASTERN PROVINCE LIVESTOCK RECORDED SLAUGHTER FIGURES

<u>Year</u>	<u>Cattle</u>	<u>Goat</u>	<u>Sheep</u>
1985	4,838	537	59
1986	4,653	1,120	140
1987	4,468	1,703	221
1988	5,359	1,659	190
1989	2,531	1,659	58
1990	4,229	797	49
1991	3,494	1,232	87
1992	3,251	1,259	77
1993	3,007	1,286	68

The projections for 1992 and 1993 have been done using the least squares line.

HIDES AND SKINS COLLECTION IN ZAMBIA

<u>Year</u>	<u>Hides</u>	<u>Skins</u>
1985	127,738	n.a.
1986	163,560	n.a.
1987	121,912	n.a.
1988	135,810	n.a.
1989	136,000	n.a.
1990	156,752	n.a.
1991	163,187	n.a.
1992	185,000	n.a.

HIDES AND SKINS COLLECTED IN WESTERN PROVINCE

<u>Year</u>	<u>Hides</u>	<u>Skins</u>
1985	3,105	nil
1986	10,438	nil
1987	8,744	nil
1988	4,408	nil
1989	2,162	nil
1990	8,588	nil
1991	10,336	nil
1992	12,000	nil

Source: Tanners

HIDES AND SKINS COLLECTED IN EASTERN PROVINCE

<u>Year</u>	<u>Hides</u>	<u>Skins</u>
1985	3,208	nil
1986	5,798	nil
1987	4,174	nil
1988	4,569	nil
1989	4,468	nil
1990	4,636	nil
1991	3,683	nil
1992	2,576	nil

Source: Tanners

Low collection due to cost of salt.

LEATHER GOODS MANUFACTURING

BIMZI LIMITED

<u>No.</u>	<u>Product Type</u>	<u>Prod.</u> <u>1991</u>	<u>Prod.</u> <u>1992</u>	<u>Prod.</u> <u>Total</u>
1	Handbags	9580	9880	19460
2	Conference Bags	660	2215	2875
3	Folders		330	330
4	Gent's Belts	1058	1799	5732
5	Ladies' Belts	200	7221	7421
6	Footballs	223	2055	2278
7	Volleyballs		53	53
8	Netballs	-	-	-
9	Leather Jacket & PVC		113	113
10	Leather Wallets		2200	2200
11	Purses	1417	515	1932
12	Briefcases	1002	387	1389
13	Pilot Bags	12	58	70
14	Waist Bags		41	41

Universal Footwear Manufacturing Ltd.

TEL: 241302/229175/229176 P.O. BOX 34255 CABLES NORSHOE LUSAKA NSATO ROAD Tlx ZA 45950 NSENGU LUSAKA ZAMBIA

Our Ref: _____

Your Ref: _____



<u>SHOES</u>	1986	1987	1988	1989	1990	1991	1992
LEATHER MEN'S SHOES	5,000	7,000	10,000	15,000	20,000	25,000	30,000
LADIES SLIPPERS	2,000	2,500	3,000	3,500	4,000	4,500	5,000
LEATHER CHILDRENS SHOES	3,500	4,000	4,500	5,000	7,000	10,000	15,000
LEATHER CLOSED LADIES	2,000	2,500	3,000	3,500	4,000	4,500	5,000
TOTAL	12,500	16,000	20,500	27,000	32,000	44,000	55,000

COPPERBELT SHOES LTD

P.O. Box 71644 NDOLA, Zambia.
 Tel.: (02) 650327
 Telex ZA 30260 COPSHU
 Cables: COPSHOES

Corner Matipa/Nakambala Road,
 Skyways, NDOLA, Zambia.
 Bankers: Barclays Bank of Zambia Ltd.
 Ndola South Branch.

Your Ref.:

Our Ref.: 285/92/SB/ccm

12th October, 1992

Mr. Charles Siulapwa
 National Leather Industry Expert
 UNIDO
 P O Box
 LUSAKA

Dear Sir,

RE: UNIDO SHOE COMPONENT MANUFACTURING COUNTER LIAZ

With reference to your fax of 08.10.1992 on the above subject,
 the required information is given below:-

	USAGE	1988/89	1989/90	1990/91	1991/92	1992/93
(a) No. of insoles (approx. '000)	2/4	80	100	120	300	600
(b) Counters/Stiffness	4	160	200	240	400	600
(c) Unit Soles	2	80	100	120	200	300
(d) Actual Company requirements in future years from 1993/1994 - Annual growth approximately 100%						
(e) Source of above raw material and price						
i Insoles and Counters	Copex (address)	P O Box 399 Wilbraham Mass 01095, USA				
	(Supply Ex. Taiwan)					
	(Forex in US Dollars)	8,000	10,000	12,000	20,000	40,000
ii <u>Unit Soles</u> Own Manufacture out of PVC imports (Since Feb. 1991)						
	Forex in US\$ for PVC Footwear Compound	N11	N11	N11	N11	N11
(F) Leather Shoe Production ('000 pairs)		40	50	60	100	150
(g) Plastic Shoe Production ('000 pairs)		N11	N11	20	150	450
(h) Plastic Sole Production ('000 pairs)		N11	N11	20	100	150

Yours faithfully
 COPPERBELT SHOES LIMITED


 S BALAKRISHNAN
 MANAGING DIRECTOR

ANNEX 2

DRAFT RECOMMENDATIONS
ROUND TABLE MEETING ON POLICIES AND STRATEGIES FOR THE
IMPROVEMENT OF THE PROFITABILITY AND EFFICIENCY OF THE LEATHER
AND LEATHER PRODUCTS SECTOR IN ZAMBIA, 7-8 AUGUST 1992.
ORGANIZED BY UNIDO PROJECT US/ZAM/88/100

1. The Round Table meeting agreed that the Zambian hides and skins and allied industry sector was confronted with a multitude of problems at all processing levels. At the same time it is recognized that the sector has great potential as an important export income earner. The meeting emphasized that the technical and economic constraints need to be overcome by a number of appropriate measures. It was, therefore, agreed that a special working group will be created to examine the policy recommendations presented by the Ministry of Commerce, Trade and Industry.

The meeting took note and supported the recommendation made by the FAO/ECDC Workshop on trade in Hides and Skins and Derived Products in Bulawayo, August 1991, which stated the following (**caps and bold by author**):

"THE WORKSHOP RECOGNIZED THE NEED FOR TRADE LIBERALIZATION IN THE HIDES, SKINS AND DERIVED PRODUCT SECTOR IN GENERAL. HOWEVER, IT WAS ACKNOWLEDGED THAT SOME COUNTRIES HAD TO PROTECT THE OUTFLOW OF THEIR RAW MATERIAL TOGETHER WITH VIABLE DEVELOPMENT OF THEIR YOUNG TANNING AND LEATHER MANUFACTURING INDUSTRIES TO A CERTAIN DEGREE AND CERTAIN PERIOD. AT THE SAME TIME, IN VIEW OF THE SUPERIOR ECONOMIC STRENGTH OF INDUSTRIALIZED IMPORTING COUNTRIES IT WAS FELT THAT THE ABOLITION OF IMPORT BARRIERS BY DEVELOPED COUNTRIES WOULD HAVE PRONOUNCED EFFECT ON EXPORT EARNINGS OF DEVELOPING COUNTRIES PRODUCTS UNDER REVIEW."

2. The first reaction of the meeting to the policy recommendation by the Ministry of Commerce, Trade and Industry was that although the ultimate goal for the Zambian leather industry was free and unrestricted trade, it is noted that during the present development phase the infant industries need Government support and protection. The free export of raw hides and skins from Zambia would have a most detrimental effect on the industrial development of the sector as it is recognized that presently there is not enough raw material to cover the existing, installed tanning capacity.

Detailed recommendations in this respect will be worked out by the special working group as early as possible. The working group review of the policy recommended should lead to a non-contradictory policy framework, including coherent fiscal, taxation and subsidization measures applied to external trade in the hides and skins and allied products sector. This framework, should encompass import duties on all raw materials and auxiliaries, such as chemicals, components, machinery and spare parts. The import policy on footwear should also be reviewed.

3. The Government authorities should take due notice of the work of the Leather Industry Association of Zambia and work closely with the Association when formulating policy issues and development strategy for the sectoral development of the hides and skins and derived products industry.

4. The Government and the industry are urged to improve the data collection and information base regarding the livestock, hides and skins, leather, footwear and other leather goods sector.

5. UNIDO is requested to continue the assistance work on the leather and allied industry sector in Zambia and the region and formulate a second phase of the project US/ZAM/88/100. This phase should continue the work in hides and skins improvement and increased emphasis should be placed on the development of value added products, especially footwear.

The results of the first phase were recognized by the meeting as an important contribution towards the industrial development of the sector in Zambia and the donor countries contribution is gratefully acknowledged. Their further support for funding the second phase is requested.

6. The detrimental impact of tannery effluent on the environment was discussed and continuous efforts by UNIDO in this area were requested.

7. It was agreed that the operation of the revolving fund initiated by UNIDO project US/ZAM/88/100 should be formalized. The Government and the industry should consider suitable ways to expand the operation of the fund within the financial capabilities of the industrial sector concerned.

Furthermore the industry should seek means to reorganise its operations in a more efficient manner in order to be competitive on the domestic and the external markets.

8. Manpower development within the sector should be addressed in order to sustain the growth of leather sector through skilled labour and technical management in view of the sector's potential for foreign exchange revenue. Training should be made available to newcomers to the industry at all stages of processing. The initiation of special training schools which would duplicate the already existing training institutes in the region should, however, be avoided.

ANNEX 3

ZAMBIA CONFEDERATION OF INDUSTRIES AND CHAMBERS OF COMMERCE

Telephone	252369	Show Grounds
Telegrams	'COMSEC'	Great East Road
P.o Box	30844	10101 LUSAKA
Telex	ZA40124	
Ref		

LEATHER INDUSTRIES ASSOCIATION OF ZAMBIA

LEATHER INDUSTRY DATABASE QUESTIONNAIRE

1. Name of Company.....
2. Year of Incorporation.....
3. Paid up Capital K.....
4. Address.....Plot No.....
.....
.....
Telephone.....Telex.....Fax.....
5. Proprietor.....
6. Ownership.....%Local.....%Foreign
7. Number of Employees..... Current.....Planned

8. Production for the last three years

	Production	Quantity	Sales Local (K)	Export (US \$)
1987				
1988				
1989				

Foreign Exchange Utilisation for last three years (US\$)

	1987	1988	1989
Machinery (Indicate Type)			
Spare Parts			
Chemicals			
Training			
Other			

10. Projected Exports and Earnings for Next Three Years

	Product	Quantity	Destination	Value (US \$)
1990				
1991				
1992				

Imports During Last Three Years

	Product	Quantity	Destination	Value (US \$)
1987				
1988				
1989				

12. Projected Imports for next three years

	Type of	Quantity	

	Type of Input	Quantity	Source	Value (US \$)

13. What type of policies or legislation do you think are necessary to enhance the development of the leather Industry in Zambia.

.....

	Product	Quantity	Destination	Value (US \$)
1990				

ANNEX 4

HIDES AND SKINS STATUS REPORTMonthly Report¹

A. TARGET AREA
EASTERN PROVINCE

B. BY JULIUS MKANDAWIRE
LIVESTOCK OFFICER/HIDES AND
SKINS IMPROVEMENT OFFICER

C. P.O. BOX 550003
KATETE

D. MONTH OF
JULY

E. 1992

1. Achievements

i. The format for reporting Hides and Skins Activities to make them standard from the National Expert has finally arrived and is a welcome development. Unlike in the past where we were kind of left groping, the format deals with specifics which are a guide.

ii. During the month under review data collected was as follows:

Katete Name	Butcheries Prop.	No. Slaughtered	No. of Hides sold	Remarks lack of market
Mulibwanji	Neston Kapondeneni	30	-	lack of market
Maipeze	E.F. Sakala	45	-	lack of market. Prohibitive cost of salt. No transport.
Chifundo	Mr. Zulu	70	45	Sold to ZNS Chiroko, lack of salt contributes to small output.
St. Francis Aidin Phiri	Phiri	15	15	Total hides at time of interview was 25.
	Total	150	60	

¹ Transcribed from original.

- iii. Arrangements were made with District Livestock Officer for Chadiza to work/supervise an upcoming Hides worker in Chadiza. As a result 75 hides were wet salted but when hides collector from Chipata Hides depot went to buy them he found that they had not been properly preserved. The salt used was inadequate and then the hides were sun dried.
- iv. Mr. Zulu of Sinda at the time of my extension exercise had 137 hides awaiting transportation to Chipata.
- v. Bata - Chipata Hides Depot. During a meeting with the Manager for Bata Hides depot Mr. Sibanda, the National Expert learnt that Bata was paying as follows for hides collected/bought:

Grade 1 hides	-	K260.00
2	-	235.00
3	-	195.00
4	-	155.00

All the above being fresh at the time of transactions but if an individual salted his hides the following prices applied.

Grade 1 hides	-	K465.00
2	-	440.00
3	-	400.00
4	-	360.00

Grading of hides takes into consideration the size of the hides, holes, scratches, disease marks etc.

Following is the number of the Chipata Hides Depot according to grades. Starting from 1986 up to July 1992.

YEAR	GRADE I	GRADE II	GRADE III	GRADE IV	TOTAL
1986	1131	1489	912	234	3766
1987	964	1176	688	172	3000
1988	1045	924	283	80	2332
1989	1708	1255	549	147	3659
1990	2079	1765	294	146	4284
1991	2157	1600	179	26	3962
1992	<u>1331</u>	<u>1001</u>	<u>222</u>	<u>22</u>	<u>2576 (JULY)</u>
Totals	10415	9210	3127	827	23579
	=====	=====	=====	=====	=====

Note: It is difficult to go earlier than 1986 as such information stacked somewhere.

2. Problems Encountered

- i. The first problem has been the erratic supply of fuel. This greatly affected my extension programmes. And the gathering of information and other materials as requested by the National Expert from time to time. However at the time of writing, I received a cheque for this quarter amounting to K80,000 enough for 5-1/2 drums of diesel. This will go a long way in fulfilling the Programme I have made with Chipata Hides Depot Manager.
- ii. After a seminar on Hides and Skins Improvement at E.C.U. Board House in Chipata one of the resolutions was to seek affiliation to the LIAZ mother branch. I had written to the Chairman of the Association to seek for guidance of how this could be done. Up to date there has been no feedback.
- iii. Most people who would like to work hides are discouraged because of the prohibitive price of salt. They would rather do dry suspension hides under the shed. My appeal is to ask the National Expert to impress on tannery owners to accept dry suspension hides - after all the trials that the Project undertook provided that there was no significant difference between salted hides and dry suspension hides.

3. Action Taken and Action Requested

I hope that the National Expert will work out a system that will ensure a steady supply of fuel by following quotations that are normally mislaid in the accounts section.

Affiliation: It is very important that the branch formed at E.C.U. Board House gets affiliation to LIAZ and I am urging the National Expert to get in touch with the Chairman of LIAZ and inform him of our need.

4. Condition of Project Equipment (Vehicle/Motorbikes etc.)

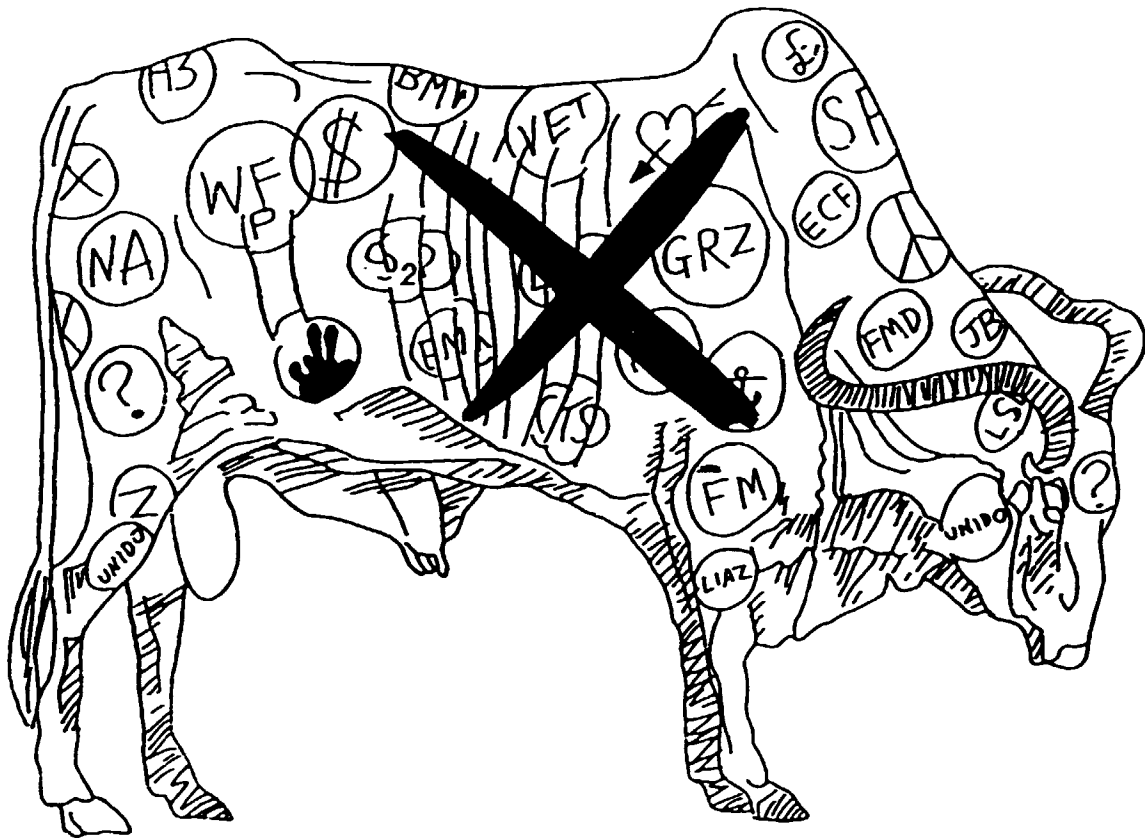
AAJ 7283 - The vehicle is in good condition.

AAK 1576 and AAK 1579 motorcycles recently received rear sprockets but still lack front sprockets. They also received new front and rear tyres. However AAK 1579's clutch handle needs replacement.

5. Recommendations

- i. It is recommended that tannery owners be urged to accept dry suspension hides or a mechanism be worked out that rural dwellers be allowed to export.
- ii. Sometimes stationery is a problem at District, perhaps the National Expert would look into the possibility of issuing some.

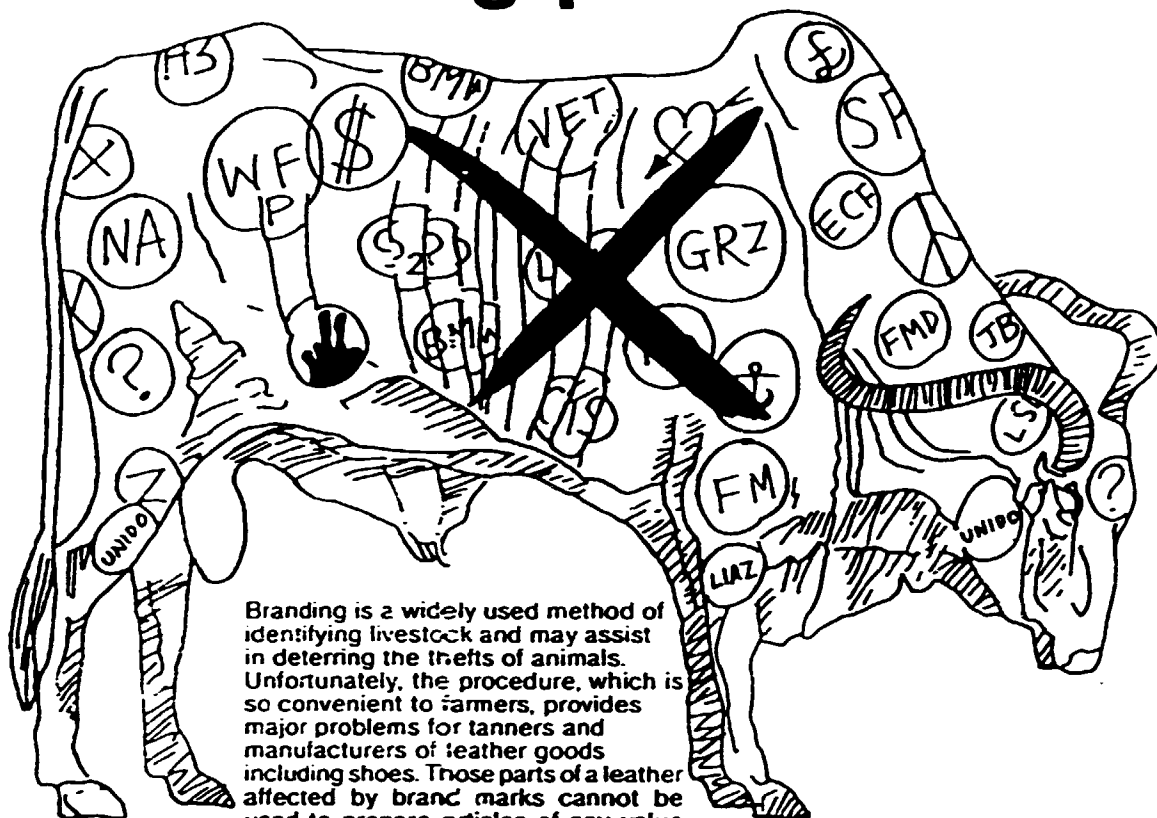
STOP THE BRANDING!!



- By branding you are literally 'burning' Zambia's chances of ever developing a leather industry.
- Branded areas of hide are totally unusable in the manufacture of leather goods or shoes.
- You can still brand your cattle — but in the proper location such as lower thighs, head or neck.
- Remember, the development of a leather industry would be beneficial to everyone — including you, the farmer, directly and indirectly.
- Let's save our hides — one of agriculture's natural by-products, with much potential.

LEATHER INDUSTRIES ASSOCIATION OF ZAMBIA

The case for a change in branding practices



Branding is a widely used method of identifying livestock and may assist in deterring the thefts of animals. Unfortunately, the procedure, which is so convenient to farmers, provides major problems for tanners and manufacturers of leather goods including shoes. Those parts of a leather affected by brand marks cannot be used to prepare articles of any value

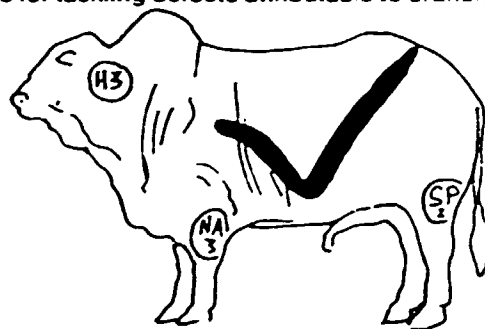
and must be discarded. In an attempt to eliminate or reduce unnecessary waste, the Leather Industries Association of Zambia (LIAZ) would like to examine the scope for tackling defects attributable to branding.

Current branding procedures in the country are generally those prescribed by legislation in the Brands Act (and Subsidiary Legislation, Chapter 377 of Laws of Zambia, pages 1 - 16). This covers many details including the size, composition and situation of brands. It does not specify the method of application, but obviously the use of a hot iron is most convenient. Since the legislation allows for application of brands in the rump or shoulder, these are the common, easy, targets for farmers. Unfortunately, the same parts of a hide, referred to as the butt and shoulders by tanners, provide the best quality, most valuable leather.

Individually, one brand on one animal may appear to be insignificant but, across the whole country, the problem is very serious. In a study completed in 1991 at least 96% of hides exhibited brand marks covering about 9dm² or shoulder. Based on the probable number of cattle hides available to the industry in 1992, the total area of leather affected could be as much as 3482 m². This leather, without brands, would have been sufficient to make 14,995 pairs of shoes.

Although hides and skins may constitute only a lowly by-product of the livestock industry, they do subsequently provide the basis of a very significant subsector in the country. Many people are actively employed in the collection of hides and skins, tanning, manufacturing and distribution of leather goods and shoes. Research undertaken by the Department of Veterinary Services and UNIDO has revealed that branding is one of the few serious defects, affecting the quality and quantity of production, which could be easily improved by individual farmers across the country alongside animal husbandry practices.

The LIAZ is not proposing the abandonment of branding but rather, its restriction to those parts of an animal which provide leather of lesser value. Such areas would include the legs, face, neck or lump. This proposal would require a change in the current legislation and the support of farmers.



LEATHER INDUSTRIES ASSOCIATION OF ZAMBIA

ANNEX 6**WORKSHOPS AND SEMINARS**

1. Two officials for one week in hides improvement in Bulawayo.
2. Two officials for one week in leather finishing in Nairobi.
3. Two officials for one week in leather tanning in Nairobi.
4. Two officials for two weeks in tannery machinery maintenance in Ethiopia.
5. One official for one week in tannery machinery maintenance in Italy.
6. One official (national expert) for two-week study tour in hides/cattle in USA and India.
7. Two officials on a basic leather manufacture course for two months in Indonesia and Bulawayo respectively.
8. One official on a three-year full-time course at Nene College, U.K.
9. One woman to a one-month leather goods course at LIZ.
10. Two leather goods technicians on a one-month study tour to Kenya on football manufacture.

Fellowship/Training course study tour	Duration	Name of fellow/sex country/institution	Dates started and completed
A. FELLOWSHIP			
Tannery Machinery Maintenance	1 week	Chifuka Lungu (M) Abdul Rashid (M) Adis Ababa	9-12/10/90
Hides and Skin Improvement	5 days	J. Mkandawire (M) K. Mubita (M) Leather Institute of Zambia	August 1990
Leather Tanning	5 days	A. Moonga (F) A. Rashid (M) W. Mutale (M) Leather Development Center Nairobi	8-13\4\91
Leather Finishing	5 days	A. Rashid (M) G. Chiende (M) Leather Development Centre. Nairobi	13-19\4\91
Leather Manufacture	1 month	S. Tembo (M) Leather Institute of Zimbabwe	3.6.91-26\7\91
Leather Goods Manufacture	1 month	M. Zulu (M) Castillian leather Bulawayo	6.10.91- 9.11.91
Tannery Machinery Maintenance	1 week	C. Lungu (M) Italy	25-29/11/91
Leather Goods Seminar	1 month	C. Hanungu (M) E. Mufwasha (F) Morogoro	16.3.91-8.4.92
Effluent Treatment	1 week	C. Siulapwa (M) W. Mutale (M) W. Ndhlovu (M) Nairobi	6-11/6/92

ANNEX 7**REPORTS**

US/RAF/88/100 - Mission report on briefing seminar in Nairobi, Kenya,
by J. Berg, UNIDO backstopping officer, April 1989

US/RAF/88/100 - Backstopping mission to Ethiopia, Kenya, Malawi, Somalia,
Sudan, Zambia and Zimbabwe
by J. Berg, UNIDO backstopping officer, December 1989

US/RAF/88/102 - Rehabilitation possibilities in Kenya, Tanzania and Zambia
by A. Lesuisse, senior leather industry consultant, and A. Rongved, tannery
machinery maintenance expert, March 1990

US/RAF/88/100 - US/ZAM/88/100 - Report on Zambia BATA Tannery
by A. Rongved, machinery maintenance expert, March 1990

US/RAF/88/100 - Draft mission report on marketing policies and strategies in
Zambia
by D. Manly, ITC marketing consultant, January 1990

US/RAF/88/102 - US/ZAM/88/100 - Mission report
by F. Schmel, UNIDO officer, May 1990

US/ZAM/88/100 - Draft mission report on BIMZI Limited
by D. Tracy, leather goods expert, July 1990

US/RAF/88/100 - US/ZAM/88/100 - Mission report
by J.L. Baradat, footwear expert, July 1990

US/RAF/88/100 - US/ZAM/88/100 - Mission report
by A. Lesuisse, regional coordinator, August 1990

US/RAF/88/100 - Technical report on a mission to Kenya, Tanzania and Zambia
by A. Lesuisse, regional coordinator, November/December 1990

US/RAF/88/100 - Technical report on a mission to Zambia, Kenya and Tanzania
by D. Tracy, leather goods expert, February/April 1991

US/RAF/88/100 - Technical report on a mission to Kenya, Tanzania, Malawi and
Zambia
by A. Zink, machinery maintenance expert, June 1991

US/RAF/88/100 - Report on a mission to Zimbabwe, Kenya and Zambia by H. Imam, machinery maintenance expert, March/September 1991

US/RAF/88/100 - US/ZAM/88/100 - Technical report by H. Eckert, finishing expert, September/October 1991

US/RAF/88/100 - Technical report on mission to Kenya and Zambia by W. Foran, footwear consultant, May/June 1992

US/RAF/88/100 - US/ZAM/88/100 - Technical report by A. Zink, machinery maintenance expert, May/June 1992

US/RAF/88/100 - Technical report by A. Lesuisse, regional coordinator, March 1992

US/RAF/88/100 - Technical report on a mission to Ethiopia, Malawi, Sudan, Zambia by S. Kiruthu, senior PTA consultant, July 1992

US/RAF/88/100 - Technical report on a mission to Kenya, Tanzania, Zambia by G. Clonfero, effluent treatment consultant, June 1992

US/RAF/88/100 - US/ZAM/88/100 - Mission report by C. Marzo, tannery expert, September 1992

US/RAF/88/100 - A profile of women in the leather industries in Eastern and Southern Africa by H. Chigudu, women-in-development expert

US/RAF/88/100 - Technical reports (2) on mission to Zambia by Ian Leach, hides and skins expert

US/RAF/88/100 - Improved policy guidelines and industrial strategy for the development of the leather industry by D. Manly, marketing expert, and S.M. Kiruthu, leather consultant

US/RAF/88/100 - Technical report on mission to Kenya, Tanzania, Malawi, Zambia, Zimbabwe by R. Glenk, machinery maintenance expert, June/July 1993

US/ZAM/88/100 - Monthly progress reports were also prepared by the national expert.

ANNEX 8



ANNEX 9

International Experts

POST NO.	TITLE	NAME OF EXPERT	STARTING DATE	STATUS
11-01	CTA	G. Felsner (AUS)	January 1989	
11-02	H + S Impr. (FAO)	E. Machanga (KEN)	January 1990	completed
11-03	"	E. Leach (UK)	October 1989	
11-04	Tannery Expert	Marzo (SPA)	November 1990	
11-05	Finish. Expert	H. Eckert (GER)	January 1990	
11-06	Maint. Expert	A. Rongved (NOR)	July 1989	completed
11-068	"	J. Imman (IND)	April 1991	completed
11-07	Leather Goods	D. Tracy (UK)	October 1989	completed
11-08	Footwear	J. Baradat (FRA)	October 1989	completed
11-088	"	O. Birkhaug (NOR)	November 1990	completed
11-09	Marketing (ITC)	D. Manly (UK)	January 1990	
11-10	Effluent	A. Lesuisse (BEL)	September 1989	completed
11-108	"	G. Clonfero (ITA)	April 1990	
11-11	Women Dev.	H. Chigudu (UGA)	May 1991	
11-50	Consultants	being implemented	by various experts	
11-51	Co-ordinator	A. Lesuisse (BEL)		
11-52	Computer Expert	B. Barothy (HUN)	March 1990	completed
11-53	Shoe Engineer	S. Linz (GER)	August 1990	completed
11-54	Sagana Eval.	S. Kiruthu (KEN)	July 1990	completed
11-55	H + S Impr. (FAO)	T. Devassy (IND)	January 1990	
11-56	" (UNIDO)	"	October 1991	completed
11-57	Prep. ass. PTA	M. Nestvold (NOR)	June 1990	completed
11-58	"	S. Kiruthu (KEN)	June 1990	completed
11-59	Joint Venture	O. Kloetzer (GER)	November 1990	completed
11-60	Machinery Ind.	G. Shilkin (AUL)	October 1990	completed
11-61	Computer Expert	B. Barothy (HUN)	April 1991	
11-62	Fish Skin Exp.	S. Roberts (AUL)	March 1991	completed
11-63	Revolving Cons.	S. Kiruthu (KEN)	February 1991	completed
11-64	Evaluator	W. Foran (IRE)	April 1991	completed
11-65	Maint. Expert	A. Zink (PER)	May 1991	completed
11-66	"	H. Imman (IND)	February 1991	completed
11-67	Evaluator	M. El-Khair (EGY)	July 1991	completed
11-68	Economist	M. Beci (ITA)	July 1991	
11-69	H + S Consultant	J. Hewett (UK)	July 1991	completed

11-57	Consultant PTA	M. Mestvold, NOR	(0.5)	04.06.90	18.06.90	PTA leather centre ETH, Vienna Prodoc
11-58	Consultant PTA	S. Kiruthu, KEN	(0.5)	04.06.90	18.06.90	"
11-59	Joint venture	O. Kloetzer, GER	(1)	18.11.90	17.12.90	KEN
11-60	Machinery Install.	G. Shilkin, AUL	(1.5)	29.10.90	14.12.90	KEN
11-61	Computer	B. Barothy, HUN	(2)	06.02.91		contract over a period. ETH
11-62	Fish Skin	S. Roberts, AUL	(1.1)	11.02.91	17.03.91	KEN
11-63	Revolving Fund	S. Kiruthu, KEN	(3) (3)	10.02.91 01.06.91	30.04.91 31.08.91	KEN-URT KEN
11-64	Chief Evaluator	W. Foran, IRE	(1.2)	24.07.91		ZIM-ZAM-KEN
11-65	Maintenance	A. Zink, PER	(3)	08.04.91	07.07.91	KEN-ZAM-URT-MLW
11-66	Maintenance	J. Iman, IND	(6)	23.03.91	22.09.91	KEN-ZAM-ZIM-MLW
11-67	Evaluator	M. El-Khair, EGY	(1.0)	26.07.91		ZIM-ZAM-KEN
11-68	Economist	M. Beci, ITA	(6)	17.06.91	16.12.91	KEN
11-69	Hides/Skins	J. Hewett, UK	(0.3)	27.07.91	05.08.91	ZIM
	US/RAF/88/102					
11-51		A. Lesuisse	(2.5) (6) (4)	14.06.89 02.01.90 06.01.91	15.09.89 30.06.90 05.04.91	ETH-URT-ZIM KEN-URT-ZAM ETH-KEN-URT-ZAM-ZIM

**LEATHER INDUSTRIES ASSOCIATION
OF ZAMBIA**

Our ref: CAS/jm

5th November, 1992

Dr. Taylor,
Country Director,
UNIDO,
Lusaka.

Dear Dr. Taylor,

Terminal Observations of US/RAF/88/100

As the first phase of the project is coming to an end a marked, significant improvement has been observed in several areas, namely:-

- 1) Hides and Skins - a general improvement in the quality as concerns flaying, handling and presentation methods. A new breakthrough in Zambia has been the successful trials conducted using suspension dried curing of hides, as opposed to using only salt. This will be a great saving regarding the cost of salt lately, as well as the impact on the environment pertaining to the salinity in effluents.
- 2) Rehabilitation - the largest extent of improvement has been the rehabilitation of plant and machinery both in the Tannery sector as well as the Leather Goods manufacturing industries. Not only has new machinery been supplied and installed but a lot of other services ranging from overhauling, spare parts, improvements and modifications on older existing equipment, have been carried out.
- 3) Tannery Effluent - a number of effluent control specialists have evaluated and designed an effective, simple effluent control/disposal layout for individual tanneries each with its own peculiar situation.
- 4) Technology transfer - again, in all areas of the industry starting with production of various types of leather, leather goods and shoe manufacturing sections as well have benefitted from expertise employed by UNIDO. Various Consultants/Advisers have all contributed towards the project.
- 5) Water Supplies - all the end users and leather goods manufacturers will now have a supply of various finished leathers from the local tanneries - a situation which until recently was non-existent.

The development generally of the leather industry has now gained a momentum of significant proportion. The terms "hides and skins", "shoe making" and "leather goods" are no longer alien to the industrial sector in Zambia as was the case until very recently.

All of this has been made possible with the active role of UNIDO who have been instrumental in the planning, procuring and implementation of the above development.

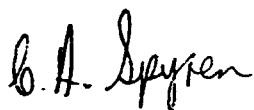
(2)

The Leather Industries Association of Zambia appreciates with great value the assistance afforded not only by UNIDO but indeed by the donor countries. Without such assistance none of the developments would have been achieved.

There are, still, areas which need further assistance and are quite long-term; one of which is the improvement of animal husbandry practiced by the livestock farmers in Zambia.

As an association we have plans, intentions and ideas that will help improve and develop the industry to an extent that will contribute significantly to the gross national product of the country as well as the diversification program of the economy. We hope UNIDO will be able to continue to assist the sector and finally put in motion the next phase of the project.

Yours sincerely,



C. A. Spyron
CHAIRMAN

cc. Permanent Secretary,
Ministry of Commerce, Trade & Industry.

Permanent Secretary,
Ministry of Agriculture, Food & Fisheries.

Mr. Felsner,
Chief Technical Adviser,
UNIDO,
Nairobi,
Kenya.

US/ZAM/88/100

Unido Rehabilitation Programme for Kafue Tannery

The above programme for Zambia Bata Kafue Tannery has been completed. This report outlines the benefits of the rehabilitation project. Please refer to Annex 8 of the original proposal for Kafue Tannery to compare the projected benefits.

1. Production

- 1.1 As a direct result of the installation of the two new tan drums, tannery capacity has risen from 500 to 700 hides per day. This is the 40% increase projected.
- 1.2 We are satisfied that the improved mechanical procedures have given an increase in area yield but it is not possible to quantify this because of the effects of this year's drought in Zambia. Lack of feed due to the drought has resulted in many animals being slaughtered early and this high proportion of small hides has then made comparison with previous years impossible. However, a clearly quantifiable increase in area of 10% has been achieved as a result of an unprojected benefit of the new machines. See 3.3 below.
- 1.3. The capability to produce whole hides for wet blue export has been made possible with the whole hide through feed sammying machine. However owing to prevailing world economic conditions we have temporarily suspended the export of wet blue hides.
- 1.4 Cost benefit not projected: the new tan drums allow the use of short float tanning systems - estimated saving 1992:
 - » Chrome powder down 1% from 8% to 7% US \$38,000 (24tonnes) in standard production
 - » Salt down 3% from 8% to 5% US \$11,000 (70 tonnes)

This also gives a significant reduction of pollutants in the effluent.

2. Quality

- 2.1 Projected increase in grading was from 360 to 310. This has been far exceeded and we are currently achieving 280 (an 80 point improvement), corresponding to an increase in value of US \$250,000.
- 2.2 Sales of leather to customers other than Bata are over 30% of total production for 1992. This compares to figures of less than 10% of total production for 1989 (the reference year for the original report).

3. Working Conditions and Environment

- 3.1 The old tan drums are being rebuilt under the guidance of Mr. A. Zink (UNIDO Tannery Machinery Expert) and when complete will be used in place of the outmoded soaking pits, eliminating some difficult and unpleasant working conditions.

Working conditions and Environment cont'd

- 3.2 As originally proposed all of the chrome producing operations have been isolated in one area so that all chrome contaminated waste can be collected separately for proper treatment. In January 1993 Mr. Clonfeso, (UNIDO Effluent Consultant) will be visiting the tannery to advise on the best waste disposal system for chrome and other effluent.
- 3.3 A further benefit of the new machinery that was not projected is its role in the new 'green' leather technologies. We have just completed a bulk trial (250 hides) using the latest 'Wet White' process in conjunction with Schill-Sellacher Chemicals GmbH. This process requires a low float procedure - which could not have been considered without the new tan drums - and high accuracy splitting and shaving capacity, again not possible without the new sammying and shaving machines. The advantages are:
- » Instead of over 100 tonnes/annum hazardous chrome trimmings and shavings requiring regulated disposal, shaving and splitting in the wet white provides 100 tonnes/annum of fertiliser.
 - » low float reduces amount of salt used in production and salt in effluent.
 - » there is a 10% increase in area yield compared to our normal, current production.

General

- » All the equipment received by the tannery was very badly needed and is now being fully utilised.
- » More finished leather is being made available to other Zambian leather users.
- » Money being repaid by Zambia Bata to the revolving fund is helping to further the efforts of the Zambian leather Industry as a whole.

Zambia Bata extend their thanks to all of those at Unido and to the donor countries who made the project possible. Special thanks are due to Mr. A. Zink whose knowledge, experience and sensitivity to local problems ensured success.

We believe that we at Zambia Bata have played our part too and hope we may look forward to being involved in phase II.



P.A. Folschweller

Managing Director

1st December 1992

TRANSCRIPT

THE EFFECTS OF UNIDO'S ASSISTANCE TO ZAMBIA

BIMZI'S ANALYSIS

A CASE FOR THE LEATHER INDUSTRY

The leather industry in Zambia is relatively young and has to a very large extent seen Bata as a leader in the market. In the late 1980, this dominance was curtailed by the emergence of other tanning, footwear, and leathergoods manufacturers such as Asaria Leather Industry Ltd. and Keembe Estates Ltd, Kamra Ltd, Copperbelt Shoes Ltd and Bimzi Ltd.

Zambia's livestock population continues to grow notwithstanding the severe drought and quality is improving as a result of UNIDO's hides and skins improvement scheme. The following illustrates the current livestock and leather status.

LIVESTOCK	POPULATION	MARGIN OF ERROR	HIDES & SKINS AVAILABLE
CATTLE	3 000 000	300 000	230 000
GOATS	300 000	30 000	20 000
SHEEP	80 000	8 000	6 400

UNIDO'S ASSISTANCE TO BIMZI

UNIDO in January 1991 sent our production manager for attachment to Castillian Leather in Zimbabwe. Upon the production manager's return we acquired new skills which resulted in the following:-

1. Production of our goods increased by 18% as a result of streamlining certain production processes; namely cutting edges, glue application (applied to smaller surfaces). The establishment of a chain production system from assembly, folding, stitching - finish, enhanced the flow of work.
2. We picked up the art of jacket production and incorporated this in our product line. We have exported a few pieces to Russia in 1992.

3. In 1992, 2 members of our staff went to Morogoro leather seminar. This resulted in improved design techniques; we adopted the technique of maximization of raw material usage that reduced wastage. The actual tasks of supervisors was introduced to lessen dependence on the production manager.

In short both UNIDO courses helped us to increase production and enhanced the quality of our products.

4. UNIDO has supplied us with spare parts for our essential machines - this has helped us to increase capacity utilization by 8 and a half percent in the last 4 months.

(A Swedish Engineer assisted in reconditioning our machines)

5. UNIDO attached a tanner to the Bata Tannery to finish football leather. The trials were good and we received good quality leather for a while. There has been however no quality consistency which Bata claims is due to lack of proper finishing lacquers. The great variance in leather quality, availability for our sports goods production has deterred us from entering the export market.

It is my opinion that the general availability of leather from Bata or other tanners can be improved. We are considered second best. Tanners therefore supply us with leather when they have finished their requirements. Sometimes we wait up to 8 weeks to get leather and this makes us to lose our market share. Most new Tanners (Asaria, Keembe) I envisage may go into shoe production or leathergoods and I do not believe that there will ever be adequate leather for industries that do not own tanneries.

PROJECTION FOR THE FUTURE AND EXPANSION

Bimzi reiterates that there is great potential for production and expansion of leather products both for the domestic and export market. With the rehabilitation of our existing machines, the supply of machinery and tools; the 2nd phase of UNIDO leather project assistance will be actualized. We project to export up to US\$600,000 annually with our varied

export up to US\$600,000 annually with our varied product lines.

Therefore the project for assistance should include purchase of electronic machines, leather and upholstery making machinery, various tools making and machines for football production.

EXPORT INQUIRIES

Currently we want to embark on making leather furniture for IKARE in Scandinavia.

We also can export (Cognac) school bags to Germany. We can export leather garments to Russia as well as leather bags. All this is part of our expansion programme which we envisage will commence in 1993.

Football production will be enhanced. We have bought a new printing machine that can enable us to print multiple colours on our balls and we want to reach export quality standard if we get consistent good quality leather.

TRAINING - Future training is required especially on the art of stitching, assembling of leather goods as well as football production.

TANNERY: Although there is a proliferation in the existence of tanneries compared to availability of hides in the country, it is sad to note that companies like Bimzi cannot depend on leather from current tanneries due to self servicing of the production industries of the tanners themselves.

On several occasions, leather is supplied to us never on time. There is variance in quality because to produce our leather for instance, Bata has to change from footwear to leather goods leather. We therefore cannot increase production with unreliable supply system.

Bimzi needs its own tannery which can be jointly owned with 2 other industries that have similar problems of a reliable source of supply.

In conclusion it is important to state that UNIDO's leather project assistance to Zambia is well conceived. With the new government's policy to focus on the private sector (not parastatal) as the instrument for achieving reconstruction and growth companies will take advantage of the incentives offered by government and produce more. Our industry is at its infancy with potential for expansion.

Leather as a promising industry will benefit because the raw material base has been improved upon. We now require additional technology and training to be able to achieve sustainable growth in the industry.



Asaria Leather Industries Ltd.

TANNERS AND LEATHER GOODS MANUFACTURERS

P. O. BOX 36050 LUSAKA ZAMBIA TELEPHONE: 211519 TELEX: ZA 40008

20. 11. 92.

For the kind attention of the Donor Community.

Dear Sirs,

We are indeed quiet privileged to make the following comments and observations. Our Company was one amongst others which was assisted by Unido. The assistance given was by way of supply, installation and commissioning of Effluent Treatment Equipment. This plant has now turned out to be a model treatment plant for effluent in Zambia. Installation and commissioning of the equipment took place early this year. Since then the plant is fully operational. The C. & F. value of Equipment supplied was U.S. Dollars 38900.00.

Obviously Unido was able to come up with such kind of assistance due to strong financial support from various Donor Countries. We therefore appeal to both the Donor Countries and Unido to continue giving assistance of this kind to the Leather Sector in Zambia. Whatever assistance that is given in future will be put to good use and will be very much appreciated.

Thanking you.

Yours faithfully,

K.R. MEHTA (MR.)
for/ASARIA LEATHER INDUSTRIES LTD.

cc: Unido. /UNDP.
P.O. Box 31966.
Lusaka.

TRANSCRIPT

ATRY AIDIN PHIRI
 CHAMVUKA BUTCHERY
 P.O. Box 550047
KATETE

16th November, 1992.

To: UNIDO
 Country Director
 P.O. Box
LUSAKA.

u.f.s.
 Hides & Skins Coordinator Eastern Province
KATETE.

signature (illegible)

Dear Sir,

HOW THE HIDES & SKINS PROJECT
 HAS BENEFFITED ME.

i have benefited from the hides and skins project in the following manner.

1. Before my father died he had received a bag of salt, a set of knives(flaying and fleshing knives)
2. I had partaken in the practical training Mr. J. Mkandawire was undertaking at Chavuka butchery which butchery I'm running presently.
3. I also under went training at Farmers Training Centre organised by the project.
4. The result has been that quality of hides has improved alot.

However I do find problems in the procurrement of salt and the selling of hides as prices on the market are low. I do sometimes wish that the project was the one buying hides.

ATRY AIDIN PHIRI (handwritten)

Chavuka Butchery.

signature

c.c. The Director
 Veterinary and Tsetse Control Services
LUSAKA.

Telephone: 21579

TRANSCRIPT

ZAMBIA NATIONAL SERVICE
 CHIWOKO MILITARY CAMP
 P.O. BOX 510895
 CHIPATA

Ref.: CHI/11/2

The UNIDO Country Director
 U.N.D.P.
 P.O. Box 3196
 Chiparamba Road
 10101, LUSAKA, ZAMBIA

20 November 1992

UFS HIDES & SKINS COORDINATOR
 Department of Veterinary Services
 P.O. Box 550003
KATETE

signature (illegible)

Dear Sir,

BENEFITS FROM UNIDO HIDES AND SKINS PROJECT IN
 EASTERN PROVINCE

1. Since the inception of UNIDO Hides and Skins Project in Eastern Province, there are two major benefits we have enjoyed from it. First and foremost, I had an opportunity of attending a seminar organised by the project at ECU Board House in Chipata on 11th December, 1991. The theme of the meeting was "challenges faced by Hides and Skins Industry in Eastern Province." This meeting or seminar opened up new horizons for most participants especially those learning about about this industry for the first time. The seminar covered a wide range of topics including marketing of the products, preservation techniques, how to avoid wastage through good flaying and fleshing to remove excess fat from hides and avoid wastage through wrong branding, good slaughter methods, how to maintain standards at various slaughter houses and the seminar was crowned with a tour to Rata and Cold Storage to relate what was discussed at the seminar and what happens on the actual ground.
2. Secondly, one ripping knife and one flaying knife were issued to us in order to obtain good hides since we have a ranch. This was a good gesture by the project because in the past the knives we were using were not suitable and we had a lot of wastage.
3. Lastly, the only suggestions I can make are as follows:-
 - a. Educational workshops to be organised frequently to educate farmers good husbandry practices because a lot of wastage is incurred as a result of lack of knowledge on preservation and bad husbandry practices such as whip lashes.
 - b. Some central data bank to be established where farmers who want to either join the project or just data on hides and skins for their personal use can go and retrieve the information.
 - c. Some marketing arrangements to be made so that there is only one channel where farmers can either buy or sell their hides and skins.

: 2 :

d. Grading of hides to be done as an incentive measure to both buyers and producers.

e. Each District should have a Central Slaughter place for easy collection of hides and skins.

4. I hope and trust that if the above mentioned measures can be effected, it can be a step forward for the hides and skins Industry in Eastern Province and I wish the project success in its day to day operations.

Yours in National Service,

(Signed)
F MUSHIMBA
Second Lieutenant
Livestock Officer

Copy to:

Director of Veterinary Services
Dept of Vet and Tsetse Control Services
P O Box 50060
LUSAKA

67

COPPERBELT SHOES LTD.

P.O. Box 71644 NDOLA, Zambia
Tel.: (02) 650327
Telex ZA 30260 COPSHU
Cables: COPSHOES

Corner Matipa/Nakambala Road,
Skyways, NDOLA, Zamb'ia.
Bankers: Barclays Bank of Zambia Ltd.
Ndola South Branch.

F A X T R A N S M I S S I O N

DATE : 20/11/1992	REF NO : 279/92/fax
TO : UNIDO	FROM : S Balakrishnan
ATTN : Mr. Charles Siulapwa	FAX NO : 650215
FAX NO : 01263315	PAGES : 2

If the total number of pages mentioned above are not received or if any sheet is illegible, please contact us on fax no. 263 2 650215

RE: UNIDO TECHNICAL ASSISTANCE TO COPPERBELT SHOES LIMITED

We thank you for your fax no. US/ZAM/88/100 dated 16/11/1992 on the above subject.

We are indeed grateful to UNIDO for the assistance in providing us one Heat setting Unit to improve the quality of our products. Copperbelt Shoes Ltd. has been in existence since 1969. We have been specializing in the production of safety footwear for the Mines, Industries etc. In fact we are the largest manufacturers of safety footwear in Zambia.

Although we were able to meet the demands of Mines and all the industries in the country quantitatively, still we had a serious problem in respect of quality, particularly the finishing shape and outlook after lasting. To improve this quality, our footwear technologist suggested that we should obtain a Heat Setting Unit immediately as we did not have one in spite of this company being in existence for over 22 years. You would agree, the problem of foreign exchange was acute in this country during last year and it was rather impossible for us to arrange for the forex through the normal banking channel. It was at this time that UNIDO came to our help. We have received the Heat Setting Unit last month and installed it immediately. This additional equipment in our lasting conveyor has improved the quality by providing better shape and smartness to our products.

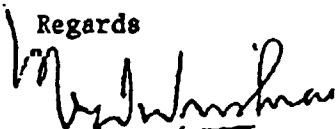
While we no doubt appreciate the assistance rendered by UNIDO in providing us with a Heat Setting Unit within a very short period, we should also mention a few more comments to make such support of UNIDO more effective.

- (a) We have also submitted a list of emergency spares required for our aging machines on a priority basis. The value may not be quite substantial, but their need is of emergency nature. UNIDO should arrange for such spares immediately.
- (b) In certain cases of emergency nature where UNIDO cannot assist, the beneficiary should be informed immediately so as to enable them to make alternate arrangements.

- (c) The time-lag should be reduced to minimum.
- (d) The assistance should be more for rehabilitation as well as training rather than for new lines etc.

Finally, we thank UNIDO once again for the support given to us in this regard.

Regards



S BALAKRISHNAN
MANAGING DIRECTOR

69
ANNEX 11

NATIONAL PROJECT PERSONNEL

Post Title	Name	Sex	Full or part-time	Entry on Duty	Departure Date
PROFESSIONAL STAFF					
NATIONAL EXPERT	C. SIULAPWA	M	F	July 89	
HIDES & SKINS OFFICER	J. MKANDAWIRE	M	PT	July 89	
	K. MUBITA	M	PT	July 89	
	G. NKHOMA	M	PT	July 89	
	J. DAKA	M	PT	July 89	
	P. PHIRI	M	PT	July 89	
	T. TEMBO	M	PT	July 89	
PRINCIPAL LIVESTOCK OFFICER	Z. ZIMBA	M	PT	July 89	
HIDES & SKINS OFFICER	D. CHIPOYA	M	PT	July 89	
ADMINISTRATIVE SUPPORT STAFF					
SENIOR SECERTARY	J. MULENGA		F	Jan 91	
DRIVER	D. MOONO	M		May 92	

Project Number
US/ZAM/88/100

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
NON-EXPENDABLE PROPERTY CONTROL RECORD

Page No. : 1
Period Ending : DECEMBER-92

Country : ZAMBIA

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

Purchase Order Number	Item No.	Description	Qty. Ord.	Stock-on-hand in US\$	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-0-00373	1	"HONDA" MOTORCYCLE MODEL: XL185SD DK.	5	8,299.00	5	06	90	G	5	STOLEN
15-0-00467	1	TOYOTA HILUX 4 X4 PICKUP DOUBLE CAB. CHASSIS NUMBER ==> YN106-0003780 ENGINE NUMBER ==> 4Y-028087B REGISTRATION NO. => AAK 6053	1	10,169.00	1	08	91			
15-0-01059	1	CANON PLAIN COPIER MODEL NP - 1010.	1	1,522.00	1	10	90	G	1	MODEL NO. EM 650
15-0-01060	1	IBM WHEELWRITER 6 TYPEWRITER MODEL 6784.	1	776.00	1	10	90	G	1	
15-0-01508	1	HONDA MODEL EG 550 PORTABLE PETROL GENERATOR MODEL NO. EM 650.	1	706.00	1	01	91	G	1	
15-1-01495V	1	TOYOTA HILUX 4 X 4 PICKUP. CHASSIS NUMBER ==> YN106-0008600 ENGINE NUMBER ==> 4Y-0321111 REGISTRATION NO. => AAL 1159	1	10,737.00	1	05	92	G	1	YET TO BE CLEARED BY CUSTOMS RECEIVED 29 FLAYING KNIVES LESS
15-1-01495V	2	TOYOTA COROLLA 1600 4WD ST. WAGON XL. CHASSIS NUMBER ==> AE95-3045544 ENGINE NUMBER ==> 4A-2650419 REGISTRATION NO. => AAL 1612	1	10,165.00	1	05	92	G	1	
15-1-1505V	1	HONDA MOTORCYCLES MODEL XL185SL.	12	25,219.00	12					
15-1-1636V	1	RIPPING AND FLAYING KNIVES.	2E3	1,783.50	2E3	06	92	G	900	

Country : ZAMBIA

Purchase Order Number	Item No.	Description	Qty. Ord.	Stock-on-hand in US\$	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-2-0295V	1	SIDECO PERFORATING MACHINE FOR ORNAMENTAL PERFORATIONS ON UPPERS, MACHINE CODE 23.01.02.	1	2,324.00	1	10	92	G	1	
15-2-0295V	2	STRAP FOLDING MACHINE ON STAND WITH MOTOR, MACHINE CODE 46.06.13.	1	1,179.00	1	05	92	G	1	
15-2-0297V	1	HIGH-SPEED ZIGZAG LOCKSTITCH SEWING MACHINE WITH EXTRA-LARGE HORIZONTAL ROTARY HOOK.	1	5,571.00	1	05	92	G	1	
15-2-0297V	2	SINGLE-NEEDLE LOCKSTITCH FLATBED SEWING MACHINE WITH DROP FEED.	1	3,876.00	1	05	92	G	1	
15-2-0297V	3	WEAR AND TEAR PARTS FOR BOTH MACHINES 220/380V 60HZ.	1	945.00	1	05	92	G	1	
15-2-0310V	1	SINGER SINGLE NEEDLE POST BED SEWING MACHINE COMPLETE WITH STAND, TABLE, CLUTCH MOTOR.	1	4,532.00	1	05	92	G	1	
15-2-0310V	2	TWO-NEEDLE POST BED LOCKSTITCH MACHINE COMPLETE WITH STAND, TABLE, CLUTCH MOTOR.	1	4,109.00	1	05	92	G	1	
15-2-0500V	1	SPARE PARTS.	1	717.00	1	05	92	G	1	
15-2-0536V	1	SPARE PARTS.	1	3,638.00	1	05	92	G	1	
15-2-0537V	1	SPARE PARTS.	1	1,211.00	1	05	92	G	1	
15-2-0587V	1	MACHINE CODE 31.14.17 THROUGH FEED HUMID IRONING AND HEATING SETTING MACHINE, COMPLETE WITH BUILT-IN WATER TANK AND MOTORS.	1	9,628.00	1	10	92	G	1	

Country : ZAMBIA

Purchase Order Number	Item No.	Description	Qty. Ord.	Stock-on-hand in US\$	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-2-0657V	2	TIMER TC82, THERMOREGULATOR, ATOMIZER, CYLINDER DIA 32X100, MAGNETIC END STROKE, HEATING ELEMENT.	1	1,040.00	1	11	92	G	1	
15-2-1026V	1	CANON FAX MACHINE, MODEL T 301.	1	1,034.00	1	11	92	G	1	
15-9-01458	1	NATIONAL MODEL NV-M7EN VHS PORTABLE VIDEO MOVIE CAMERA WITH AUTO-FOCUS, COMPLETE WITH CHARGER & BATTERY, PAL SYSTEM.	1	1,130.00	1	12	89	G	1	
15-9-01458	2	NATIONAL MODEL NV-G3OEN VHS COLOR VIDEO CASSETTE RECORDER W/WIRELESS REMOTE CONTROL, PAL SYSTEM.	1	436.00	1	12	89	G	1	
15-9-01458	3	SONY MODEL KV-2183GE 21" COLOR TV WITH WIRELESS REMOTE CONTROL, PAL SYSTEM.	1	506.00	1	12	89	G	1	
15-9-01463	1	BRAUN MULTIMAG 2025AFI 35MM SLIDE PROJECTOR 110-240V, 50/60HZ W/85MM F2.8 LENS S#49709627.	1	388.00	1	12	89	G	1	
15-9-01463	2	ELMO HP-A270 OVERHEAD PROJECTOR W/O WRITING ROLL 220V, 50/60HZ S#204132.	1	471.00	1	12	89	G	1	
15-9-01594	1	HONDA MOTORCYCLE MODEL SX185SD DK, CHASSIS NOS.: L185S-5410982, L185S-5411030, L185S-5411026, L185S-5410991 & L185S-5410990.	5	8,635.00	5	06	90	G	5	

Country : ZAMBIA

Purchase Order Number	Item No.	Description	Qty. Ord.	Stock-on-hand in US\$	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-9-01596	1	TOYOTA HILUX 4X4 PICKUP D DOUBLE CAB.. CHASSIS NUMBER ----> LN106-002772G ENGINE NUMBER ----> 3L-2130553 REGISTRATION NO. => AAJ 7283	1	11,020.00	1	03	90	G	1	
15-9-01889	1	SUZUKI 4WD (SJ413V-JA). CHASSIS NUMBER ----> SJ70-303370 ENGINE NUMBER ----> G13BA154414 REGISTRATION NO. => AAJ 8047	1	5,000.00	1					STOLEN; PSB REQUESTED POLICE REPORT, MEETING NO. 100, 26 AUGUST 91
15-2-052		MARKING HAMMER WITH NUMBERS AND LETTERS	1	343	1	07	92	G	1	
LOCAL PURCHASE		OFFICE FURNITURE	12	2247	12	11	92	G	12	SCHEDULE OF FURNITURE PURCHASED ATTACHED
15.1.1496V		CRASH HELMETS WITH. SCREENS	12	795	12	02	92	G	12	

Project Number

US/ZAM/88/100

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
NON-EXPENDABLE PROPERTY CONTROL RECORD

Page No. : 5

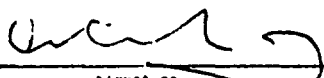
Period Ending : DECEMBER-92

Country : ZAMBIA

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

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



Signature

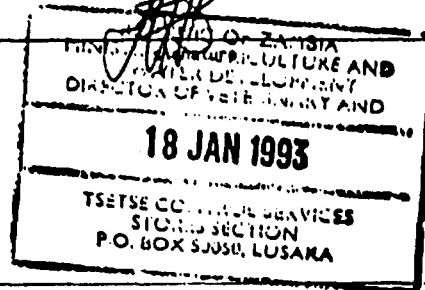
Date 18/1/93

Government counterpart



Signature

Date 18/1/93



UNIDO

PROJECT ALLOTMENT DOCUMENT

DA/FS/FMTC

Project Number/Amendment US/ZAM/88/100 H		Status O	Country ZAMBIA AFRICA		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 (US/RAF/88/100 ALSO REF.)					Backstopping Officer Name: MS. CALABRO			
Authority REVISION REQUEST 30/3/1993					Multi-Fund Projects:			
					Remarks			
IDF: 1	R.B:	Type:	IGO Code:		TSS-AOS:	Donor: SWI	COB Date:	
SIGNED ORIGINAL IN DA/FS/FMTC PROJECT FILE					Medium Term Plan:			

Budget Line	Functional Title		Total	prior to 1992	1992	1993	1994	1995	Subseq.
13-00	ADMINISTRATIVE SUPPORT P	\$.	17,354	5,000	12,369	15			
15-00	PROJECT TRAVEL	\$.	94,666	54,948	37,718	2,000			
16-00	OTHER PERSONNEL COSTS	\$.	4,007	4,007					
17-01	NATIONAL EXPENSES	\$.	11,050	14,541	11,411	11,000			
		WM.	54.0	30.0	12.0	12.0			
18-00	SURRENDER PY OBLIGS	\$.	15,470-	12,653-	2,816-	1-			
1X-XX	SUB-TOTAL	\$.	167,173	86,505	62,684	17,984			
		WM.	54.0	30.0	12.0	12.0			
31-00	INDIVIDUAL FELLOWSHIPS	\$.	5,048	4,496	552				
32-00	STUDY-TOURS/UNDP GROUP 1	\$.	31,580	10,044	11,397	10,139			
33-00	IN-SERVICE TRAINING	\$.	7,223	4,990	186	2,047			
38-00	SURRENDER PY OBLIGS	\$.	3,574-	3,000-	574-				
3X-XX	SUB-TOTAL	\$.	40,277	16,530	11,561	12,186			
41-00	EXPENDABLE EQUIPMENT	\$.	31,587	30,635	952				
42-00	NON-EXPENDABLE EQUIPMENT	\$.	290,076	221,799	49,670	18,607			
48-00	SURRENDER PY OBLIGS	\$.	12,336-	4,016-	8,319-	1-			

Project Number/Amendment: US/ZAM/88/100 H

Pad Date printed: 93-04-08

Page Number: 2

Budget Line	Functional Title	Total	Prior to 1992	1992	1993	1994	1995	Subseq.
4X-XX	SUB-TOTAL	\$ 309,327	248,418	42,303	18,606			
51-00	SUNDRIES	\$ 52,734	16,324	31,410	5,000			
58-00	SURRENDER PY OBLIGS	\$ 1,511-	1,511-					
SX-XX	SUB-TOTAL	\$ 51,223	14,813	31,410	5,000			
99-99	PROJECT TOTAL	\$ WM. 568,000 54.0	366,266 30.0	147,958 12.0	53,776 12.0			

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

BACK STOPPING OFFICER MS CALABRO
PROJECT REVISION H
PROJECT STATUS O - ONGOING
PGM-ELEMENT CODE J13104
FIRST ISSUED 89-05-18 LAST UPDATED 93-04-08
DONOR SWI

BUDGET LINE	DESCRPT	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	17 354	0 0	15-	0 0	0	0 0	0	0 0	0	0			
13-01		0 0	0	0 0	0	0 0	17369	0 0	1058	0 0	0	0	15-	17 354	
13-99	ADMIN SUPP	0 0	17 354	0 0	15-	0 0	17369	0 0	1058	0 0	0	0	1 058-	18 427-	
													1 073-	1 073-	7053 %
15-00		0 0	94 886	0 0	2 000	0 0	0	0 0	0	0 0	0	0	2 000	94 886	
15-01		0 0	0	0 0	0	0 0	92865	0 0	2578	0 0	879	0	3 455-	96 120-	
15-99	TRAVEL	0 0	94 886	0 0	2 000	0 0	92865	0 0	2578	0 0	879	0	1 455-	1 454-	172 %
18-00		0 0	4 867	0 0	0	0 0	0	0 0	0	0 0	0	0	0	4 867	
18-12		0 0	0	0 0	0	0 0	4867	0 0	0	0 0	0	0	0	4 867-	
18-99	OTHER PERS	0 0	4 867	0 0	0	0 0	4867	0 0	0	0 0	0	0	0	0	
17-01		54 0	65 958	12 0	18 000	42 0	49958	8 0	3233	0 0	2380	0	10 407	10 407	34 %
17-99	NATIONALS	54 0	65 958	12 0	18 000	42 0	49958	8 0	3233	0 0	2380	0	10 407	10 407	14 %
18-00		0 0	15 470-	0 0	1-	0 0	0	0 0	0	0 0	0	0	1-	15 470-	
18-03		0 0	0	0 0	0	0 0	2816-	0 0	0	0 0	0	0	0	2 816-	
18-05		0 0	0	0 0	0	0 0	7882-	0 0	0	0 0	0	0	0	7 882-	
18-08		0 0	0	0 0	0	0 0	151-	0 0	0	0 0	0	0	0	1 51-	
18-07		0 0	0	0 0	0	0 0	4839-	0 0	0	0 0	0	0	0	4 839-	
18-99	SUR PY OBL	0 0	15 470-	0 0	1-	0 0	15488-	0 0	0	0 0	0	0	1-	2-	
18-98	PERSONNEL	54 0	167 173	12 0	17 984	42 0	149189	8 0	6867	0 0	3239	0	7 878	7 878	56 %
31-00		0 0	5 048	0 0	0	0 0	0	0 0	0	0 0	0	0	0	5 048	
31-01		0 0	0	0 0	0	0 0	2870	0 0	0	0 0	0	0	0	2 870-	
31-02		0 0	0	0 0	0	0 0	2178	0 0	0	0 0	0	0	0	2 178-	
31-99	FELLOWS	0 0	5 048	0 0	0	0 0	5048	0 0	0	0 0	0	0	0	0	
32-00		0 0	31 580	0 0	10 139	0 0	0	0 0	0	0 0	0	0	10 139	31 580	
32-01		0 0	0	0 0	0	0 0	3816	0 0	0	0 0	0	0	0	3 816-	
32-02		0 0	0	0 0	0	0 0	6530	0 0	0	0 0	0	0	0	6 530-	
32-03		0 0	0	0 0	0	0 0	4950	0 0	0	0 0	0	0	0	4 950-	

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

BACK STOPPING OFFICER MS CALABRO
PROJECT REVISION H
PROJECT STATUS O - ONGOING
PGM-ELEMENT CODE J13104
FIRST ISSUED 89-05-18 LAST UPDATED 93-04-08
DONOR SWI

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)				
32-04		0 0	0	0 0	0	0 0	8139	0 0	0	0 0	0	0	0	0	0
32-99	STUDYTOURS	0 0	31,580	0 0	10,139	0 0	21441	0 0	0	0 0	0	0	10,139	10,139	0
33-00		0 0	7,223	0 0	2,047	0 0	0	0 0	0	0 0	0	0	2,047	7,223	0
33-01		0 0	0	0 0	0	0 0	5178	0 0	111	0 0	0	0	111	5,287	0
33-99	INSERVICE	0 0	7,223	0 0	2,047	0 0	5178	0 0	111	0 0	0	0	1,038	1,038	5 %
38-00		0 0	3,574-	0 0	0	0 0	0	0 0	0	0 0	0	0	0	3,574-	0
38-01		0 0	0	0 0	0	0 0	195-	0 0	0	0 0	0	0	0	195-	0
38-03		0 0	0	0 0	0	0 0	3379-	0 0	0	0 0	0	0	0	3,379-	0
38-99	SUR PY OBL	0 0	3,574-	0 0	0	0 0	3574-	0 0	0	0 0	0	0	0	0	0
39-99	TRAINING	0 0	40,277	0 0	12,188	0 0	28091	0 0	111	0 0	0	0	12,075	12,075	0
41-00		0 0	31,887	0 0	0	0 0	0	0 0	0	0 0	0	0	0	31,887	0
41-10		0 0	0	0 0	0	0 0	10045	0 0	22	0 0	0	0	22	10,067	0
41-11		0 0	0	0 0	0	0 0	11990	0 0	0	0 0	0	0	0	11,890	0
41-12		0 0	0	0 0	0	0 0	551	0 0	0	0 0	0	0	0	551	0
41-99	EXPENDABL	0 0	31,887	0 0	0	0 0	31888	0 0	22	0 0	0	0	22	21	0
42-00		0 0	290,078	0 0	18,807	0 0	0	0 0	0	0 0	0	0	18,807	290,078	0
42-01		0 0	0	0 0	0	0 0	271470	0 0	7703	0 0	398	0	8,099-	279,569-	0
42-99	NONEXPEND	0 0	290,078	0 0	18,807	0 0	271470	0 0	7703	0 0	398	0	10,508	10,507	43 %
48-00		0 0	12,338-	0 0	1-	0 0	0	0 0	0	0 0	0	0	1-	12,338-	0
48-01		0 0	0	0 0	0	0 0	8013-	0 0	44-	0 0	0	0	44	8,057	0
48-02		0 0	0	0 0	0	0 0	8321-	0 0	0	0 0	0	0	0	8,321	0
48-99	SUR PY OBL	0 0	12,338-	0 0	1-	0 0	12334-	0 0	44-	0 0	0	0	43	42	0
49-99	EQUIPMENT	0 0	309,327	0 0	18,808	0 0	290722	0 0	7681	0 0	398	0	10,529	10,528	43 %
81-00		0 0	52,734	0 0	5,000	0 0	0	0 0	0	0 0	0	0	5,000	52,734	0
81-10		0 0	0	0 0	0	0 0	22550	0 0	783	0 0	0	0	783-	23,333-	0
81-22		0 0	0	0 0	0	0 0	11	0 0	0	0 0	0	0	0	11	0

RUN-DATE 1993-11-03
 UNIOO - UMAP02/B

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

PROJECT NUMBER: US/ZAM/88/100

PAGE 2248

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

BACK STOPPING OFFICER MS CALABRO
 PROJECT REVISION H
 PROJECT STATUS O - ONGOING
 POM-ELEMENT CODE J13104
 FIRST ISSUED 89-05-18 LAST UPDATED 93-04-08
 DONOR SWI

BUDGET LINE	DESCRIPT	TOTAL ALLOTMENT		CURR YR PHASING		PRIOR YEAR EXP		CURR YR DISB		BAL CURR YR OBL		COMMITTED FUTURE YEARS	BALANCE CURR YR	UNCOMMITTED BALANCE	YTD .MPL VERSUS PHASING
		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)				
51-40		0 0	0	0 0	0	0 0	24533	0 0	3128	0 0	828-	0	(4-8-10)	(2-8-8-10-11)	
51-41		0 0	0	0 0	0	0 0	838	0 0	0	0 0	0	0	2.498-	27 031-	
51-99	SUNDRIES	0 0	52.734	0 0	5.000	0 0	47733	0 0	3808	0 0	878-	0	1.710	1.720	15 %
58-00		0 0	1.511-	0 0	0	0 0	0	0 0	0	0 0	0	0	0	1.511-	
58-01		0 0	0	0 0	0	0 0	1811-	0 0	0	0 0	0	0	0	1.511	
58-99	SUR PY OBL	0.0	1.811-	0.0	0	0.0	1811-	0.0	0	0.0	0	0	0	0	
59-99	MISC COST	0 0	51.223	0 0	5.000	0 0	48222	0 0	3908	0 0	828-	0	1.710	1.720	65 %
99-99	PROJ TOT	54 0	668.000	12 0	53.778	42 0	514224	8 0	16888	0 0	3007	0	32.201	32.201	40 %