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**REGIONAL AFRICA**

**LEATHER AND FOOTWEAR INDUSTRY SCHEME**

**US/RAF/92/200/14-02**

**TECHNICAL REPORT on a MISSION to UGANDA\***  
(24 - 28 October 1994)

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## INTRODUCTION

The purpose of the mission is to assess the needs of women entrepreneurs, prepare specifications for the purchase of small handtools and select six (6) women operators to be sent for one-month training course in footwear cutting and stitching at the Training Center for the Shoe Industry (TPCSI) in Thika, Nairobi, Kenya in the first quarter of 1995.

The selection of the six (6) women to undergo training at TPCSI is a follow-up to the visit of the Women-in-Development Expert, Ms. Hope Chigudu.

The UNV Leathergoods Technician together with the US/UGA/92/200 National Expert, Mr. Emmanuel Mwebe, visited twelve (12) out of 14 previously identified women entrepreneurs.

The women entrepreneurs cum operatives visited were:

1. Jacenta Beshubeho - Kabale Leather Dealers and Shoe Makers - KABALE
2. Beatrice Nuwagira - Bushenyi Boys Shoe company - KABALE
3. Molly Twinomujum - Kabale Expert Shoe Makers - KABALE
4. Margaret Mutebi - Expert Shoe and Handbag Makers - MBARARA
5. Molly Rwanguha - People's Footwear - JINJA
6. Alice Kakandu - Charlie Shoe Makers - JINJA
7. Rose Kisitu - Women's Group - JINJA
8. Betty Mutyaba - Makindye Group - KAMPALA
9. Rosemary Nakawungu - Makindye Group - KAMPALA
10. Cotilda Nalumansi - Makindye Group - KAMPALA
11. Winfrey Nabukenya - Kayabwa Footwear - KAMPALA
12. Bernadette Nabisera - Uganda Shoe Company - KAMPALA

Two (2) women entrepreneurs were not visited due to time constraint. They were:

1. Pauline Ofong - UWEAL, Kampala
2. Immaculate Nalubega - Lubega and sons - KAMPALA

## GENERAL FINDINGS

1. All the women entrepreneurs visited are involved in the technical aspect of production. They are involved in upper making and some cut patterns.
2. The bulk of the total production of all the workshops is Gent's shoes. Some add ladies line, children line and sandals to their products.  
At least three (3) workshops (People's Footwear in Jinja, Expert Shoe and Handbag Makers in MBARARA and C. Nalumansi in KAMPALA) have leathergoods in the product line.
3. The shoes made by the workshops are practically handmade. The only operation that is done on a machine is the stitching. Most of the workshops use domestic sewing machines for textile clothing - flat bed and pedal operated. Skiving of leather is skillfully performed with the use of skiving knife. The roughing of lasting margin is done with the use of block of wood wrapped with emery paper.

4. The Makindye Group in KAMPALA (C. Nalumansi, R. Nakawungu and Winfrey Nabukenya) operates in cottage level. The family abode is also the workshop. It is a one-woman business enterprise. Pattern making, upper component preparation and upper closing are performed by the woman entrepreneur and then hires a laster and bottom maker on a piece (pair) rate basis to finish the shoes. The wooden last they are using are worn out, one or two styles and very limited sizes. Buying new last of other styles seems to be very difficult due to the cost.
5. All construction is cemented except for some repairs where outsoles are hand stitched as per customer specification. In gents and children shoes unit soles are used and also in ladies shoes when the style permits.

The use of Polyurethane adhesive is quite understood and it is heat activated using charcoal burner.

The Technician gave an on-the-spot advice on areas immediately visible during the short visits. These are on:

- pattern cutting and grading practices
- standard measurements e.g. backheight; flexing areas: correct toe spring in relation to heel height and the use of appropriate last to attain such.
- upper closing
- pairing - because of obscure idea of pattern grading some components do not fit or harmonize with other components. The result shoes do not appear as pairs.
- Leathergoods articles design idea development
- Insole board storage and preparation

The Women's Group of Jinja c/o Mrs. Rose Kisitu has not started making footwear, but is very much interested to go into this product line. Since the group is already in leathergoods making, they were advised to just pursue that activity and improve their existing production and design. A brief discussion and illustration on design and idea development of their existing products was made with Mrs. Kisitu and a member of the group.

## **OTHER CONCERNS**

The unique concentration of workshops in KABALE and in MAKINDYE wherein shops are located close to each other would be a very ideal venue for Common Service Facilities. Under medium or long term possibilities, an association can operate such a service.

## **PLANNED LOCAL TRAINING**

The Technician had the opportunity to visit the Uganda Shoe Company in Kampala where the planned training in footwear technology is proposed to happen.

The company facilities are quite adequate for a complete shoe making course. It has a well equipped bottom making section. On the other hand, the upper preparation and closing section has only four sewing machines, and actually only two are being offered for the training. There are two skiving machines, but at the time of the visit, the machines were not in proper working condition. The problem is quite serious.

Since the original idea is to train women who are upper makers, the facilities for the upper making will not be adequate for the objective.

## **RECOMMENDATIONS**

1. Considering that the women nominated to attend the course are entrepreneurs cum operatives, it would be very beneficial to include in their training additional topics, such as:
  - a. **Product Costing**
    - pattern and measurement
    - material yield and waste calculation
    - material and labour costing
    - practices in overhead calculation
    - and other practical activities in costing procedure.
  - b. **Introduction to Pattern Cutting Techniques, to include:**
    - pattern (hand) grading
    - important lines and measurements
    - sizing system
  - c. **Introduction to Quality Determination and Control (OR) Integrating the notion of quality in their training skills**
2. To enhance and broaden their knowledge on other possibilities they can explore in making shoes, an exposure to new materials, technology, machines, equipment through industrial visits, video or film showing will be very helpful.
3. **Handtools (please see separate list)**
4. It may be interesting for the Trainer/Expert at TPCSI to have a sample of cut leather components, prepared ones, stitched uppers, laster uppers and finished shoes from participants' workshop for possible consultation. In anticipation, participants may be requested to bring with them the above mentioned components/finished shoe.

**ANNEX 1**

**HAND-TOOLS**

No. 1

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>QTY.</b>	<b>UNIT</b>
1	Punching Pad/Board 30 cm x 30cm x 1 cm White/Green	36	pcs
2	Heavy Wooden Mallet 2"	20	pcs
3	Individual Round Punch Size: 1.0, 1.5, 2, 2.5, 3, 3.5, 4, 4.5, 5mm (9 pcs. per set)	15	sets
4	Wad Punch Size: 1/4", 3/8", 1/2" Round 3 pcs./set	5	sets
5	Oval Punch/Crew Punch Size: 33, 34, 35, 36 (1/4", 3/8", 1/2", 5/8")	5	sets
6	Slitting Tools Size: 4, 6, 8, 10mm. (4 pcs. per set)	14	sets
7	Slitting Tools Size: 12, 14, 16, 18, 20mm (5 pcs. per set)	8	sets
8	Patterr. Cutting Sheet ZINC 60cm x 60cm x .2cm thick	16	pcs.
9	Clicker Extension Handle with Blade	20	pcs.
10	EXTRA Blades for the above clicker knife	200	pcs.
11	Spring Divider 3"	14	pcs.
12	Awl or Pricker	14	pcs.
13	Pattern Cutter Steel Ruler 12"/30cm.	14	pcs.
14	Steel Ruler 39"/100cm.	4	pcs.
15	Shoe Pattern Cutter's Measuring Tape 24"/60cm.	14	pcs.
16	Skiving Knife	16	pcs.
17	Pinking Scissors 8"	14	pcs.
18	Folding Hammer 150-175 grams/Medium	20	pcs.
19 OR	Eyeletter Plier with interchangeable dies for eyelets Size: 7, 7.3, 8, 8.5	14	pcs.
20	Plier with interchangeable dies for fixing eyelets, press button, rivets, etc. (set)	14	sets
21	Lasting Pincer Heavy for Gents Shoes	20	pcs.
22	Lasting Pincer Light for Ladies Shoes	18	pcs.
23	Tack Lifter/Puller	32	pcs.
24	Lasting Hammer Single Faced Medium	26	pcs.
25	Sole and Heel Prizer/Remover	12	pcs.
26	Lasters Knife 4 1/2"	26	pcs.
27	Lasting Jack with interchangeable Jack Pin capable of accepting 3/8", 7/6", 1/2" pins	4	pcs.
28	Channel Cutter with roller guide plus extra blades	4	pcs.
29	Channel Opener	4	pcs.

30	<p>'Lucky Seven' Tooling Set for Vegetable Tanner Leather Decoration/Carving or set for advance curver (similar to 'TANDY')</p> <p>NOTE:</p> <ol style="list-style-type: none"> <li>1. The determined quantity of handtools for every entrepreneur/workshop is not intended to provide a set of handtools for every worker. But for them to be accustomed with the appropriate tools to use and to supplement and complement their existing tools.</li> <li>2. The list is divided into four groups, ie. Pattern Cutting, Upper Making, Bottom Making, and Leathergoods.</li> <li>3. Exceptionally, the Leathergoods Technician included the Lasting Jack in the list because of the keen interest of three workshops on the use of Jack in lasting as demonstrated to them and the fourth to showcase the use to other workshops in KABALE area.</li> <li>4. Although two workshops were not visited it was described by the National Expert as similar to all other workshops previously visited. Therefore, an assumption on the needs for handtools is the same and these two were included in the list of handtools.</li> </ol>	5	sets
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**ANNEX 3**

**NOMINEES TO THE FOOTWEAR CUTTING AND STITCHING COURSE AT THE  
TPCSI, THIKA, KENYA**

1. Rosemary Nakawungu - Kampala
2. Cotilda Nalumansi - Kampala
3. Winfrey Nabukenya - Kampala
4. Molly Rwanguha - Jinja
5. Margaret Matebi - Mbarara
6. Molly Twinomujuni - Kabale

**ALTERNATES/RESERVES:**

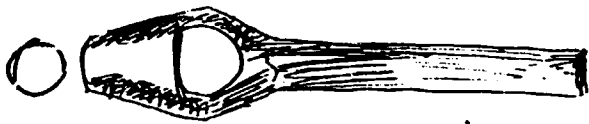
1. Bernadette Nabisere - Kampala
2. Immaculate Nalubega - Kampala
3. Jacenta Beshubeho - Kabale

The criteria used in the selection of the nominees were the following:

1. Ability to communicate in English.
2. Availability (free from conflicting family affairs and running the workshop)
3. Areas of involvement in the workshop; present function
4. Technical skills requirement - upgrading

ANNEX 4

ILLUSTRATIONS OF SOME TOOLS



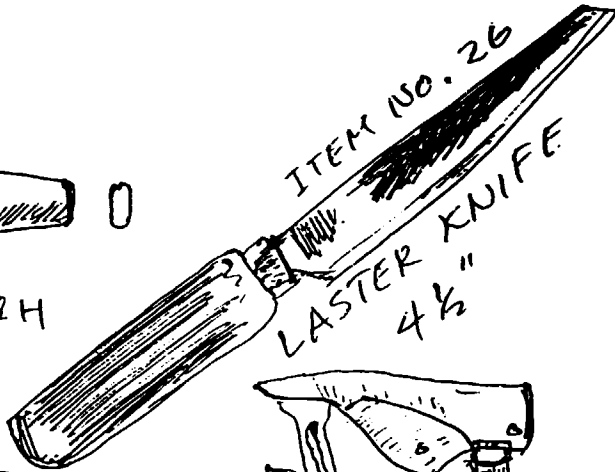
ITEM NO. 4  
WAD PUNCH



ITEM NO. 18  
FOLDING HAMMER



ITEM NO. 5  
CREW PUNCH

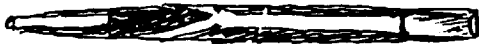


ITEM NO. 26  
LASTER KNIFE  
4 1/2"



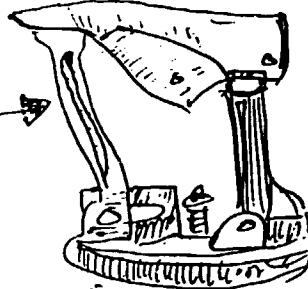
ITEM NO. 25  
SOLE & HEEL  
PRIZER/  
REMOVER

ITEM NO. 27  
LASTING JACK

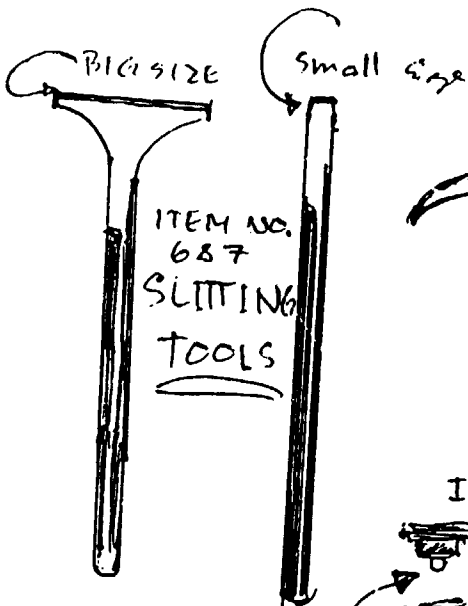


ITEM NO. 3  
ROUND PUNCH

(INDIVIDUAL, SIZE: 1.0 mm, 1.5 . . . . 5 mm.)



ITEM NO. 23  
TACK  
LIFTER/  
PULLER



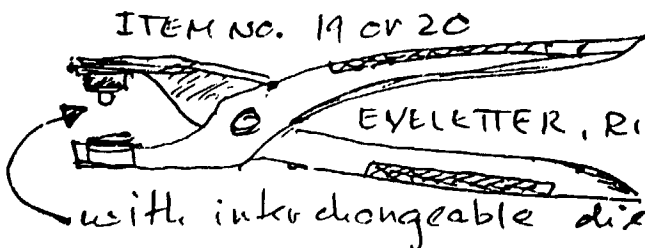
ITEM NO. 687  
SLITTING  
TOOLS



ITEM NO. 9  
CLICKER EXTENSION HANDLE  
+ BLADE



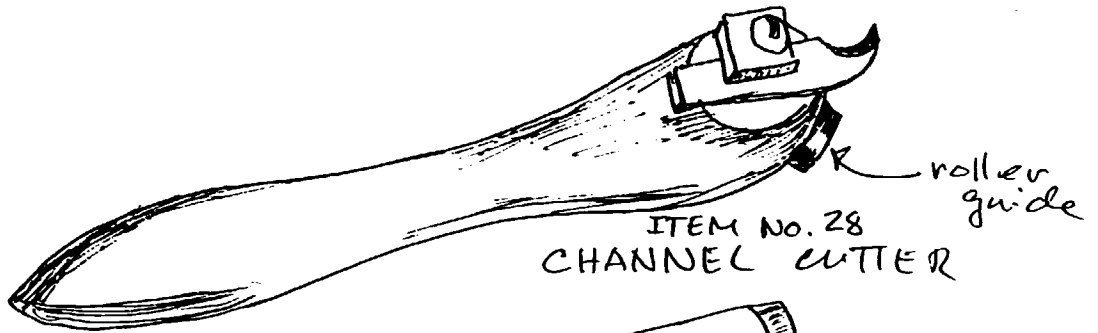
ITEM NO. 16  
SKIIVING KNIFE



ITEM NO. 19 OR 20

EYELETTER, RIVETTER, PRESS  
BUTTON, PLIER  
with interchangeable discs (sets)

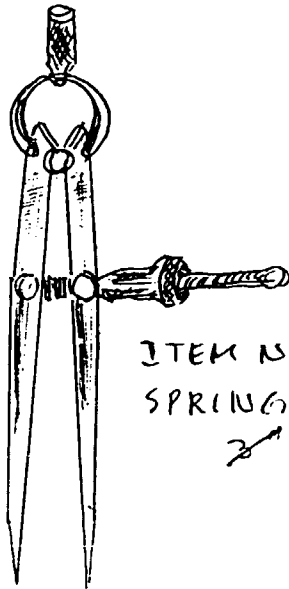
CONT. HAND TOOLS



ITEM NO. 28  
CHANNEL CUTTER



ITEM NO. 29  
CHANNEL OPENER



ITEM NO. 11  
SPRING DIVIDER

