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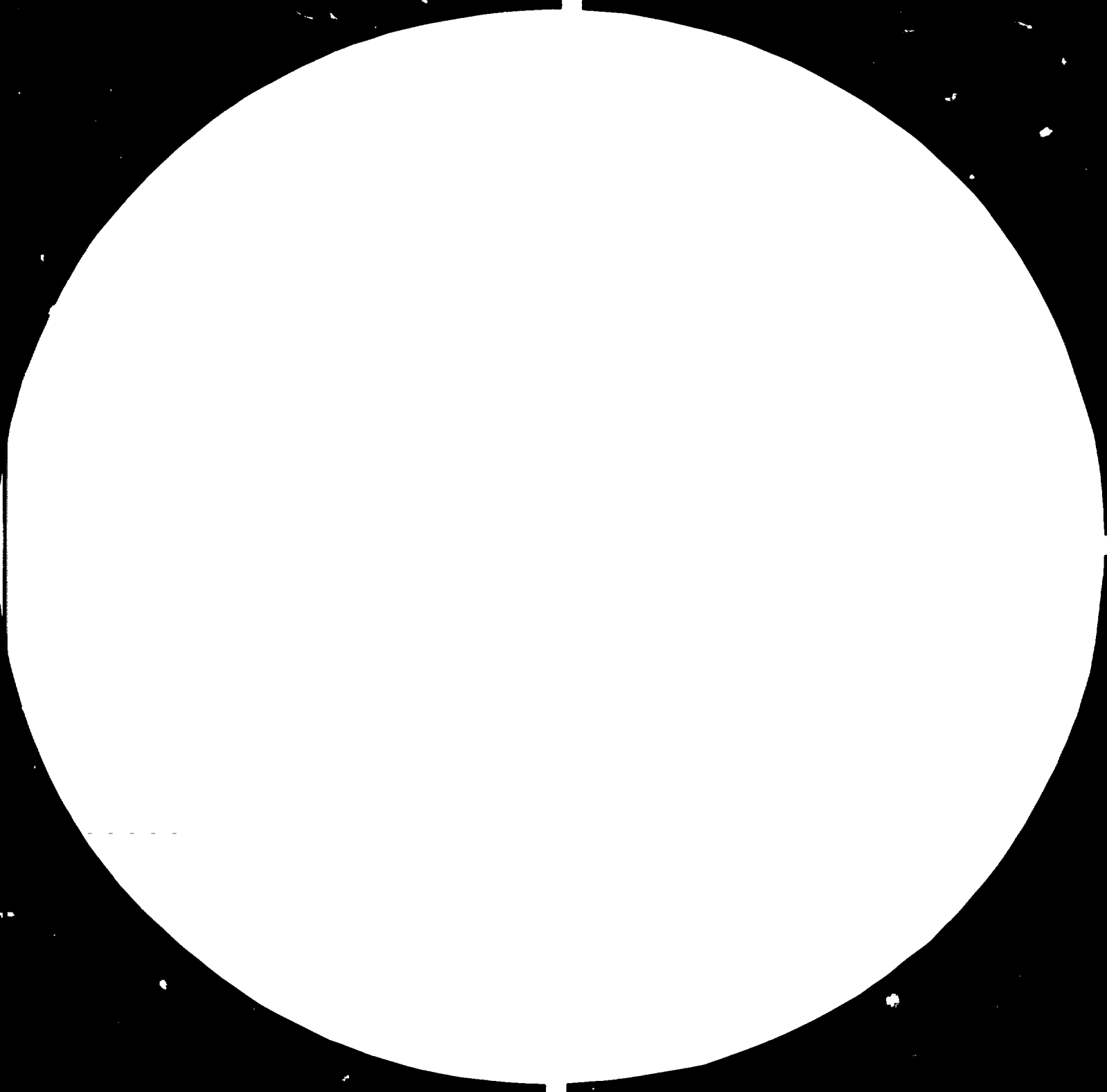
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Resolution Test Chart
1.0 1.1 1.25 1.4 1.6 1.8 2.0 2.2 2.5

RESTRICTED

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DP/ID/SER. 3/226
21 March 1980
English

LEATHER INDUSTRY DEVELOPMENT

DP/PAK/73/027

PAKISTAN

Terminal report*

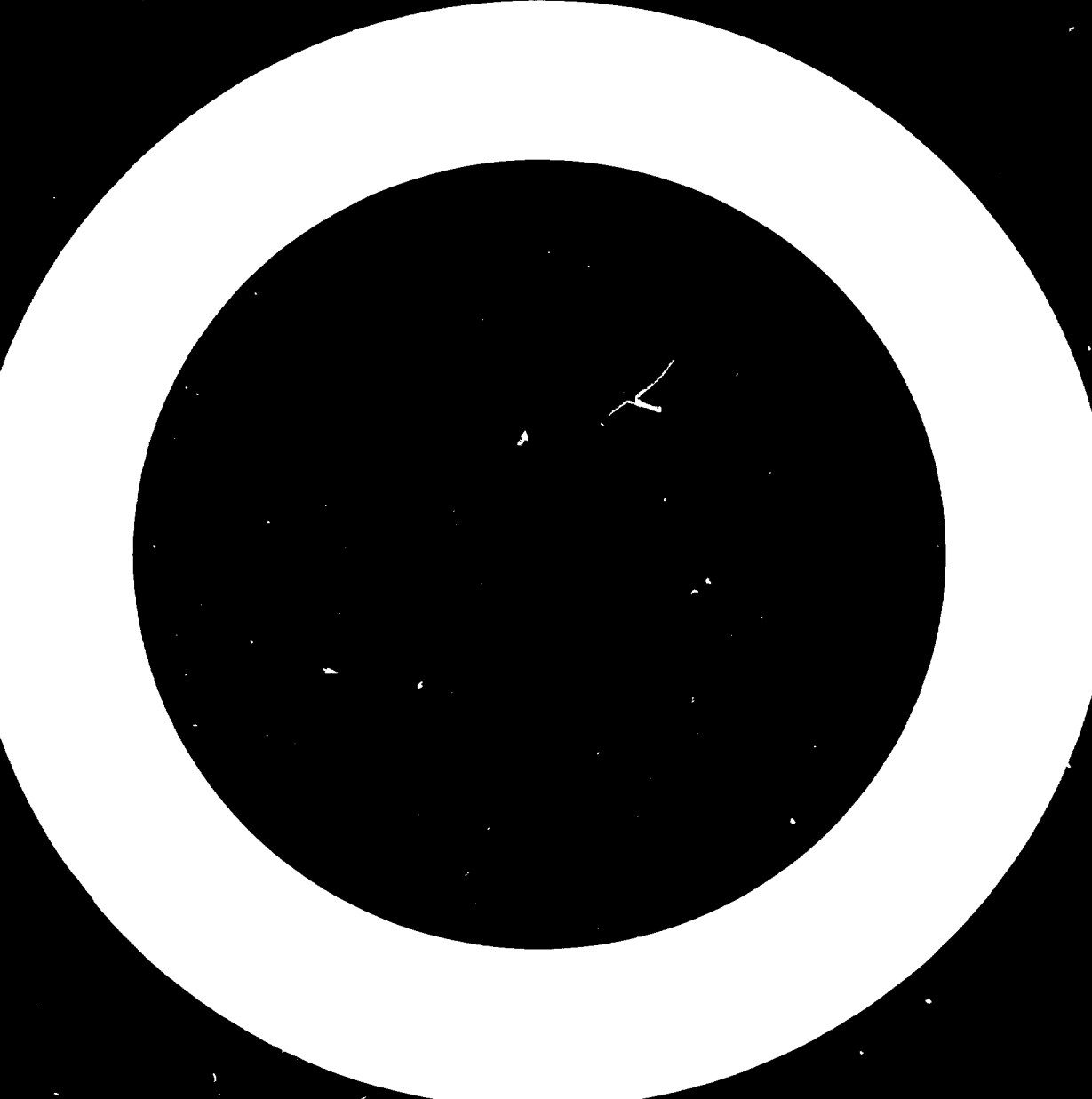
Prepared for the Government of Pakistan
by the United Nations Industrial Development Organization,
executing agency for the United Nations Development Programme

Based on the work of W. Scott, tanning expert, L. Horna, shoe expert,
K. Prince, hide improvement expert and C. Palizzotto, leather garment expert

United Nations Industrial Development Organization
Vienna

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ABSTRACT

The project "Leather Industry Development" (DP/PAK/73/027) became operational on 15 October 1974 on the arrival of the international team leader in Pakistan. The first phase was completed, and in July 1976 the team leader was repatriated. A second phase which is dealt with in this report, started on signing the project revision C on 16 June 1976, increasing UNDP contributions to US\$ 415,163 providing a shoe expert and a leather expert to the Institute of Leather Technology, Gujranwala, in order to install the machinery and equipment supplied by the Federal Republic of Germany under the GOPA Plan and to assist the Institute in lecturing and providing modern syllabi for the training of shoe and leather technologists. The project was further expanded under project revision G, increasing the total UNDP contribution to US\$ 989,560, extending the services of a leather garment expert and providing machinery and equipment for the starting of a leather garment training centre, a leather and footwear laboratory and some equipment for flaying.

This report deals with the work of the experts in shoe and leather technology stationed in Gujranwala, the leather garment expert stationed in Karachi and the hide improvement expert stationed mainly in Lahore.

The immediate objectives of this part of the project were:

1. to improve the effectiveness of the Institute of Leather Technology in Gujranwala;
2. diminish waste of hides and skins in slaughterhouses through improvement of facilities and practices;
3. improve techniques and production practices of tanners and leather garment manufacturers;
4. formulate policy recommendations concerning the development of the leather industry for submission to the National Leather Development Board.

The project has been instrumental in achieving part of the objectives. Due to some overestimation in the project design and the restraints within the institutional framework it was, however, not possible for the experts to fully achieve the ambitious project goals.

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I. INTRODUCTION

The Project "Leather Industry Development" (DP/PAK/73/027) originates from a mission of two experts of the United Nations Industrial Development Organization (UNIDO) to Pakistan from October 1972 to March 1973 to study the leather, leather footwear and leather goods industries and to formulate a programme for their further development.

As a result of the programme formulated and the keen interest shown by the manufacturing sector of leather and leather products and the Government officials from the livestock industry and commercial departments, the Government and the United Nations Development Programme (UNDP) decided to implement the Leather Industry Development Project. UNDP contribution for the first phase of the project was US\$ 218,100, and the Government contribution amounted to PRs. 225,700. UNIDO was nominated the Executing Agency, with the Food and Agriculture Organization (FAO) as an Associated Agency. The Government Counterpart Agency was the Ministry of Industries.

The project document was signed on 28 June 1974 and the UNIDO inputs foreseen in the project document were as follows:

Team Leader	18 m/m
Leather Expert	15 m/m
Footwear and Leather Products Expert	15 m/m
Hide Improvement Expert	15 m/m
Fellowship Training	48 m/m
Non-expendable Equipment	US\$ 20,000.

The long-range objective of the project was "to expand considerably the export potential of the leather and leather products industries".

The immediate objectives were:

- to assist in formulating the administration and organizing bodies connected with the industry in assessing the duties of the Leather Development Board and centres associated with the industries;
- to assist and advise the manufacturers of leather footwear and leather products on immediate changes in plants and future planning to achieve the requirements of modern products acceptable to world standards;
- to assist and advise on improved flaying of hides and skins in abattoires and slaughterhouses, correct methods of curing hides and skins and also grading for the improvement of these raw materials.

The project became operational with the arrival of the team leader, Mr. Van Hoorn, in Pakistan on 15 October 1974.

The first phase of the project can be considered completed as of July 1976 when the team leader was repatriated. A full account of the project findings, achievements and recommendations is given in the team leader's report UNIDO/IOD.46 of 17 August 1976, which was duly submitted to the Government of Pakistan.

The scope of this project terminal report is to summarize the work carried out by the experts during the continuation of the Leather Industry Development Project starting from project revision C which was signed on 16 June 1976 and which increased the UNDP contribution to a total of US\$ 415,163.

This revision provided for a leather expert and a shoe expert to be stationed at the Institute of Leather Technology, Gujranwala. At the same time the Government of the Federal Republic of Germany (FRG), through the COPA Plan, agreed to supply DM 1.2 million worth of modern tanning and footwear manufacturing equipment to the Institute. The hide improvement expert remained in the field to continue his work.

The shoe expert was fielded in April 1977 and the tanning expert in August 1977, both about one year behind schedule. As the German machinery was also delayed and only delivered to Gujranwala towards the end of 1977, the delayed start of the two new experts did not have any significantly adverse effect on the project implementation.

The next major change in the project was carried out through revision G. This revision was designed in early 1978, but due to many delays caused by changes and alterations negotiated between the Government and UNDP, this was only signed on 20 November 1978. The revision G increased the total UNDP contribution to US\$ 989,560.

This revision included also equipment and expert services for the creation of a leather garment training centre and further machinery and equipment for flaying and the leather and footwear laboratory to be installed in the Institute of Leather Technology in Gujranwala. The leather garment expert was fielded in February 1979.

The justification and immediate objectives of the project revision G were as follows:

1. Justification for the Revision

The leather industry is the second most significant exporter in Pakistan. Its role in the Pakistan foreign exchange earning capacity is traditional, and until recently the exports were confined to the exports of raw or partly processed skins and hides only. With the recent explosion of demand for leather goods an opportunity presented itself to the Government to start giving support to the development of its tanning and leather goods industries and to create new processing facilities in the country which would add an additional value to this important raw material and create a new industrial base in the country. To implement this policy the Government requested UNIDO assistance and subsequently late in 1974 this project was launched.

Initially the project was scheduled to provide services of seven experts. However, only three experts, namely the team leader, the tanner and the shoemaker were fielded in 1974. The fourth member, the hide improvement expert, joined one year later.

Before further two experts arrived in 1977 to carry out the training programme in tanning and shoemaking the initial three experts left the project. The seventh expert (leather garments) had not joined the project at that time.

There were two reasons for the staggered functioning of the project. Firstly, the contracts of the experts who initially joined were not extended due to the financial constraints which UNDP suffered during the 1975/76 period. The second reason was the delayed delivery of the tanning and shoemaking machinery to the Institute of Leather Technology in Gujranwala.

Due to these circumstances a situation had developed whereby the two recently arrived experts had started to implement a two-year training programme at the time when their posts, which were originally scheduled for the 1976/77 period, were about to terminate. Therefore extension of the project into 1978/79 was necessary.

When requesting the extension the Government took the opportunity to request the implementation of the originally planned assistance to the leather garments sector which was never effected. Request for an extension of the hide improvement expert was also received at the same time.

The present revision G accommodates all the requested changes.

2. Immediate Objectives

a) Improve the effectiveness of the Institute of Leather Technology in Gujranwala through:

- preparation of new courses and expert lecturing;
- modernization of the Institute's facilities;
- organization of seminars;
- strengthening of the management of the Institute;

b) Diminish waste of hides and skins in slaughterhouses through improvement of facilities and practices.

- c) Improve techniques and production practices of tanners and leather garment manufacturers.
- d) Formulate policy recommendations concerning the development of the leather industry for submission to the National Leather Development Board.

3. Evaluation of the Project

At the Tripartite Review Meeting held on 5 September 1979 in Islamabad, a recommendation was made that an evaluation mission should visit the project and review the results achieved. A UNIDO staff member was to be requested to visit Pakistan for a period of one to two weeks both to conduct the review and assess any further assistance required. Consequently a request was made to UNIDO to send a staff member to carry out this mission, and UNIDO agreed to send Mr. Juhani Berg, Industrial Operations Division / Agro-Industries Section, for a two-week mission to Pakistan. The mission took place from 14 to 24 October 1979.

The full evaluation team included the following persons:

Mr. P. Reynolds, Assistant Resident Representative, UNDP;
Dr. M.K. Hussein, UNIDO Senior Industrial Development Field Adviser; and
Mr. Juhani Berg, UNIDO Vienna.

The joint evaluation mission report was cleared by UNIDO and submitted to the Government of Pakistan.

Due to the fact that no team leader was appointed to the project after the repatriation of Mr. Van Hoorn in July 1976, this report has been produced by the project backstopping section of the UNIDO Secretariat and based on the work and technical reports submitted by the three experts, namely Mr. W. Scott, tanning expert; Mr. L. Horna, shoe expert and Mr. K. Prince, hide improvement expert. (The report by Mr. C. Palizzotto, leather garment expert, has not yet been received).

II. ACTIVITIES CARRIED OUT AND OUTPUTS PRODUCED

The activities carried out during the period of this report can be divided into five main groups:

1. Assistance to the Hides and Skins Production, Country-wide

The activities concerning this subject were carried out by Mr. K. Prince, FAO expert attached to the project. All activities are well documented in the two-volume technical report entitled "Co-ordinated Leather Industry Development Project".

The major output for this part of the project according to revision G was the training of 100 flayers and the improvement of twenty slaughterhouses including flaying equipment.

The evaluation mission which took place in October 1979 has been able to verify that through the expert services rendered one abattoir has been constructed while fourteen were modified to improve the flaying facilities, and 446 butchers/flayers were assisted and trained on improved flaying techniques.

In January 1977 the first compressor and flaymaster dehider were installed at the Punjab Livestock Board abattoir in Sihala, and local flayers were trained to operate it. In July 1979 after the rewiring of the abattoir, another compressor and flaymaster dehider were installed at the Municipality abattoir in Lahore.

The equipment was demonstrated and local butchers were shown how to operate it. A third compressor and flaymaster dehider were delivered to the Leather Institute at Gujranwala for assembling and installation at the end of October 1977. The last two flaymasters and compressors were air-freighted into Quetta and Peshawar during June/July 1978, and the equipment was assembled during August/September 1978 in these places. The evaluation mission was unable to ascertain how these were currently being used.

The project outputs for improved dehiding practices and supervision of operations of slaughterhouses appear to have been achieved. The legislation to enforce the modernization of slaughterhouses and the application of improved dehiding practices has been well elaborated by the expert and presented to the Government for follow-up in the expert's final report.

2. Assistance to the Institute of Leather Technology, Gujranwala.

This part of the project consisted mainly of the following activities:

a) Preparation of new courses and expert lecturing:

The courses have been prepared by the experts. The new syllabi are well prepared although they may be considered too advanced for the standard of the trainees admitted to the courses. The expert lecturing, which started by giving two lectures per week during the period of machinery installation, was stepped up to three lectures per day during the second academic year. The lecturing was, however, badly interrupted during a student strike which started on 5 February 1979 and lasted practically throughout the rest of the teaching period.

b) Modernization of the Institute facilities:

The experts were fully engaged during the first part of their assignment in the installation and commissioning of the machinery supplied by the FRG bilateral assistance. The Institute has now completely modern equipment and facilities for the teaching and training, comparable to similar internationally recognized institutes.

c) Organization of seminars:

A five-day technical seminar entitled "New development in stitching techniques" was arranged early 1979. The seminar was attended by about 100 participants from the Pakistan leather products industry (mainly shoe sector).

Some of the outputs of the assistance provided to the Institute of Leather Technology are the following training results:

During the two academic years under the project revision G, i.e. 1977/78 and 1978/79, 42 students have graduated from the newly designed courses as follows:

	<u>1977/78</u>	<u>1978/79</u>	<u>TOTAL</u>
- Diploma in Leather Technology	11	13	24
- Certificate in Shoe Manufacturing	10	8	18
			<u>42</u>

According to information from the Institute, students training during 1978/79 was as follows:

<u>Diploma Course</u> <u>Leather</u>	<u>Punjab</u>	<u>NWFP</u>	<u>Sind</u>	<u>Balu-</u> <u>chistan</u>	<u>AK</u>	<u>Wazi-</u> <u>ristan</u>	<u>TOTAL</u>
I Year	21	3	1	2	1	0	28
II Year	19	3	0	0	1	2	25
III Year	10	1	1	0	1	0	13
Footwear Certificate	13	0	0	0	0	0	13
Special Training for Bata Lahore	6	0	0	0	0	0	6
							<u>91</u>

3. Extension Services to the Leather Footwear and Leather Products Industries.

All experts engaged in the project have continuously carried out extension services and advised the industry through visits to various factories. The shoe and leather experts have each visited about twenty different factories to give on-the-spot advice. These visits have, however, been only of short duration as the experts have been mainly engaged in performing the other duties included in their job descriptions.

4. Creation of a Leather Garment Training Centre, Karachi.

The leather garment expert to start a leather garment training centre was scheduled to be fielded to Karachi in October 1978. Due to the fact that project revision G was only signed on 27 November 1978, the leather garment expert could not be fielded until February 1979.

The machinery and equipment foreseen for the leather garment centre was ordered by UNIDO in consultation with the expert in December 1978. The main part of the machinery arrived in Karachi in July/August 1979 and, after a very efficient installation period and with the timely and very effective delivery of Government inputs, the centre was able to start its first training course in September 1979.

The leather garment expert has provided extension services to leather garment manufacturers which have resulted in the obtaining of export orders. It is, however, too early to pass any judgement of the lasting effect of the leather garment centre. A continuation of this part of the project is under active consideration.

5. Fellowship Training and Study Tours.

The activity of the project is still not completed, and candidates are still lacking for the shoe technologist and shoe designer posts. The actual situation of the fellowship and study tour activity is as follows:

Fellowships carried out so far - 1979

<u>Field of Study</u>	<u>Name of Fellow</u>	<u>Duration</u>	<u>Location</u>
Abattoire - Management	A.K. Shuja Hashmi	3 months	Sweden
Study Tour - Leather Congress	Iftikhar Hussain	12 days (10.9.79)	Hungary Romania Austria FRG
Study Tour - Leather Congress	M.T. Warsi	12 days (10.9.79)	- " -

Fellowships under Process with UNIDO

Shoe Technologist	No candidate so far	12 months	UK
Leather Technologist	Anis A. Khan	12 months	UK
Shoe Designer	No candidate so far	3 months	Italy
Shoe Machinery Engineer	Iftikhar A. Cheema	5 months	FRG
Leather Machinery Engineer	Ali Muhammad	1½ months	
Chemical Testing of Leather	Shamsul Ghani	3 months	
Industrial Shoe Technology	M. Sultan Sheikh	3 months	
Leather Technology	M. Akram Choudhry	3 months	

III. ACHIEVEMENT OF IMMEDIATE OBJECTIVES AND UTILIZATION OF THE PROJECT RESULTS.

The immediate objectives of the project have only been partially achieved. In the case of hide and skin improvement the immediate objective was "To diminish waste of hides and skins in slaughterhouses through improvement of facilities and practices".

There are no statistics available to prove that such improvement has been effected. It is, however, generally recognized that the expert services given and equipment delivered have improved the situation to some extent. It is also recognized that the difficulties in this sector are far from being solved, and far deeper reaching actions are needed than what the project was able to provide in order to obtain a satisfactory solution for this sector.

In the case of the Institute of Leather Technology in Gujranwala the immediate objectives were to improve the effectiveness of the Institute through:

- preparation of new courses
- modernization of the Institute's facilities
- organization of seminars
- strengthening of the management of the Institute

The two first objectives have certainly been reached and also the organization of seminars - at least partly. The fourth objective, namely the strengthening of the Institute's management, is still today an unresolved problem.

The management problem has been one of the factors which has been obstructing the smooth running of the project. Neither the project activities nor the inputs have helped to solve this problem. Although the strengthening of the management was one of the project's objectives and was included in its activities, it was not included in the job description of the leather expert or shoe expert. Such activity should obviously have been included in the job description of a team leader. But since a team leader was not assigned to the second phase of the project, this objective was never translated into practical activity. Furthermore, both UNDP and UNIDO have been totally misled in respect of the role and influence of the National Project Director. The assigned NPD had no influence or authority whatsoever over the Gujranwala part of the project.

Concerning the objective "Improved techniques and production practices of tanners and leather garment manufacturers" it can be said that it has been partially achieved through extension services carried out by the tanning and leather garment experts. Here again it must be realized that the training given to the students in the institutes will be instrumental in reaching this objective. It is, however, an objective which should be considered more a medium-term than an immediate objective, and the result should begin to be noticeable in three to five years from the starting of the training.

Concerning the utilization of the project results all the experts have expressed their fear and reservations. In the case of the hide improvement part, a rumour was heard that the air compressor delivered to one of the abattoirs was being used as air supply for the painting of cars and trucks instead of operating the equipment foreseen.

Both experts connected with the Gujranwala Institute expressed their strong doubts about the Institute continuing as a training centre, but that instead it will be transformed into a production centre. This would, according to the experts' views, not be helpful to the country's leather and shoe industry sector and would ruin the machinery supplied in a very short time.

It is also understood that the Punjab Small Industries Corporation is intending to stop the footwear training programme. The main reason for this is that the students trained in sophisticated manufacturing methods in the centre cannot easily find employment except with the three large-scale footwear manufacturers of Pakistan, and this is not the purpose of the Punjab Small Industries Corporation.

The utilization of the project results can therefore be considered as not being in accordance with the project's aims.

IV. FINDINGS

1. Project Design

The design of the project was too optimistic, and this is one of the reasons for the modest project achievements in relation to its objectives. This applies especially to the assistance to the Institute of Leather Technology, Gujranwala.

Firstly, the machinery supplied by FRG for the footwear section was obviously too sophisticated for the needs of the present shoe industry in Pakistan. It would have been more appropriate if the machinery selected for footwear training would have been of intermediate level technology. By delivering sophisticated footwear equipment the teaching programme for footwear technologists was of a level which was of little use to the main part of the Pakistan footwear industry.

Secondly, some of the objectives were not attainable and not even translated into activities or included in the experts' job descriptions. This includes for instance the strengthening of the management of the Gujranwala Institute and formulating policy recommendations concerning the development of leather industry for submission to the National Leather Development Board.

Finally it must be realized that an expert who is supposed to supervise the installation of machinery cannot at the same time fully attend to lecturing in the Institute and spend time in carrying out advisory services to manufacturers. It should therefore be noted that, although the outputs of the project when evaluated against the project document and revision 2 are in some cases very modest, this is not due to incompetent expertise but to over-ambitious project design.

2. Institutional Framework

The Government Counterpart Agency for the Leather Industry Development Project is the Federal Ministry of Industries, and the National Project Director is Secretary of the National Leather Development Board. It is significant to note that a large part of the project, the assistance to the Institute of Leather Technology, Gujranwala, is directly under the control of the Provincial Government of Punjab through its Small Industries Corporation. The National Project Director had no authority nor any influence over the Gujranwala part of the project. As a matter of fact, if the National Project Director wants to visit the Gujranwala project he must in principle seek the permission through the Federal Ministry of Industries from the Provincial Ministry of Industries who in turn must request permission from the Punjab Small Industries Corporation. Such request was in some cases turned down. This clearly demonstrates the real communication gap which, no doubt, has affected the project implementation severely. During the whole of the project's life time UNDP/UNIDO were not fully aware of this fact. It was only during the evaluation mission that the full implication of this situation became known.

V. RECOMMENDATIONS

1. The Institute of Leather Technology in Gujranwala is a very well equipped institute owing to the FRG bilateral assistance and the installation and syllabi designed by the UNIDO experts. It would be of great assistance to the further development of the Pakistan leather and shoe industry if the facilities were utilized for training and teaching purposes on a national basis. A formula should be found which enables the Institute to function without financial constraints and to train and educate the urgently needed skilled operators, foremen, designers, maintenance and service technicians and leather and footwear technologists. The participation of the Federal Government and the industry is necessary before nationwide practical results can be expected.

2. It is recommended that the Leather Garment Centre in Karachi be transformed into a Leather Products Development Centre as per draft project document DP/PAK/79/022/A/01, taking care of the development of all leather products excluding footwear and sports goods.

3. The fellowship training should be completed urgently, and nomination forms are therefore needed for the posts of a shoe technologist and a shoe designer.

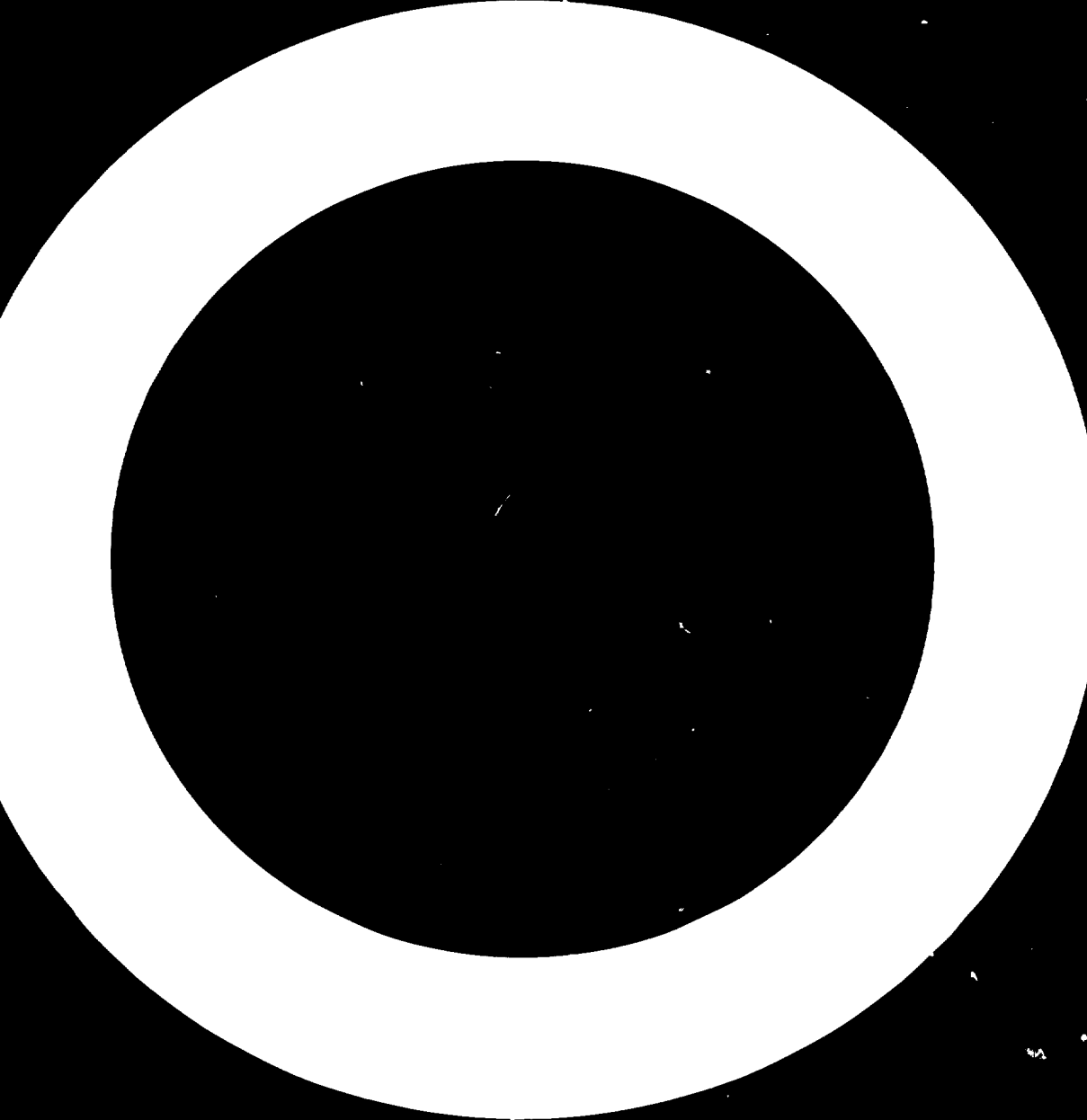
4. The hide and skin improvement scheme should be continued, and expert services are needed in the Baluchistan, NWFP and Karachi areas. Such a project should, however, be administered by FAO.

For further recommendations please refer to the following technical reports which are on file with the Government, UNDP and UNIDO:

DP/PAK/73/027 - Final Report, dated 8.12.1979 by Mr. L. Horna,
UNIDO Footwear Expert.

DP/PAK/73/027 - Final Report, by Mr. W. Scott,
UNIDO Leather Expert.

DP/PAK/73/027 - "Co-ordinated Leather Industry Development Project",
by Mr. K.W.T. Prince.



Annex I

JOB DESCRIPTIONS
OF EXPERTS ASSIGNED TO
THE PROJECT

A. Leather technologist (DP/PAK/73/027/11.06/31.7.D Res.1)

POST TITLE	Leather technologist
DURATION	One year
DATE REQUIRED	As soon as possible
DUTY STATION	Lahore/Gujranwala
PURPOSE OF PROJECT	A team of experts will advise and assist the Government of Pakistan in the leather and allied industries with the aim of increasing the value added to the products based on local raw materials and semi-processed products and expanding the export potential of the leather and leather goods industries thereby obtaining greater economic benefit from the raw materials available in Pakistan.
DUTIES	<p>The expert will be attached to the Federal Ministry of Industry, Islamabad, and will be part of a team of experts. Under the supervision of the team leader, the expert will work in the Model Tanning and Footwear Centre in Gujranwala. This Institute trains students for the leather and shoe industry, and in order to improve the facilities, the Federal Republic of Germany is providing new machinery for a value of US\$400,000. Specifically the expert will be expected to:</p> <ol style="list-style-type: none">1. Assist in the installation of the new machines and train local staff for the operation of the machinery;2. Assist in the preparation and re-arrangement of the existing machinery3. Prepare syllabus and study courses for leather technology in the modernized institute;

4. After completion of the installation of the modern machinery, give lectures and assist in the practical training of the students.

The expert will also be expected to prepare a final report, setting out the findings of his mission and his recommendations to the Government on further actions which might be taken .

QUALIFICATIONS

Practical experience in production of upper leather, garment leather, and football leather, extensive experience in the management of leather institutes and training, knowledge of sole leather production an asset.

LANGUAGE

English

BACKGROUND INFORMATION

The available hides and skins in Pakistan are estimated at 4.8 million cow and buffalo hides as well as 9.7 million sheep and goat skins per year. The Government realizes the potential of added value by further processing of the raw material into finished products.

As a first step, the export of raw hides and skins, with the exception of lambskins, was prohibited, resulting in processing the raw material into wet blue for export. Secondly, the export of wet blue cow hides was stopped in order to make more finished leather available for the local footwear and leather articles industry, and consideration is now given to a complete ban of wet blue hides within the next three years in order to obtain more finished leather for the leather articles industry. The majority of sheep and goat skins is still exported in the wet blue stage, since local leather goods industry is not yet in a position to utilize the large quantities of sheep and goat leather that could be made available. For this purpose the production of leather garments will be encouraged. Total exports of hides, leather, leather footwear and leather articles amounted to US\$ 65 million in 1974. The main leather articles which are included in that amount consist of leather footwear US\$ 3.2 million, footballs US\$ 3.9 million, leather gloves US\$ 7.5 million and leather coats US\$ 0.6 million. The leather garment industry in Pakistan has started recently on a relatively small scale but the markets are enormous for these products provided the right products are offered. The Model Tanning and Footwear Centre in Sujranwala was established by the Punjab Government in 1949 for the development of the leather and shoe industry and provides training facilities for the students. In order to assist the industry and provide better training facilities, the Pakistan Government has decided to modernize the Institute.

Modern machinery will be installed with the financial aid of the Federal Republic of Germany, and UNIDO will provide a leather technologist and a shoe expert to assist in the operation and training courses of the Institute in order to provide well qualified staff for the industry.

B. Shoe technologist (DP/PAK/73/027/11-07/31.7.D)

POST TITLE	Shoe Technologist
DURATION	One year, with possibility of extension
DATE REQUIRED	As soon as possible
DUTY STATION	Lahore and Gujranwala, with possible travel within the country.
PURPOSE OF PROJECT	A team of experts will continue to advise and assist the Government in the leather and allied industries with the aim of increasing the value added to the products based on local raw materials and semi-processed products and expanding the export potentials of the leather and leather goods industries, thereby obtaining greater economic benefit from the raw materials available in the country.
DUTIES	<p>The expert will be attached to the Federal Ministry of Industry, Islamabad, and will be part of a team of specialists. Under the supervision of the team leader, the expert will work in the Model Tanning and Footwear Centre in Gujranwala, and will specifically be expected to:</p> <ol style="list-style-type: none">1. Train local staff in the operation of the footwear machinery.2. Prepare a syllabus and study courses for students in shoe making at the modernized Institute and participate in lecturing.3. Train local counterparts in shoe technology, designing/pattern cutting, shoe engineering and maintenance.4. Advise the Government in the selection of suitable fellowship candidates.

5. Provide extension services and on-the-spot technical advice to the footwear industry upon request.

The expert will also be expected to prepare a final report, setting out the findings of his mission and his recommendations to the Government on further action which might be taken.

QUALIFICATIONS

Shoe technologist with extensive experience in the footwear manufacture and with thorough knowledge of modern production methods. Experience in the management of shoe institutes and in training of local personnel.

LANGUAGE

English.

BACKGROUND INFORMATION

The available hides and skins in the country are estimated at 4.8 million cow and buffalo hides as well as 9.7 million sheep and goat skins per year. The Government realizes the potential of added value by further processing of the raw material into finished products.

As a first step, the export of raw hides and skins, with the exception of lambskins, was prohibited, resulting in the processing of raw material into wet blue for export. Secondly, the export of wet blue cow hides was stopped in order to make more finished leather available for the local footwear and leather articles industry, and consideration is now given to a complete ban to export wet blue hides within the next three years in order to obtain more finished leather for the leather articles industry. The majority of sheep and goat skins is still being exported in the wet blue stage, since the local leather goods industry is not yet in a position to utilize the large quantities of sheep and goat leather that could be made available. For this purpose the production of leather garments will be encouraged. Total exports of hides, leather, leather footwear and leather articles amounted to US\$ 65 million in 1974. The main leather articles which are included in that amount consist of leather footwear, US\$ 3.2 million, footballs, US\$ 8.9 million, leather gloves, US\$ 7.5 million, and leather coats, US\$ 0.6 million. The local leather garment industry has started recently on a relatively small scale but the markets are enormous for these products provided the right products are being offered. The Model Tanning and Footwear Centre in Gujranwala was established by the Punjab Government in 1949 for the development of the leather and shoe industry. This institute trains students for the leather and shoe industry, and in order to improve the facilities the Federal Republic of Germany has provided new machinery with a value of US\$ 400,000.

UNIDO will provide a leather technologist and a shoe expert to assist in the operation and training courses of the Institute in order to provide well qualified staff for the industry.

C. Leather garment expert (DP/PAK/73/027/11-05/31.7.D)

POST TITLE Leather Garment Expert

DURATION Twelve months, with possibility of extension

DATE REQUIRED As soon as possible

DUTY STATION Karachi, with travel within the country

DUTIES The expert will specifically be expected to:

1. Establish a new training facility and:
 - a) Design syllabus for a six month course for supervisory grades in the leather garments industry to upgrade their concept of quality of workmanship and products.
 - b) Design syllabus for a series of courses for operatives to upgrade their skills in cutting, stitching and finishing.
 - c) Design the training workshop and supervise its construction.
 - d) Train counterpart instructors and supervise the work of trainees.
 - e) Devise a management plan for efficient running of courses.
2. Create new standards of quality and:
 - f) Establish system of classification of quality of leather garments.
 - g) Establish minimum standards of craftsmanship compatible with every quality class defined above.
 - h) Establish specifications of minimum quality for all materials and accessories used in the manufacture of garments and compatible with the quality classes defined above.

The expert will also be expected to prepare a final report, setting out the findings of his mission and his recommendations to the Government on further actions which might be taken.

QUALIFICATIONS

Extensive experience in the production of leather garments with thorough knowledge of modern production methods, designing, pattern cutting, including management techniques and marketing for leather garments. Experience in institute training and some knowledge of the leather goods industry an asset.

LANGUAGE

English

BACKGROUND INFORMATION

The leather industry is the country's most significant exporter and has a traditional role in the Pakistan foreign exchange earning capacity. Until recently the experts were confined to the export of raw or partly processed skins and hides only. With the recent explosion of demand for leather goods an opportunity presented itself to the Government to start giving support to the development of its tanning and leather goods industries and to create new processing facilities in the country which would add an additional value to this important raw material and create a new industrial base in the country. To implement this policy the Government requested UNIDO assistance and subsequently late in 1974 this project was launched.

Initially the project was scheduled to provide services of seven experts. However, only three expert namely the project manager, the tanner and the shoemaker, were fielded in 1974. A four member hides improvement expert joined one year later. Before another two experts arrived in 1977 to carry out the training programme in tanning and shoemaking the initial three experts left the project. The seventh expert (leather garments) has not joined so far.

There were two reasons for the staggered functioning of the project. Firstly, the contracts of the experts who initially joined were not extended due to the financial constraints which UNDP suffered during the 1975/76 period. The second reason was the delayed delivery of the tanning and shoemaking machinery to the Institute of Leather Technology in Gujranwala.

Due to these circumstances a situation has developed whereby the two recently arrived experts are starting to implement a two-year training programme at the time when their posts, which originally were scheduled for the 1976/77 period are about to terminate. Therefore extension of the project into 1978/79 is necessary.

When requesting the extension the Government took the opportunity to request the implementation of the originally planned assistance to the leather garments sector which was never effected. Request for an extension of the hides improvement expert was also received at the same time.

The present Revision accommodates all the requested changes.

Annex II

INTERNATIONAL STAFF

First Phase

Team Leader	G. van Hoorn	15.10.1974 - 01.07.1976
Leather Expert	T. Johnson	08.11.1974 - 25.10.1975
Shoe Expert	R. Gladwell	02.02.1975 - 17.01.1976
Hide and Skin Improvement Expert	K. Prince	11.01.1976 - 15.11.1973

Second Phase

Shoe Expert	L. Horna	27.04.1977 - 31.12.1979
Leather Expert	W. Scott	20.07.1977 - 31.12.1979
Leather Garment Expert	C. Palizzotto	01.02.1979 - 30.04.1980



