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CENTRAL FOOTWEAR TRAINING CENTRES

AGRA and MADRAS

INDIA

FINAL REPORT

UNIDO CONTRACT NO: 93/015

PROJECT NO: DG/IND/92/401

MODERATION OF COURSES

PREPARED BY D F A COWDRY, Team Leader

15th FEBRUARY 1996

ABSTRACT

The —— Final Report confirms that the terms of the contract for moderation have been fulfilled. Syllabuses, programmes and teaching methods are well established at the CFTC's. The speedy employment by industry of students from the first batch in responsible positions and at good salaries is seen as proof of the success of courses. Recommendations are made for minor improvements to the syllabus. Several aspects of local administration affecting students are criticised. Initial plans for short courses are reviewed and a more deliberate approach advised. This supplementary source of income cannot replace substantial Government financial support in the short term. In particular, funds are urgently required to maintain, repair and provide attachments for machinery at the Centres.

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INTRODUCTION

1. The purpose of the Contract with The Textile Institute (TI) was to establish courses at the Central Footwear Training Centres (CFTC's) AGRA and MADRAS equivalent to the two-year British Technical Education Council (BTEC) course held at South Fields College, Leicester, United Kingdom, and recognised by TI.

2. The Contract provided for eight short field missions; preparation in UK and presentation in India of a detailed syllabus apportioned as to time and comprising modules for different subjects, units for separate topics and detailed lesson notes; supply of continuous assessment tests, multiple choice questions, exercises, projects and examination papers; delivery of a library of books to each CFTC; mailing of up-to-date magazines, sample components, videos and other illustrative items; moderation of student work during field visits to establish marking and assessment standards; and the award of first year CERTIFICATES and second year DIPLOMAS.

3. The moderators worked as a team to align the valuable input of foreign experts, appointed to the CFTC's for two or three month tours, to the stipulated syllabus. They also inter-related with the training given to the faculty staff of the CFTC's at South Fields College. Three manuals were prepared to fulfill the need for better footwear industry related information on particular topics:

Quality Systems (BS 9002)
Teaching Methods
Ecological Management

4. Since the students graduating from the courses were intended to meet the need of footwear companies, already to some extent mechanised, with supervisors, efforts were made to install teaching techniques which would require students to work in small teams or independently thus developing their initiative and confidence. In addition, formal classroom education in management subjects was specified in the syllabus and provided by competent institutions external to the CFTC's.

5. The overall aim was to produce Diplomates with :

- broad knowledge and skills of a well developed footwear industry with machines and computers similar to those provided to the CFTC's by UNDP.
- managerial style assurance to think through and overcome practical problems.

FORMAT OF REPORT

6. The information for this Report is based on the activities and feed-back from moderators received throughout the Contract and, particularly, during visits by the Team Leader to CFTC AGRA, CFTC MADRAS and the Office of the Commissioner for Development of Small Industries, Delhi, during the period 2 - 17 December, 1995. The papers are therefore presented in two parts :

Final Report on Contract - which follows.

Detailed Reports concerning current ongoing matters at the CFTC's, Annexes B, C and D.

IMPLEMENTATION OF THE CONTRACT

7. By the concluding date in early 1996 there will have been eight field missions. However, it was found desirable to make some missions to India shorter in duration than originally planned and to balance such shortfalls by preparing technical manuals on subjects relevant to the courses and to the footwear industry, where information and knowledge was required in India. Details of these Contract adaptations are given in Annex A, together with copies of the exchange of letters with UNIDO. Apart from such alterations all Contract commitments regarding syllabuses, teaching material, visual aids, books, magazines and membership of The Textile Institute have been fulfilled.

EVOLUTION OF COURSES

8. In late 1993 there were serious impediments to introducing up-to-date courses at CFTC's. Although students had been enrolled, some machinery and equipment remained unpacked, some was not operable and little provision had been made for maintenance. Progressive training for faculty staff at overseas centres had barely commenced and, in Madras, certain staff lacked the specific knowledge and skills required by their appointments. Both CFTC's were without arrangements for supplying students regularly with materials for shoe construction, without library facilities and without plans for outside lecturers to present management topics. The foreign experts supporting the CFTC's were making efforts to arrange teaching programmes and continuous assessment but were somewhat confused about the extent of the changes required.

9. Against this background the first batch of students made a poor start. Vigorous intervention by senior SISI and UNDP staff brought the situation under control in about six months. Steady progress has been made ever since.

10. The standards achieved by the first batch of students in their second year, 1994/95, reflected well on the efforts of faculty staffs, advisers, and administrators. Similarly, the Certificate results of the second batch of students were notably higher than the first, i.e. more MERIT gradings and fewer failures. At CFTC MADRAS the FINAL PROJECT EXHIBITION was excellent and a credit to all.

11. At the date of this Report, the facilities provided for teaching footwear technology are as good as the best in the world, notwithstanding rather poor accommodation in Agra. Assistant Directors and SIPO's have mastered the new approaches to teaching and have worked hard to produce individual portfolios of teaching notes, lesson plans, tests, exercises and project briefs. These have been based on a variety of sources, though centred on the extended syllabus sent by The Textile Institute. It was particularly pleasing that faculty staffs coped with the extra workload when the second batch of students joined in October 1994.

12. There are, of course, deficiencies in administration which impinge on student development. The building in Agra does not lend itself to being easily cleaned. Access to libraries is too limited and there is no simple cash deposit system enabling students to take books away overnight or at weekends. The library of books and magazines in Madras has been well used but the collection is now in a dirty and disorganised state. There are too few materials to enable students to practice volume production and the new machines have not been shown or demonstrated to manufacturers.

13. Despite encouragement from the moderators, who have themselves given seminars and visited factories, too little staff time has been given to fostering relationships with local industry. The course requirement to spend time in factories and write reports on chosen topics had to be waived for Agra's first batch of students due to insufficient forward planning of placings.

14. Liaison with local industry and massive under-utilisation of machinery are policy and budgetary topics rather than the concern of moderators. However, it has been observed that Agra students make too few pairs of shoes to become fully proficient and, at both CFTC's students lack any opportunity for proper volume production. Less than 4000 pairs of shoes, albeit different styles, are made annually at each CFTC whereas each has equipment for 100,000 pairs. This is merely to make the point that even for an educational establishment usage is too low. Students need to practice the skills they will supervise when they leave the Centres, in addition to covering the syllabus. Failure to mend the compressor in Madras for several weeks after a breakdown is a serious lapse, only one example of poor machine and equipment maintenance and modification at both CFTC's.

15. Two other related issues need to be noted; publicity and recruitment. The CFTC's have been running courses for many years and local manufacturers have been conditioned to the level of knowledge and skills imparted to students on the shorter hand produced footwear courses held prior to 1993. Manufacturers need to be appraised urgently of the new facilities and the new broader and longer syllabuses. Greater efforts should be made to publicise the new course and its aim within the footwear manufacturing community. In this context the forthcoming Award Presentation Ceremonies (including the WASSAN Memorial Medal in Agra) can be harnessed to provide press coverage.

16. The potential of the student entry is highly important if good, lively supervisors are to be sent into industry and commerce. The moderators and foreign experts have assisted with English tests, entrance qualifications and interviews. However, the issue of recruiting sound entrants needs constant attention. Several first selection candidates at Agra failed to report so that less well qualified candidates from lower down the list have had to be called. Pro-active recruiting measures are required.

17. Cases of disciplinary lapses on the part of students have occurred at both CFTC's. The most damaging of these is absenteeism, perhaps worsened by the fact that there are more obligatory instruction hours programmed per year than are actually required by the syllabus. Copying and prior knowledge of question papers were discovered by moderators and penalised. A clear Administrative Regulation has now been prepared by the moderators for issue to all students which will help to enforce the supervision exercised by Deputy Directors. A minimum attendance of 80% is specified for Certificates and Diplomas to be awarded and examination and marking rules are specified. Clear communication with students over what is required of them and at what time is obviously essential, e.g. for Projects. In many ways the open friendly relationship between staff and students is a model for others elsewhere in the world but easy informal interaction is no substitute for clear orders.

18. Several reports from moderators have called for improvements to programming. At present plans are made on a weekly basis, even then without thought for leave and necessary substitution. This leaves students without direction and dissatisfied. Tests and projects often coincide in the same week, overloading the students or causing them to work long hours. Until this is remedied by establishing a rolling programme for at least three months ahead the best use of infrastructure cannot be achieved. Regular staff meetings have gone some way towards improving cooperation between staff members but there is no evidence yet of thorough forward planning.

19. One of the most recent papers to be prepared has been a standardised Moderator's Report Form, similar in content to that used by BTEC moderators. This will enable faculty staff to know what is required of them.

20. Where possible students should be actively encouraged to visit markets, component suppliers, shoe fairs, machinery shows, retail outlets, tanneries, and any other activity relevant to the shoe trade. Too little use of freely available sources of interest has been made so far. In the same way, faculty staff need to be encouraged to keep themselves up-to-date, attend Trade Fairs, etc. Individual Staff Development Training Records are now in the course of preparation.

21. The Deputy and Assistant directors at the CFTC's have had to absorb a vast load of new ideas and have had to respond to many unfamiliar instructions from moderators. Also the valuable presence of foreign experts who come and go, each with different priorities, is bound to have created extra pressures. Nevertheless, past and present directors have reacted with remarkable good humour to the strains created by change and have steadily achieved a great deal, often in the face of shortages and difficulties.

22. The Certificate and Diploma Courses are running satisfactorily. The Institutes are well equipped, have properly trained faculty staffs and are developing sound procedures. They now need to consolidate in every area of their course activities. In due time, also, they will be ready and well able to tackle new commitments. At both Institutes the tempo of work, staff attitudes and student enthusiasm are markedly changed for the better. If the difficulties over administrative matters can be overcome the sound foundations provided under the Contract to date will assure the supply of vigorous well-trained supervisors and junior managers for many years to come.

EMPLOYMENT OF FIRST BATCH STUDENTS

23. The acid test of the effectiveness of the new course is the reception given to them by the Indian footwear industry. Within two months of the end of the course all except a few of the Agra students had obtained jobs as supervisors or junior managers. The greater difficulty of Agra students is because industry there is less mechanised with probably fewer than thirty suitable employing companies: thus students have to find work in Delhi.

24. Whereas earlier leavers from the CFTC's had earned about 800 rupees a month, the new batch have been offered jobs at twice to over six times that salary. The latter, admittedly, is for working in Noida, a four hour journey from home.

25. Apart from the salary aspect, the jobs obtained are precisely those which one might have hoped, providing good opportunities for personal development and later progression. Included in the list were product development assistants (seeing designs through to production), quality managers, export warehouse inspectors, customer liaison executives, line supervisors and assistant designers. Discussions with factory managers revealed that they were pleased with their new employees and could not fault their knowledge. Indeed, one complained that their expectations were too high: further evidence of this is the fact that some young men have already gone to jobs with better prospects. None of the students had found any difficulty at all with the questions asked of them at interview.

26. Two issues were raised by manufacturers that should lead to minor modification of the syllabus. The first was that the students lacked organising skills related to factory production, reflecting the fact that shortages of various kinds have prevented exercises in volume production at the CFTC's. The second was to regret that no instruction had been given in hand-sewing, probably one of India's great assets in terms of work-force skills. Some knowledge would assist the development of more elaborate shoe constructions involving "hand-sewing", a much sought after feature in markets for more expensive shoes.

27. Overall, this feed-back supports the usefulness of the new courses to contemporary manufacturing industry and points the necessity to update the syllabus constantly to match the requirements of employers. Once again the need for industry liaison by faculty staff is underlined.

SOCIETISATION

28. The CFTC's are on the brink of being incorporated as independent institutions part supported by Government. This will involve the appointment of a Director level manager and a freeing of the tutors from the restrictions (also the advantages) of government service. With a self-administered budget it will be possible to generate income by running seminars, machinery demonstrations and short courses and to spend money quickly on maintenance, repairs, publicity, staff-development, teaching aids, and materials for volume production by students, part recoverable through sales.

29. Care will have to be undertaken at the outset to provide sufficient Government funds to bridge the gap between initial income generation and urgently needed maintenance and supplies. Later the additional load of short courses must not undermine the Certificate and Diploma Courses now established.

SHORT COURSES

30. Reference has already been made (Para 17) to the allocation of more instruction hours to the course than provided for in the syllabus. Student hours spent at the CFTC's are approximately twice the requisite 960 hours per year. This combined with the present adequate staffing leaves scope to provide the short courses needed to generate income. However, the whole tempo of instruction and exercises for Certificate and Diploma students will have to be quickened, to achieve more in less tutor contact time.

31. Short courses can only be instituted after properly conducted market surveys. Also it will take time to establish their benefit to industry and thus encourage attendance. At CFTC Madras, plans have already been elaborated for the following :

Design and Pattern Cutting	- 12 weeks
Clicking	- 2 weeks
Closing	- 4 weeks
Bottoming (4 - 8 pm)	- 12 weeks
Leather Goods (evenings)	

32. It will be possible for Moderators to comment on the content and presentation of these courses as plans develop. Most of the teaching material required is already in the hands of instructors. However, some additional hand-outs may be necessary and these will be supplied. All courses will have to be adapted to match the knowledge of delegates.

33. Plans for short courses in Agra are less well developed. The situation there demands a less elaborate approach. The first course there should concentrate on the economic benefits of introducing first stage machines for punching, sewing, roughing and setting giving delegates the opportunity for hands on experience of the machines.

COOPERATION BETWEEN CLRI, FDDI and CFTC's

34. Some of the students at the CFTC's aspire to further education in their chosen specialities: it is to be hoped that provision can be made for the best students to proceed to further studies for a Diploma or Degree in shoe design or footwear science, etc.

35. Both CLRI and FDDI are well-equipped with test equipment and are ahead of the CFTC's as centres of excellence. There should be more collaboration for developing CFTC staffs and providing facilities for students, since all are working for the same cause of assisting and developing industry.

PROVISION OF TEACHING AIDS

36. All the packages of books, magazines and other material forwarded from the UK under the Contract arrived safely and have been put to use. The opportunity was taken to discuss future requirements in detail with individual members of all faculties. In the main, the need continues to be for fashion and design material and up-to-date components. Cross-sections of various shoe constructions were also required for demonstration purposes.

MEMBERSHIP OF THE TEXTILE INSTITUTE

37. At present a total of 280 students and staff of the CFTC's and FDDI have become Institute members. All receive regular copies of Textile Horizons, the journal of the Institute, and World Footwear. Sixteen of the staff at the CFTC's have applied for Licentiate status.

38. All members were advised of scholarship opportunities advertised from time to time in "Textile Horizons". It was also suggested that contributions be made for publication.

MODERATION 1996-1997 and THEREAFTER

39. A contract has already been agreed for moderation, certification and CFTC membership of students and staff for the years 1996-1997. Negotiations are in hand with The Commissioner for Development of Small Scale Industries, Government of India, for a continuance of moderation in 1998 and for a few years beyond. This maintains the twinning concept for the foreseeable future. The Textile Institute has been asked to quote for one visit by a moderator yearly after 1997.

MAIN FINDINGS

Relatively less important findings and actions relevant to each of the CFTC's are at Annexes B and D. The main findings are as follows :

- (a) Students who have just left are in great demand: all are finding jobs with salaries on average three to four times those of predecessors. (Para 23-25).
- (b) The syllabus needs adjustment to include a short unit to familiarise students with hand-sewing skills and at least one exercise in volume cement-lasted production. (Para 14, 2E, Annex A Para 14 and Annex D Para 4).
- (c) Running carefully chosen courses for industry would increase income and make better use of existing infrastructure. (Para 30, 31 and 33).
- (d) Centre administration needs improving to reflect a standard to which students should aspire on leaving. (Para 12, 14, 17, 18).
- (e) More effort should be made to liaise with local industry. (Para 13, 15, 20).
- (f) The Societies will require substantial financial support at the outset. (Para 28, 29 and Annex D Para 9 and 10).
- (g) Standards of recruitment must be kept high and outstanding students encouraged to proceed to higher education. (Para 16, 34).

CONCLUSION

The Report provides ongoing information and advice related to the project and evidence that Contract commitments have been met.

ANNEX A TO FINAL REPORT
UNIDO CONTRACT NO: 93/015
PROJECT NO: DG/IND/92/401

IMPLEMENTATION
OF CONTRACT

DETAILS OF CONTRACT
COMPLIANCE

15th FEBRUARY 1996

ITEM	ACCOMPLISHED	ADDITIONAL WORK	OUTSTANDING
Supply syllabuses, teaching notes*, sample assessments and projects. Draft regulations and inspection procedures. Maintain records.	Yes - apart from revision		Amplify precis on management/ advanced technology for footwear industry.
Supply training materials, aids, magazines, etc.	Yes.	Contributions also made to A Hart's work on: Teaching Methods QA Manual	
Textile Institute Membership	All existing staff and students at CFTC's are members, including 1996 membership for 1995 leavers.	Extended to staff and MFT Course students at FDDI for 94/95 Extended to Licentiate Application Fees for CFTC instructors only.	Provision will be exhausted when existing member renewals are actioned.
Reports	Four Bi-annual Progress Reports. Draft Final Report Final Report	5th (Additional) Interim Report	

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ITEM	ACCOMPLISHED	ADDITIONAL WORK	OUTSTANDING
<p>Plan timetabling; implement Syllabus & Courses; moderate Examinations and Projects</p> <p>Contract called for EIGHT MISSIONS, covering 120 days i.e. 6 man-months, in PROJECT AREA.</p>	<p>A Hart 50 days (3 missions)</p> <p>D Cowdry 21 days (2 missions)</p> <p>R Beeby 30 days (3 missions)</p>	<p>Agreed (see attached letter)</p> <p>(i) Mr Alan Hart should write and print reference manuals on Teaching Methods and Quality Assurance in lieu of one complete 15 day mission.</p> <p>(ii) Mr Alan Hart should write and print a third reference manual on Ecological Management in the Footwear Industry in lieu of 10 days in the Project Area.</p>	<p>Manual on Ecological Management. In print - 60 copies to India February 1996.</p>

Total MISSIONS amount to 8

Total days in Project Area will number 101 plus agreed substitution of 25 days for manual preparation amounting to 126 days (i.e. in excess of Contract requirement).

Dr F Schueli
United Nations Industrial Development Organisation (UNIDO)
10/1/AG/CS
P.O. Box 300
A-1400 Vienna
AUSTRIA

12th December 1994

Dear Mr Schueli

REF: DG/IND/90/A40
PROJECT 93/4
ASSISTANCE TO CFTC'S IN AGRA AND MADRAS AND FDDI, NOIDA

Following our constructive discussion in London about the future and completion of the above contract involving moderation and other educational services, I am now able to suggest the following modifications:

- a. When he visits CFTC Madras in January Mr Roger BEEBY will, in addition to the other tasks for his visit, complete the moderation of the 93/94 Certificate Course, left incomplete when Mr Alan Hart returned one week early from his October 1994 visit due to the plague.
- b. In lieu of the total cost (including fares and subsistence) of one 5 week moderation visit to India, Mr Hart will be engaged to prepare two booklets covering:
 - i. TEACHING METHODS FOR COURSES I. FOOTWEAR TECHNOLOGY.
 - ii. QUALITY ASSURANCE I. THE FOOTWEAR INDUSTRY TO ISO 9002 STANDARDS.

Arrangements will be made for the printing and shipment to India of 100 copies of each (some will be required for the seminars detailed below).

If acceptable, this proposal will reduce the missions due under the Contract from 5 to 7.

- c. Mr Hart will spend four weeks in India in June/July 1995 in order to give seminars on the subjects of his booklets. The seminars and books together will compensate to some extent for the difficulty and

/see over.....

Dr F Cowdry
18th December 1984

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- cost of releasing CFTC instructors for training at Colleges in the UK and elsewhere. Mr Hart will also visit FDOI to encourage and advise faculty members in the adoption of the same syllabus as the CFTCs. The extension of the June/July mission from 3 to 4 weeks will compensate for the unavoidable shortening of his October 1984 tour.
- c. There will be a further four week visit by a Moderator in September 1985 at the time of the Final Project presentations. Instruction in teaching methodology and its 3002 will be continued as necessary.
 - e. The Team Leader (or another) will visit India in November/December, 1985 for a period of 2 weeks. This will fulfil the 7th and final mission under the Contract and complete the required period of assignments in India. The purpose of the mission will be to make detailed independent assessments of the standards of instruction, organisational arrangements and student knowledge and capabilities. Such a fact-finding mission will improve vastly the content and usefulness of the Final report. In addition, plans will be made for medium and longer term moderation and Textile Institute membership and involvement. (This 7th mission would obviate the need for a visit by the Team Leader in any extension of the Contract, for which a draft proposal has been made.)

The need to rearrange the Contract has been caused by the early programme delays in India, although these delays were in the best practical interest of making a sound a start as possible at the CFTCs.

I will be happy to accept a formal amendment to the current Contract along the lines described above, if that is necessary. Alternatively, your Contracts Officer may wish to implement the changes by simply agreeing the proposals made in this letter.

Yours sincerely



D F A COWDRY
Team Leader

- * Subsequently modified to TWO WEEKS plus preparation of a book entitled ECOLOGICAL MANAGEMENT IN THE FOOTWEAR INDUSTRY - by Alan HART.
- ** An 8th MISSION has been arranged for February 1986. Mr Roger BEEBY will attend the MADRAS FAIR and extend his time in INDIA to visit the CFTC's.

ANNEX B TO FINAL REPORT
UNIDO CONTRACT NO: 93/015
PROJECT NO: DG/IND/92/401

VISIT TO CFTC AGRA

BY

D F A COWDRY
TEAM LEADER - MODERATION

4 - 8 DECEMBER 1995

20 DECEMBER 1995

AIMS OF VISIT

1. In addition to collecting accurate and comprehensive information for inclusion in the Final Report the following specific tasks had to be undertaken :
 - (a) Review syllabus and balance of course at the end of the first cycle of two years for the Diploma Course with faculty staff.
 - (b) Determine value of students leaving in 1995 to local industry; visit manufacturing plants to interview ex-students regarding their employment and talk to employers.
 - (c) Ensure arrival and proper use of teaching materials, books, magazines, etc: seek local opinion regarding shortages and requirements during follow-on stage of contract.
 - (d) To plan for moderation in 1996/1997 and beyond.
 - (e) Interpret the terms of reference of the Contract extension for 1996 and 1997 against practical possibilities i.e. advice on Short Courses.
 - (f) Respond to questions and enquiries from tutorial staffs, if any.
 - (g) Encourage the continuance of revised syllabus, teaching methodology and continuous assessment.
 - (h) Meet foreign expert(s) associated with the programme.
 - (i) Obtain final marks and grades for the preparation of Certificates and Diplomas and help to arrange Prizegiving.
 - (j) Check on Textile Institute Membership arrangements; confirm individual details such as addresses, appointments, qualifications and address changes of leavers.

FINDINGS

2. All the aims of the visit were completed; the last two items being of particular importance. One of the difficulties of dealing with detailed issues arising from the course is a lack of response to queries made from UK. The installation of a FAX at remotely sited CFTC Agra would certainly benefit communication.

3. A Prizegiving was arranged for early February 1996 using an hotel venue. Mr Wassan, the most senior of local manufacturers, agreed to present the Diploma Awards in front of an audience comprising students, parents, manufacturers and faculty staff. He would also give the WASSAN GOLD MEMORIAL MEDAL to the top student. The programme would include a short description of the new course and a video of the machinery available at the Centre. A date was chosen when Mr Roger Beeby could be in Agra. He would give a short talk on Personnel Management and Team Working and the video film of a Rink System (acquired from BUSM under the Contract) would be shown. The event should provide good publicity for the CFTC.

4. A long discussion was held with the Deputy Director concerning liaison with industry, factory attachments, seminars and short courses.

5. The future programme of the Centre has to be matched to the expressed needs of the industry in the Agra area and to developments that have profited the footwear industry elsewhere, for which Agra is now ready. Conferences and seminars are one way of disseminating information; however, the industry is expanding and busy so that managers have little spare time. One or two conferences or seminars a year might draw a worthwhile audience but are unlikely to show a profit since venues are expensive.

6. Short courses or individual company presentations on well-chosen topics of strong current appeal to manufacturers are probably the best way of enhancing Centre income as well as helping industry to move towards larger, up-to-date mechanised units for production. Examples of suitable topics are :

(a) Presentation of a costed package of, say, four* machines, investment in which could improve quantitative and qualitative output. The machines should be set-up at CFTC (possibly aided by machinery suppliers if different from those available at the Centre). The course would last for about one-week and would provide hands-on instruction regarding use and maintenance, etc. Ten delegates could be accommodated. The market should bear a cost of 1000 + rupees per delegate or 1000 rupees for 2-day individual presentations to companies on a machine they contemplate purchasing. Manufacturers should provide their own materials and problems.

(b) When the present CAD package is thoroughly understood, run a course on similar lines to the above on computer design. No Agra manufacturer has computer design equipment to date, but advances have been made in the computer field elsewhere in India.

(c) In the longer term, set up the existing machinery in the form of a simple rink and, having worked through the process thoroughly with students, offer manufacturers the opportunity to test the layout using their own operatives. The cost of materials would have to be overcome by making saleable shoes. The course would comprise no more than six students.

7. Based on the premise of 2 x 3 courses each year an income of 50,000 rupees could be generated without unmanageable incursion on instructor time but such a full programme is unlikely to be developed quickly.

8. Courses in Product Development and Marketing have been suggested. In my view, CFTC has no special staff or equipment to present such topics which are more in the province of FDDI. CFTC could, however, provide the administrative support, facilities and industry linkages in Agra for courses conducted by a travelling team from FDDI or elsewhere.

9. At the present state of industrial mechanisation, there seems to be little demand for short courses for operators in specific skills such as clicking, sewing or shoe-making. Manual and mechanical operations are fairly readily taught on site in the factories.

* For totally non-mechanised units: Machines for sewing, skiving, grinding, punching or heat setting.

For companies with the above: Lasting and bottoming machinery, compressor operated equipment, etc.

10. Overall, the scenario for expansion by CFTC Agra into providing short courses in addition to the basic Certificate and Diploma Courses is not particularly favourable at the moment. Depending upon the speed with which factories invest in equipment this situation could alter radically. Close liaison with footwear units is essential in order to detect and define opportunities in line with industry's needs.

11. The most interesting outcome from the visit concerned the employment of the first batch of Diplomates who had left in October. Out of twenty leavers, fourteen already had jobs. Three had gone to Delhi where there were many more factory units with machinery. Of these I saw two who had obtained appointments as pattern designers, subordinate to a Senior Designer, at salaries of 2400 rupees a month. It was alleged that the third student, now in Delhi as a junior manager, was earning 5000 rupees a month.

12. The situation in Agra for young men wanting to work in factories equipped to modest modern standards is difficult. There are approximately 3,500 production units, many very small indeed, totally without machinery. There are a hundred or so units with some machinery but only about ten mechanised from sewing through to shoe-making. Students get jobs as supervisors at salaries under 2000 rupees. One to whom I spoke was employed as a technician in Quality Control for WASSAN Company and was involved with customer queries from abroad where his improved English was an asset.

13. I visited three factories where I was well-received by managing directors. All were pleased with the new recruits but were unable to offer any suggestions for improving student education and training at the CFTC's. Like most industrialists all over the world they appeared to be totally involved in day-to-day problems. I gained the general impression that students were doing quite well since typically they had been placed in sole charge of hand cutting rooms with about twenty operatives. This seemed to be an ideal first job. At one factory a student had been appointed as an assistant to the designer and had already contributed several styles. All the students I met were well-pleased with their employment and were sensibly confident of prospects. It was particularly pleasing to know that none had been asked questions at their interviews which they were not able to answer fully.

14. The success of Batch I students has been a good spur to the students at the CFTC's. Courses were proceeding well but there are still deficiencies in the range of styles produced and there is no attempt at volume production to simulate factory conditions with timed operations and control of work-in-progress.

TASKS TO BE UNDERTAKEN ON RETURN TO UK

15. (a) Prepare certificates to recognise staff contribution to changes for presentation at Award Ceremony.
- (b) Obtain four books from Danish supplier.
- (c) Renew periodicals and add others on fashion design.
- (d) Provide management videos and texts.
- (e) Send package of modern components with R Beeby.
- (f) Deliver Open Tech Manuals on clicking and shoe-making.
- (g) Locate and send PEAFF Manual on computerised stitching.
- (h) Investigate scholarship awards for best students to go on to FDDI or CLRI for further training.

ANNEX C TO FINAL REPORT
UNIDO CONTRACT NO: 93/015
PROJECT NO: DG/IND/92/401

DETAILED REPORT ON
DISCUSSIONS WITH S R SINGH
INDUSTRIAL ADVISER (CHEMICAL)
OFFICE OF THE DEVELOPMENT COMMISSIONER
SMALL SCALE INDUSTRIES
DELHI

By

D F A COWDRY
TEAM LEADER - MODERATION

On

8 DECEMBER 1995

1st JANUARY 1996

INTRODUCTION

1. I talked to Mr Singh in the presence of Mr Basu, formerly Deputy Director, CFTC Agra, and other officials. Mr presentation to the group was along the lines of the Final Report.

DISCUSSION

2. Mr Singh said that he was fully aware of the budgetary problems at the CFTC's and provision was made in the new Society rules for joint funding. i.e. grant or other aid. The new rules, recently prepared, would permit more use of machinery for volume production by the students and for demonstrations to other users. He understood the need for "seed" funding of materials and hoped that, once started, students could sell the product and recover their costs. I pointed out the need to retain part of the return to provide additional machine attachments such as guides, knives and lamps.

3. The officials were pleased to have the feed-back on student employment and the views of employers. They understood that Centres had to be vigilant over recruiting standards.

4. Mr Singh made no requests to change the course in any way or for further support with teaching material or aids. I stressed the advantages to be gained from stepping up the tempo of instruction to provide instructors with time for other work on seminars and short courses. He agreed that marketing courses were beyond the scope of the Centres. He would continue to encourage continuation training for faculty staff.

5. In response to my enquiry about selecting the best students for further foot-wear education, perhaps including marketing, the officials thought that sponsorship could and should be provided by industry.

6. Mr Singh was pleased to hear that Moderation would continue in 1996 and 1997 as before. After that, he was not eager to adopt my suggestion that the task could be delegated to an Indian, acting independently, such as Mr Bhadra, formerly a manager with BATA. Instead, I was asked to quote for a scheme based on one visit a year which could be funded by the Indian Government. There was eagerness to retain the relationship with The Textile Institute, including staff/student membership. I agreed to submit an estimate by mid-1966, in time for approval before advertisements were issued for the 1997 entry.

7. In conclusion, I endorsed the finding of the Final Report that much had been achieved which now needed substantiating. There was still room for progress in all areas relating to the students and opportunities were opening up to broaden the scope of work undertaken by the Centres, utilising improved faculty staff experience and knowledge.

ANNEX D TO FINAL REPORT
UNIDO CONTRACT NO: 93/015
PROJECT NO: DG/IND/92/401

VISIT TO CFTC MADRAS

BY

D F A COWDRY

TEAM LEADER - MODERATION

11 - 16 DECEMBER 1995

20 DECEMBER 1995

AIMS OF VISIT

1. In addition to collecting accurate and comprehensive information for inclusion in the Final Report the following specific tasks had to be undertaken :

- (a) Review syllabus and balance of course at the end of the first cycle of two years for the Diploma Course with faculty staff.
- (b) Determine value of students leaving in 1995 to local industry; visit manufacturing plants to interview ex-students regarding their employment and talk to employers.
- (c) Ensure arrival and proper use of teaching materials, books, magazines, etc: seek local opinion regarding shortages and requirements during follow-on stage of contract.
- (d) To plan for moderation in 1996/1997 and beyond.
- (e) Interpret the terms of reference of the Contract extension for 1996 and 1997 against practical possibilities i.e. advice on Short Courses.
- (f) Respond to questions and enquiries from tutorial staffs, if any.
- (g) Encourage the continuance of revised syllabus, teaching methodology and continuous assessment.
- (h) Meet foreign expert(s) associated with the programme.
- (i) Obtain final marks and grades for the preparation of Certificates and Diplomas and help to arrange Prizegiving.
- (j) Check on Textile Institute Membership arrangements; confirm individual details such as addresses, appointments, qualifications and address changes of leavers.

FINDINGS

2. On arrival I was shown a video of the Final Project Exhibition mounted by Batch 1. This was obviously a very successful event, partly due to the stimulus and planning of Timo Niklas Salminen who had been in contact with Batch 1 for many months during their second year. During the video, experts endorsed the high quality of student work.

3. As at Agra the leavers had been most successful in obtaining jobs, all 38 being employed at salaries ranging from 2000 rupees a month in Madras to 6000 rupees in Delhi. I visited three factories and, in total, interviewed six students concerning their job interviews, choices and salaries. All were very happy with the eventual outcome of their training. One factory manager complained that student aspirations were too high. Indeed, there were several cases reported where a student had left after the first month for a better job with more money. Students should be advised to consider experience and prospects as well as emoluments. None had experienced any difficulty in answering questions and doing exercises set at interview. One girl student had found employment as a Quality Control supervisor overseeing five inspectors working in a Closing Room (uppers for Clarks). Her skills and knowledge had already earned respect.

4. A factory manager who was employing two former students said that both, in his view, seemed to lack any sense of factory organisation and control. He was very perceptive. The students had not had any practical experience of making shoes successively in a "line" or of work-in-progress control. Management topics are being taught at the CFTC's by visiting lecturers from technical colleges without footwear backgrounds. It is to be hoped that their instruction will become more

pointed. However, they need to be drawn into the teaching team and given the opportunity to acquaint themselves with the industry through visits to factories and exhibitions etc. Subjects like factory layout and production control must be taught with the footwear industry in view.

5. I visited one factory where shoes of strong construction were being made for the German market. The soles were stuck on and then hand-sewn around the edges by outworkers. An ex-student had been made responsible for this work being one in several sub-units outside the factory. Naturally, he had been disadvantaged at first by not having had any instruction in this type of sewing. Pro-temps such craft skills can be a great source of added value for Indian manufacturers and students could benefit from a rudimentary knowledge of the tools and skills of handsewing.

6. Students at Madras make 50 pairs of shoes during their course and those in Agra fewer than half that number. All are individual styles thus not providing any real experience of making shoes in volume. One good idea in Madras that contributes to the idea that processes have to be controlled and timed, is the shoe job card on which is entered the time taken on successive machines and the date and time of the operation. However, it would be to the benefit of students to work in a group of 10, say, to produce 400 pairs of shoes of the same style consecutively. This should be done in the second year - the materials being funded by the Society and the proceeds being returned to cover fuel costs and an amount towards new machine attachments, etc. Each student should concentrate on working one or two tasks effectively. The project would assist insights into production control, method study, safety and cooperative effort.

7. My visits to factories to enquire about the progress of students were, in fact, too early in their careers to fully assess the benefits of the CFTC course. Useful information could be obtained if the CFTC's were to make enquiries about the progress of ex-students about 9 - 10 months after leaving, possibly concurrent with information about campus interviews for the following year.

8. Comparisons between the two CFTC's are unfair because although both have received the same support from UNDP, the conditions under which they operate are very different. Madras had good buildings but, with some exceptions, the staff are less orientated by previous experience to the footwear industry. Madras also benefits from being adjacent to the main SISI complex and from being near to CLRI, though too little real contact of benefit to staff and students has been built up with CLRI.

9. The disciplined start to the working day in Madras with prayers and a roll-call is very good indeed. Students at Madras also tend to work longer hours, including frequent week-ends. The second batch of students are extremely alert and responsive. They have evidently already learned a great deal but thirst for more, possibly more than the staff are willing or organised enough to give. The state of the library, an important safety valve for students bursting to learn, is a serious concern. Admittedly, when viewed, the library was in the process of being moved. However, the texts are poorly sorted and set-out and some valuable recent acquisitions had just been placed in any untidy pile without reference to the teaching staff. The dirty and disorganised state of the library is a poor incentive to students even if arrangements were made for them to access the books regularly, which is unfortunately not the case.

10. There is an alarming state of deterioration in some of the UNDP provided equipment which is affecting teaching performance, e.g. compressor not working for three months; disc carrier tray on one computer broken; sound tuning defective on one TV; photocopier awaiting repair; plotter unpacked but not connected and functioning; no threads for (USM) stitching machine; knife missing on closing machine; toe conditioner has solenoid difficulties; nailing horn for ladies shoes still awaited; large pulley modification required for stitch lasting machine for slower speeds, etc. One expects day to day breakdowns in equipment and a continuing need for minor modifications and additional attachments but the present situation in Madras will soon amount to neglect. This is not the fault of local supervisors who deplore the situation but cannot acquire the public funds necessary for repair and modification. Normal funding procedures seem to have halted prior to the formation of a Society, creating a backlog of repair expenditure which is bound to give the Society a bad start. It is fortunate that UNIDO are supplying spare parts for machinery amounting to 17,000 \$: it is not clear if this package is to be shared with CFTC Agra.

11. I held discussions with individual faculty members to determine their requirements for magazines, books and components for the next two years. As at Agra, plans were put in hand for an Award Ceremony in February. It was also agreed that entitled faculty members should receive a Testimonial in recognition of their help with the course.

12. Note was taken of the fact that Batch 3 students were spending the initial months of their course learning basic skills before embarking on Module 1 of the main syllabus. This is, of course, evidence of the slack in the longer time allotted at CFTC's for the course than the syllabus actually requires.

13. Discussions about moderation post 1998 led to the conclusion that students should be invited to pay their fees via TI India Office, COMBIATORE, in rupees, if the Government of India would not agree to pay these costs in bulk.

14. The proposals for short courses were examined. These were realistically planned in terms of timings, length, fees and attendance from an industry viewpoint. Less certain was the matching of subject matter to the real needs of local industry. Moderators will not be available to comment or contribute to the material for courses until the factory managers' requirements have been more fully examined. The Director's request for programmes and hand-outs were noted.

15. There was discussion about the content and arrangements for the Batch 2 Final Project. It was agreed that 1996 should be a year of consolidation. Instead of developing a new Final Project based on planning a new factory, the formula of 1995 should be repeated with a Factory Visit Report and a Shoe Design Exercise. It was agreed that the latter should be extended to a plan for production, including reference to machinery requirements, layout, supply of materials, labour required, etc for a given production per day.

16. The above points of detail should not cloud the main finding that the new course and teaching methods are well embedded at CFTC Madras where the first batch of students have all obtained good jobs and the second and third batches, totalling 80 students, are being well taught in a confident way by the enthusiastic tutorial staff.

TASKS TO BE UNDERTAKEN ON RETURN TO UK

17. (a) Discuss with moderators :
- additional unit on hand sewing
 - exercises on volume production
 - pass for Mr BABU who is sick.
 - final project to be in 2 parts
 - Award Ceremony.
- (b) Supply :
- Open Tech Unit 15
 - Julia, Jolly, junior and Professional!
 - package of components and soles.
 - South Fields final project video.
 - Shop window photographs.
 - Shoe structure cross-sections.
 - Video of factory production.
 - German magazine "Impressions".
- (c) Prepare staff certificates in recognition.
- (d) Seek Scholarship Award from Apparel Trust for best student(s).
- (e) Write to 1st Batch leavers re continuation of TI membership i.e. tear-off slip for reply to confirm address.
- (f) Discuss Short Courses with moderators.
- (g) Renew current journals.