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LEATHER PRODUCTS DEVELOPMENT CENTRE (LPDC)

DP/PAK/79/022

PAKISTAN

Report of the evaluation mission*

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United Nations Industrial Development Organization

Vienna

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SUMMARY OF FINDINGS AND RECOMMENDATIONS

The project, following an earlier one aiming at the leather garment sector only, started activities in May 1981. Its objective was to develop the Leather Garment Training Centre into a Centre which would serve also the leather goods and (leather) sports goods sub-sectors.

The original budget and planned duration of two years were clearly insufficient for this task and, through a number of revisions, the project was extended, both in terms of budget and duration.

The project has certainly been successful. The Leather Products Development Centre is well established and known to industry. A number of regular training courses is being undertaken, mainly by the national staff of the Centre. The equipment is being used by industry on a common service facility basis when not in use for the training, and a considerable volume of advisory and extension services are being undertaken. A special category of these activities has been the initiation and organization of fairs in Pakistan, and the participation of the Pakistani industry in fairs abroad. This activity has included preparatory seminars, development of a collection of products, etc. For most of the services, the Centre charges standardized fees, which covered in 1985 approximately 15 per cent of the total operating cost of the LPDC. In addition to this, the Centre has attained status as a formal and permanent part of the Ministry of Industry, which ensures regular funding.

Relations with industry have gradually developed, and are definitely strengthened since the recent establishment of two trade associations, one for leather garments (as part of the Tanners Association), and one for leather products, in addition to the Sports Goods Association in Sialkot. Close contacts with these associations now exist and should be formalized. The interest of industry in the LPDC is demonstrated by the fact that almost all services are in demand, even though they are not free of charge.

As a result of the interaction with industry, the LPDC is now starting to develop a series of short courses and seminars more suitable for participation by industry staff, as compared with the one-year courses, which were the main training activity until now.

The Centre should now be able and ready to take the next step in its development. This should include a wider range of short courses, seminars, etc., as well as increased and more systematic advisory and extension services in which the national staff should gradually play the major role. An expansion of the staff of the LPDC as well as a larger building are, however, required to enable this.

An important recommendation is aimed at the Government. While the structure of duties and incentives has over the past years been very effective in guiding the industry to increase locally added value in the leather sector, changing from exports of raw or wet blue hides and skins to exports of finished leather, the present structure is not optimal for stimulating further processing to final products. Gradually, this structure should be adapted further.

LIST OF ABBREVIATIONS USED

LPDC - Leather Products Development Centre
LIDO - Leather Industry Development Organization
EPB - Export Promotion Board

US\$ 1 equals approximately 16 Rupees (Nov. 1985).

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INTRODUCTION

The project started in May 1981 as a successor of a project which had established a Leather Garment Centre. The project, originally approved for US\$ 366,220 and two years duration has since, through revisions, been extended to US\$ 959,602 and 4-1/2 years. This was necessary as the original design was far too optimistic, and as the coverage of the project was increased.

As there was a request for a further phase of Technical Assistance, it was decided to organize an in-depth evaluation in order to assess the overall achievements of the project, as well as to identify the needs for further assistance. The full Terms of Reference for the evaluation are attached as Annex I.

The evaluation team consisted of:

Mr. Otto Klötzer, Team Leader, UNDP representative,
Mr. Adrie de Groot, UNIDO Evaluation Unit, UNIDO representative,

and

Mr. Muhammad Aslam, Ministry of Industry,
Mr. Anwar Gazi, Convener, Leather Garments Sub-committee of the
Pakistan Tanners Association,
Mr. Mansur Quettawala, Chairman, Pakistan Leather Goods Association,

as representatives of the Government of Pakistan.

The team consulted with Government officials, as well as with UNDP and UNIDO staff in Islamabad. The mission also visited extensively the Karachi Centre, as well as the Sialkot Sub-Centre, and consulted with the national and international staff of the project, with the relevant industry associations, as well as visited with a number of enterprises where discussions were held with entrepreneurs. A full list of persons consulted is attached in Annex II.

The mission would like to express its sincere appreciation for the co-operation and assistance received during these consultations.

A Tripartite Review Meeting was held at the LPDC in Karachi at the end of the evaluation in order to present the main findings and recommendations with the participation of Government, UNDP/UNIDO and project staff.

CHAPTER I. PROJECT FORMULATION

A. Objectives of the project

The development objective of the project, as given in the original project document, reads as follows:

"The higher level objective of the project consists of contributing to the development of the country's industrial economy through improving its leather products industry, particularly in view of upgrading technology, design, production methods and quality and thereby, increasing the added value of locally-produced finished leather and making the country's leather products competitive on the large potential export markets."

This statement is fully adequate. It identifies the sector and sub-sectors concerned, as well as the changes to be achieved at this level. No quantified targets for exports have been given. It will be clear later in this report, however, that if a reasonable target would have been set in 1980 for 1985, this would certainly have been more than achieved.

The immediate objectives as given in the project document are:

1. To expand Garment Training Centre facilities established under project DP/PAK/73/027 to widen the Centre's scope and activities to include training and demonstration in leather goods and other leather products manufacturing. The Centre is to be re-named "Leather Products Development Centre".
2. To create a fully-qualified group of instructors to take over the technical management and activities of the Centre.
3. To establish a well-equipped unit for extension and common facility services for the leather garment and leather products manufacture.
4. To design syllabi for courses, arrange seminars and workshops, in accordance with the needs of the leather products industry sector.
5. To assist and follow up the activities and performance of participants in the various courses conducted.
6. To render direct, on-the-spot technical advice in trouble-shooting, processing technology and quality improvement for the leather garment and leather products manufacturers in order to improve their export potential.
7. To assist the shop floor to improve the technical practices and performance.

In a March 1985 revision whereby the budget was increased to more than US\$ 950,000 (from the original US\$ 366,200), these objectives are called "main activities" of the project and objectives 5 and 7 are not mentioned.

It is clear that the seven "objectives" given are a mix of objectives, outputs and activities. The "function" of the project was not identified on the cover page of the project document.

Inferring from the project document, it is, however, clear that the primary function of the project is "Institution Building" with the following as the immediate objective

Strengthening of the existing Leather Garment Training Centre into a Leather Products Development Centre, which will provide training, demonstration, common service and extension service facilities to the leather garment and other leather goods sub-sectors.

B. Socio-economic and institutional setting of the project

The Government of Pakistan, in order to improve its balance of payments and to increase the income in foreign currency, strives to develop industries which are able to put added value to raw materials available in the country before exporting the commodity. Raw hides and skins are two of the reproducible raw materials which offer this opportunity and, therefore, the leather sector ranks high on the list of the industries which are being promoted by the Government. In order to co-ordinate all efforts to be made for the development of the leather and leather products industry, the Government has established a Leather Industry Development Organization (LIDO) under the Federal Ministry of Industries. Its co-ordinative role is intended to promote export of leather products, determine and enforce grading and quality standards of exports, formulate measures for increasing animal production, assist in research and development of leather and leather products, and organize training facilities on a nation-wide level.

A certain talent for the production of leather and leather products of good quality, especially from goat and sheep skins, supported by attractive export incentive schemes have boosted the production of finished leather and reduced the export of semi-finished leather considerably.

The next step was to increase conversion of finished leather into ready-made leather garments and other leather products for export. It is here where the LPDC was planned to assist the industry. As can be seen from the following figures, a considerable step from finished leather to exportable finished leather products was made in only five years, which must be considered a rather dramatic positive development.

Development of the Leather Products Industry
(except footwear industry
1979-1985

	<u>1979-80</u> units	<u>1984-85</u> units	<u>Increase</u> units
Leather garments	4	90	86
Leather goods	15	50	35
Leather gloves	82	250	168

Development of Exports of the Leather Products Industry
(except footwear industry)
1979-1985
in million rupees

	<u>1979-80</u>	<u>1984-85</u>	<u>Increase</u>
Leather garments	25.74	443.80	418.16
Leather goods	11.88	73.61	61.73
Leather gloves	198.00	262.05	64.05

Source: CDG Report

One has to keep in mind that these figures include only registered enterprises and do not include numerous small workshops which are not registered. For exports these are, of course, less relevant.

The total leather sector contributes Rs. 10 billion to the national economy and directly employs more than 200,000 workers. The export income reaches US\$ 228 million. This makes the sector the third largest export earning sector. The share of finished leather products (excluding footwear) in the export earnings comes close to 36 per cent of the total export earnings of the leather sector.

The leather garments industry is mainly concentrated in Karachi. Small and medium-scale firms are in majority. Many of the larger ones were established by and are affiliated with the tanneries.

The leather goods sub-sector, traditionally organized in very small production units and having only 1.5 per cent of Pakistan's export of leather and leather products, is spread over the whole country. This sub-sector is actually in a much earlier phase of its development to a modern export-oriented sector. Certainly here any assistance would be very useful. Development of this sub-sector is more difficult, also due to the fact that the skills required are more complex than in the garment sector. It is also difficult to reach the small enterprises involved as many are at present not registered. Obviously, the LPDC can only effectively attempt to reach the industry in the Karachi area.

The manufacture of leather gloves is concentrated for 70-80 per cent in Sialkot, where the LPDC has established a sub-Centre specifically meant for this industry. At present, only sports gloves are being produced. The production of "fancy" gloves is planned for the future.

Also, the production of sport goods, mainly balls, is located in Sialkot. The industry is entirely oriented to export markets. Approximately 3000 manufacturers and exporters are engaged in the trade. Many of these produce cheap leather balls, but several are in the higher quality range.

One consequence of the boom in the leather products industry is a great shortage of skilled manpower, supervisors and management. The LPDC, with its limited resources, was certainly not able to solve this problem, but helped and assisted in as many ways as possible. Being the only institution specifically designed for the leather garment, leather goods and leather gloves manufacturing, this industry was attracted to the Centre, and good relations with the Leather Garment Association and the Leathergoods Manufacturers Association in Karachi, as well as with the Glove Manufacturers Association in Sialkot, were developed. Another problem for the development of the sub-sector is the small scale of the majority of its enterprises, which does not allow the economic use of machinery or a production line organization, which are both essential to improve the quality and productivity.

Due to the climate in Pakistan, there is only a small local market for leather garments and the factories are working mainly for export, which makes them vulnerable if changes in the export markets occur. This is especially true for those enterprises which produce for only one or two customers.

The sub-sector depends completely on its buyers as far as fashion design is concerned. There is no or a very limited creative design capability developed up to now. Fashion and market information are missing.

From the experience of exhibitors of leather goods at the 17th International Leather Products Show in New York, it was reported that contracts could not be accepted because they were too large for the respective enterprises, and co-operation by sub-contracting or otherwise is not at present practiced.

All manufacturers contacted reported growing orders and the intention to expand their activities. This will make the bottle-necks mentioned before even more severe.

There is a problem concerning the availability of good quality finished leather in Pakistan for garments or glove. In order to stimulate exports of finished leather versus wet-blue or even raw hides and skins, the Government has provided a rebate (about 12 per cent) to the tanneries of the value of crust and finished leather exported. In addition to this, the tanners get a duty-free allowance for imports of chemicals and spare parts related to the value of exports. The manufacturers of leather garments have at present only the possibility of duty-free imports of capital goods for new investment or expansions. This is not given to the leather goods manufacturers, possibly because until recently the industry did not have an effective representation to the Government. The Government provides about 22 per cent rebate on the export value of finished leather products (including garments). The leather products manufacturers do have a possibility for duty-free import of accessories and linings, provided these are re-exported within a certain period. Certainly in the leather goods sector, however, most manufacturers are too small to use this facility as the minimum quantities of these accessories that can be imported are much too large for them.

Accessories like lining and zippers for garment and fittings and locks for the leather goods are not produced in sufficient quantity nor acceptable quality in Pakistan and have to be imported at high costs, including very high import duties, in addition to a 30 per cent sales tax on lining materials, as well as on other accessories.

This situation at present actually forces tanners to export a considerable part of their finished products. This is normally the best quality leather. In addition, it distorts the domestic price of the leather, as the value of exports for tanners is equal to the export price plus the rebate plus the value of the duty-free import allowance. This premium that domestic buyers have to pay over their competitors abroad in order to obtain the leather can be as high as 30-50 per cent, which is only partly compensated for by the rebate of 22 per cent on their own exports.

LPDC also co-operates closely with the EPB/ITC/World Bank Project to promote the export of the sub-sector with Carl Duisberg Gesellschaft by the hosting of and participation in their training activities for the sub-sector.

Other development institutions such as the Institute of Leather Technologies in Gujranwala, for tanners, and the Leather and Footwear Centre in Hyderabad, both under the control of the Provincial Small Industries Corporations, are of no direct interest to LPDC as they are supposed to work in the field of tanning or shoe-making and are, at present, not operational as far as shoe manufacturing is concerned. Co-operation in the development of better leathers for football and "fancy" gloves should, however, be developed in the near future.

C. Project design

As discussed in Part IA, the immediate objectives given in the project document are somewhat confused but the real objective can be well understood from the document as a whole.

The outputs given in the document are a repetition of the "objectives" in slightly different words. However, the extension service unit mentioned in the objectives is not repeated specifically. Some more specific information is given in the outputs concerning the national technical staff instructors required and the courses to be given, with the number of students to be trained. Other outputs have not been specified further.

The activities listed in the document are only a short list of input delivery and related activities, and certainly do not specify the technical steps to be performed in the project.

The inputs are rather better defined, including a list of equipment needed in an annex.

The various revisions to the project did not really change these definitions, only the 'Q' revision in 1985 specified additional outputs, but, in a similar way, not clarifying the results expected from the project.

It is clear from the above that only the training capability of the new Centre was specified in some detail as a project output with the courses to be given (without, however, any indication of duration and level, the syllabi to be prepared, the staff needed and a general indication of equipment and facilities required). All other functions of the Centre such as common service facilities, extension services, advisory services, etc. are only mentioned, but the document does not specify any further aspects of these functions and does not allocate specific staff, equipment, etc. This must be considered a major weakness of the design.

In summary, the project design, while indicating in general terms what the main orientation of the project was to be, does not detail the specific results to be produced, nor how this is to be done. This may have been partly responsible for the focus of the project implementation on training activities, as will be discussed later.

CHAPTER II. PROJECT IMPLEMENTATION

A. Delivery of inputs

UNDP/UNIDO inputs

The originally approved budget (A) and the latest, presently valid revision (R) can be summarized as follows:

Budget Line	Original Budget (m/m)	Revision R (m/m)
11-01 Chief Technical Adviser (Leather Garment Expert)	142,500 (24)	128,894 (21)
11-02 Leather Goods Technologist	68,000 (12)	145,305 (24)
11-03 Leather Garment Expert		158,296 (31)
11-04 Leather Goods Expert		49,672 (9,5)
11-50 Short-Term Consultants	15,000 (3)	126,636 (21,1)
13,15,16 Other Personnel costs	<u>14,500</u>	<u>61,258</u>
19 Total Personnel	240,000 (39)	670,061 (106,6)
31 Fellowships		12,000 16,800
32 Study tours		5,600 13,709
33 In-service training		--- 20,534
39 Training total	17,600	51,043
49 Equipment total	104,400	216,404
59 Miscellaneous	<u>4,000</u>	<u>22,094</u>
99 Grand Total	366,000	959,602

The project, which started in June 1981 with the fielding of two experts, was originally designed to last two years. Through various revisions, it was extended up to the end of 1985, i.e., to 4-1/2 years. It is this increase in duration that is mainly responsible for the large increase in the budget. The extensions and budget increases were partly due to the fact that the original design was extremely optimistic, and partly to increased coverage of the project (leather gloves and sports goods) in the North of the country, with a sub-centre to be established in Sialkot. This increased coverage was agreed by tripartite decision and reflected in a well-explained project revision signed in March 1985.

Government inputs

The Government inputs to the project were on the whole adequately delivered. With some delay for some posts, all required national staff were, and continue to be, available. One post has been vacant due to the fact that the subject foreseen for this instructor (football leather technology) has not so far been given as a training course. The Government assigned relatively high grades to the instructor posts, improving the chances that this staff will stay with the Centre. None of the trained instructors has so far left the LPDC. The Government also assigned a senior official as (part-time) Director of the Centre and National Project Director, who has extensive experience in the leather trade and is at the same time Secretary of the Leather Industry Development Organization, a Government body responsible for the development of the leather sector.

The present staffing of the Centre, however, falls short of a Tripartite Review decision of 30 March 1983, which specified that, in addition to six instructors, three more junior instructors should be appointed, as well as a full-time Deputy Director. This is probably due to the complications with the amendment of the national budget to a project (PC-1).

The premises of the Centre can be considered adequate for the present operations. While they are modest, this may have had the benefit of making it easier for the clients, often small enterprises, to come to seek assistance.

The Government has also fully and timely provided all consumables necessary for the operations of the Centre, as well as several pieces of equipment locally available.

B. Implementation of activities

The Centre (and the project) has, to a very large extent, concentrated on training activities. While at least five different courses had been foreseen in the project document, all subjects were given in two main yearly courses of one-year duration. The courses were designed by the international staff and given by the experts in co-operation with the national instructors. At least major parts of these and probably the full courses can now be taught by national instructors. It must be stated here that the national instructors had little or no previous experience in the leather trade (both leather goods and garments being rather new activities in the country, at least on an industrial scale).

A number of short specialized courses were also given, mainly by the experts and consultants, but with at least one national instructor co-operating in each of the courses.

Two problems were encountered with the training activities. Firstly, the space available put a limit on the courses that can be given at any time, and secondly, it appears that industry does not send its staff for the long training courses. Almost all trainees in these courses were completely new to the sector.

Advisory, extension and consultancy services, as well as most promotional activities and preparations for exhibitions were mainly rendered by the experts. Again, this was reasonable in view of the lack of expertise and experience of the national staff. At the moment, routine-type advice can be and is given by the more senior national staff.

The common facility service has been organized and administered mainly by the national staff of the Centre.

The pilot production activities that were proposed in order to provide trainees with some experience of a production-type environment could not be implemented due to a lack of space in the present facilities.

While there was occasional friction between some members of the international and national teams, the co-operation on the whole was certainly satisfactory.

The Project Document planned the establishment of an advisory committee for the project in order to involve a number of other organizations, specifically, the Ministries of Industry and of Labour and Manpower, the Small-Scale Industries Corporation from each province, the Export Promotion Bureau, two representatives from the Leather Products Manufacturers, the National Project Director, the Chief Technical Advisor and the SIDFA. The committee was never established.

Since the recent establishment of the Leather Garment Manufacturers Association (as part of the Tanners Association) and a Leather Products Association, there is more formal contact between the LPDC and the industry, although this interaction is still rather unstructured.

CHAPTER III. PROJECT RESULTS AND ACHIEVEMENT OF OBJECTIVES

A. Outputs

While the function of the project was not specifically given, the main function was certainly Institution Building. At the same time, as the project document confused the Centre's outputs with the project outputs, a lot of direct services to industry were listed as outputs. We will first discuss the services that were actually delivered to industry during the project, either mainly or completely by the experts or by the Centre's national staff. At any rate, these two are difficult to separate completely as many were delivered in co-operation between the national staff and experts. We will subsequently discuss the project results in terms of the institutional capacity created by the project.

A.1. Direct support to industry

a) Training

The main activity of the Centre has been the implementation of training courses. The five different courses foreseen in the project document were consolidated in two courses of one year duration each. Up to October 1982, several courses were held of six months duration, but every year since, the two one-year courses were held with participation as follows:

	<u>82/83</u>	<u>83/84</u>	<u>84/85</u>	<u>85/86</u>
Leather garment manufacturing	28 (17)	37 (20)	27 (22)	37
Leather goods manufacturing	22 (9)	36 (19)	18 (11)	22

(The number of students who successfully passed the standards set by the LPDC is indicated in the brackets.)

In addition to these two main courses, a number of shorter training courses were held, partly on specific elements of the above-mentioned courses, but also on other subjects such as leather gloves manufacturing, industrial sewing machine maintenance, pattern-making, stitching, etc. The total number trained in each area (including the above-mentioned one-year courses) as of 31 October 1985 is as follows:

	<u>80/81*</u>	<u>81/82</u>	<u>82/83</u>	<u>83/84</u>	<u>84/85</u>	<u>Total</u>
Leather garments manufacturing	80	89	80	96	96	441
Leather goods manufacturing	10	61	19	36	82	208
Leather gloves manufacturing	-	-	14	50	-	64
Industrial sewing machine maintenance	-	-	3	24	15	42

*Note: All statistics refer to the Pakistan fiscal year, which runs from 1 July to 30 June.

b) Common facility services

The Centre is making its equipment available to the industry when not in use for the courses. This mainly involves the splitting, folding and skiving machines. The volume of industry demand for these services, mainly from small-scale manufacturers, continues to grow, although the Centre charges for these services. During the use, LPDC staff sets the machine and supervises the use of the equipment, but the manufacturers use the equipment themselves, initially guided by experts or LPDC staff.

	<u>82/83</u>	<u>83/84</u>	<u>84/85</u>	<u>Total</u>
Number of jobs done (bills)	38	209	242	489

c) Advisory and consultancy services

A growing number of advisory and consultancy services were provided to industry. Mainly, this was done by experts, as the instructors were not yet very experienced and did not really have the confidence of the industry. In most cases, however, the national staff of LPDC was directly involved and accompanied the expert to the industry when extension-type activities were required.

The content of the services varied strongly, for instance, introduction of assembly-type production organization in garment factories, new designs for garments and leather goods (often in preparation for fairs, etc.), lay-out advice, demonstration of equipment, feasibility studies or parts of these, choice of equipment, sourcing of locally-made tools, etc. Insofar as these services can be counted (many of them are actually paid for), the volume of these services was as follows:

<u>80/81</u>	<u>81/82</u>	<u>82/83</u>	<u>83/84</u>	<u>84/85</u>	<u>Total</u>
30	64	33	98	106	331

d) Promotional activities

The LPDC (and the project) was instrumental in the organization of a number of fairs, exhibitions, etc. Its role here varied, but consisted mainly of helping a number of entrepreneurs in developing new designs and products for the fairs, organizing seminars for the participants to better prepare them, as well as helping during the fairs. A number of sample goods for these fairs were made in the LPDC (after the fairs, the LPDC sells these goods).

The biggest achievement was the participation in 1985 during the New York Fair, where the Centre convinced a number of manufacturers to each develop a limited range of new goods that together made up a large collection. A large number of new products were developed for and with manufacturers, about eight seminars were held in preparation, and the LPDC joined the participants in the fair.

Similar activities have been performed in relation with the annual Pakistan Leather Exhibition, and a number of small exhibitions were organized.

A.2. Institution building outputs

The second category of results from the project, and in the long term the most important one, is the extent to which the LPDC has been created as an independent entity, and is able to perform its functions without the assistance of long-term experts. We will discuss the present situation function by function and assess the extent to which the LPDC could continue to perform these functions alone.

a) Training function

At present, the LPDC runs two one-year courses and a number of short, more specialized courses per year. Both long courses, as well as most short courses, are fully documented in curriculum description, slides, series of exercises, tests, training aids, etc. The materials which have been developed gradually look very good and systematic. At the moment, the project is trying to split the courses into a series of modules that could be conducted independently. The long courses are being conducted by the national instructors virtually unassisted by experts. The short-term courses have been developed mainly by short-term experts in association with one or two national instructors. For the last two of these (pattern-cutting and sample-making, stitching), video-tapes have been or are being prepared by the short-term experts for future use and reference, but it is doubtful if the national instructors can give these courses after participating only once themselves.

The LPDC at present has five instructors, three of which are junior. The junior instructors have been recruited from the best trainees of the first courses. No instructors have left the LPDC.

While the space and other facilities for the present two large courses are limited, they are adequate and well organized. For the short courses, the facilities are, however, certainly inadequate, no larger volume can be accommodated. Adequate training equipment, both for theoretical presentation, as well as for basic practical exercises, is available and used.

It is unfortunate that most trainees in the one-year courses are secondary school graduates, not related to the industry. Only a minority has any connections with the industry. This is understandable, as industry finds it very difficult to release staff for a whole year, certainly while the supply of good manpower in the industry is extremely limited. The situation in short courses is considerably better, with a majority of trainees coming from industry.

b) Common service facility

This function is very well established. It makes available the equipment of the Centre when no training is taking place; normally, this means during the afternoons. Manufacturers come with their materials to use some of the equipment for a few hours at a time. The machines involved are the

splitting, skiving, glazing, folding and clicking machines, as well as piping-making and heavy leather stitching. For all these services, the Centre charges standard rates per unit of material processed (measured in metres or other units). The Centre staff (instructors) is only involved in organizing and supervising the services, and are at present fully capable of doing this. The administration and charging of fees is well organized. The service could continue without expert assistance, only the capacity of the equipment is inadequate at present.

c) Extension and consultancy services

As mentioned in the Direct Support part of this chapter, the Centre is providing a range of consultancy and extension services to industry and the demand for these services is growing. At the same time, there is no staff dedicated to these services, most are being provided by the experts in association with the national instructors. The national staff at present is only able to deal with certain types of routine advice to industry. They still lack the experience for the specialized technical services. Also, the services are not systematically organized but provided case by case. Only the fees are standard for different types of services. There is no methodology/guidelines per type of services, but, for instance, for feasibility studies, one of the first ones is used as a model. Without experts, this service will only continue at a low level.

d) Promotional activities

This activity also depends to a large extent on the presence of international experts, certainly for product design and the preparation of collections. The organization of exhibitions, etc. could partly be done by the national staff, but probably their credibility in the eyes of the industry is still insufficient to be able to play a guiding and driving role. Further, they have no experience in international fairs and exhibitions, and very limited commercial knowledge. Again, this can hardly be expected from full-time technical instructors, and no specialist staff is available. Additional national staff with very different backgrounds and education will certainly be required if this activity is to continue at the same level.

B. Achievement of the immediate objective

If one takes as the immediate objective the establishment of the Centre, which is responsible for a number of services to be provided to the industry (see Chapter IA), one could say that the objective has been achieved.

The Centre as a whole at the moment is well organized but understaffed. As the Director of the Centre also occupies other posts in Islamabad, he is only in the Centre 1-2 weeks per month, which is inadequate. There is a need for at least one Deputy Director, preferably two. Five instructors is also insufficient. If the Centre is to expand its programme, more specialized instructors are required, as well as full-time staff for extension services and promotional activities.

There are two very important positive aspects of the project and the LPDC. Firstly, the senior technical posts have been graded within the Government civil service classification at a relatively high level, which has so far been adequate to retain all trained staff. Secondly, the Government financing of the Centre has already been transferred from special development funds to the much more permanent Regular Government Budget. With this, the Centre has obtained the status of a department of the Ministry, ensuring permanent financing for the Centre.

In addition, the Centre's own income from fees and sale of goods produced by the training is gradually increasing (all figures in rupees):

	80/81	81/82	82/83	83/84	84/85
Admission on Tuition Fees	10,225	9,200	12,075	37,475	37,800
Common Service Facilities	--	--	1,562	10,340	9,304
Die-making	--	--	4,325	7,191	1,506
Advisory Services	--	--	--	1,550	23,900
Miscellaneous and Exhibition	1,232	1,029	1,248	4,475	24,336
Sale Proceeds Leather Garments	6,745	3,365	7,230	16,800	28,471
Goods	<u>440</u>	<u>2,441</u>	<u>11,754</u>	<u>8,816</u>	<u>55,428</u>
TOTAL	<u>18,642</u>	<u>16,035</u>	<u>38,285</u>	<u>86,648</u>	<u>180,745</u>

Total 1980-1985 = 340,356 rupees

(From a presentation by Mr. Warsi, Director, LPDC)

The Centre has established good relations with industry, both with a number of enterprises and with industry associations. Industry also has confidence in the Centre, although for extension, advisory and promotion services, this is probably still tied to the presence of international experts. The volume of industry requests for services, certainly the advisory and common facility services, proves that the Centre serves a very useful purpose. For training, the interest of industry is much more concentrated on short courses. Industry interest is also demonstrated by the high and rising fee income of the Centre (at present about 15 per cent of operational costs).

The Centre is now in the process of adapting the training courses to cater for this wish of the industry, demonstrating that it is responsive to the needs of industry. The Centre does not (yet) have a systematic approach to the regular analysis of training needs.

The LPDC is also well established now as a formal part of the Ministry on a permanent basis. Its budget comes from the Regular Budget of the Ministry, and a growing part of its costs are covered by fees for services.

C. Contribution to the achievement of the development objective

While it is certainly too early to discuss the impact of the Centre on the development of the leather products sector as a whole, it is clear that the Centre provides a lot of catalytic services for this development.

It is interesting to note that the industry sectors concerned, leather garments and leather products, have registered extremely high growth rates both in the number of enterprises, as well as more significantly in export volume (see Chapter IB).

Obviously, to what extent the Centre has contributed to this phenomenal development cannot be estimated. It is clear, however, that the leather industry sector remains a Government priority, as it is now the third largest export item. In addition, the Government of Pakistan attaches great importance to increasing the locally added value of its exports, stimulating the export of fully finished goods. It is clear to the evaluation team that the LPDC has contributed and can contribute valuable support to this development.

CHAPTER IV. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

The LPDC project can be considered as successful. It contributes to the development objective stated in the project document and achieved the immediate objectives. However, this was only possible by several revisions of the project, which indicates that the original formulation was not detailed enough and did not give sufficient specific information on the results the project should accomplish in quantity and quality. In other words, the original budget and planned duration were clearly insufficient for the objectives set.

Despite some differences of opinion between the UNIDO experts and national counterparts on how to implement the project and what priorities in the implementation process should be chosen, the project was implemented without major delays.

The LPDC is well equipped but the following machines were not put into operation, partly because manuals are not available (although in at least one case they were supplied):

- | | |
|--|---|
| - Fusing interlining machine - since 6 years | } Supplied under
project DP/PAK/73/027.
- Recent; the present
stitching expert should
have solved this problem. |
| - Garment-pressing machine - since 6 years | |
| - Fur garment stitching machine (Strobel) | |

Without the necessary documentation, the experts could not install the equipment and make it operational.

When not needed for training purposes, all machines are regularly used by the industry, and, as the demand for these services is growing rapidly, the LPDC should enlarge the pool of equipment for the common service facilities section. The services are not free of charge, but paid for on the basis of units processed. This has not stopped industry from using them. The services are important as certainly the leather goods producers are mainly very small to small producers who cannot yet purchase all the equipment needed, while their workload is also too small to justify purchasing the machinery.

The Centre is well organized, its premises are kept carefully in order. All activities are well planned and kept under control. The LPDC earns nearly 15 per cent of its running costs. The premises of the Centre are simple but functional. However, they are going to become too small once all activities that the industry asks for and needs are fully developed and running.

The LPDC presently runs one-year courses in manufacturing of leather garments and leather goods in Karachi. More than 50 per cent of the participants are newcomers to the industry. These courses are necessary to give the instructors the possibility of getting more experience in teaching, and to develop training materials for more advanced short-term courses. The industry, however, finds it difficult to send skilled employees to courses of such a duration because they need them in production. Courses of a more specialized kind and of a duration from two to six weeks seem to be better suited to industry staff.

The one-year courses, which are to be continued as there is at present no other organization in Pakistan providing this basic training, should be divided into theoretical training at the LPDC and on-the-job training in selected firms of the industry in a sandwich-type course involving LPDC training and in-industry training. This would both improve the overall quality of the training, making it more industry-oriented, and thereby ease the employment of the participants after having passed the course.

The national instructors of the LPDC have been trained well under the project and are able to run the basic training courses for newcomers to the industry. They are not, however, yet able to provide all required extension and advisory services, as the time was too limited for them to build up experience and a reputation as experts. The number of national staff is also too small to cope with the demand from the industry. The present project comes to an end on 31 December 1985, when the contract of the CTA expires, although some short-term consultants will continue in Sialkot. The LPDC support to industry will lose its momentum unless a solution can be found to bridge the time required to finalize a continuation of UN assistance.

The impact of the LPDC on the development of the industry would, however, be very limited and slow if it gets too much involved in vocational training. The effect of the training activities of the LPDC should be multiplied by training those (foremen, owners) who have the possibility to train others in their workshops. For instance, the glove industry in Sialkot intends to produce "fancy" gloves using exclusively female labour, and, therefore, now needs a nucleus of female supervisors to be trained by the sub-Centre, who, in turn, will train the production staff. These practical industry-oriented courses should be of a short duration.

The sub-Centre of the LPDC for the glove industry in Sialkot is still waiting for some machines, but had already a short refresher course for entrepreneurs and will start a course in leather cutting on 16 December. The present "fancy" glove expert is highly appreciated by the industry. His appointment for only three months is, however, much too short to expect substantial results. Industry has to be convinced and be sure of further international support before they can decide to invest in a new activity. An expert to advise tanneries on production of high-quality gloving leather and the preparation of football leather is also required. An expert for football leather is expected in January 1986. His assignment should be modified and lengthened to include gloving leather.

In order to explore the training needs of the industry, the project is in a dialog with the associations of the industry, which have now agreed to set up an advisory board to guide the Centre. The first results of this can already be seen in an increase of short duration courses, as well as a change to in-industry training included in the long courses.

The project has successfully helped to prepare exhibitions in Pakistan and abroad, which was highly appreciated by the industry. Export promotion is also a need for the glove industry in Sialkot, both for the presently produced sports gloves, as well as for "fancy" gloves in the future.

In addition to these support activities for exhibitions, the project has, mainly through the international staff, provided a lot of ad hoc advisory and extension services. These are very much appreciated by the industry, and most advice is actually applied and implemented. Charges are made for a number of these services.

A number of manufacturers in the leather garment industry and those of the glove industry who intend to start the production of "fancy" gloves complain that first-grade quality leather is only available at prohibitive prices. This is due to the fact (see Chapter IB) that tanners get not only high rebates on exports of finished leather, but also other incentives such as a duty-free allowance for imports of chemicals, machinery and spare parts for the tanneries related to the value of export, which actually further increases the value of exports for the tanneries.

This is reflected in the prices at which the tanners offer their finished leather locally. They do not want to supply the local market at conditions which are less attractive than export business.

This support to the tanning industry in the last five years was meant to stimulate this industry to produce finished leather for export instead of exporting the commodity "wet blue". The time seems to have come when the incentives for the tanning industry hamper the increase in production of ready-made leather garments and other products for export. This chance for more added value should not be missed. Therefore, the structure of duties and incentives for the industry should be reviewed to further stimulate the export of fully-finished consumer goods.

B. Recommendations

B.1. Concerning the LPDC and technical co-operation

The LPDC is at a critical stage in its development and needs a further phase of technical co-operation assistance to develop into a more complete organization. From now on, any further assistance should be even more "institution-building" oriented rather than the previous activities. Foreign expertise should not be involved in routine-type activities with industry at all. All attention should be aimed at strengthening the national staff and LPDC capabilities. As it can be expected that the detailed design and appraisal by the Government of Pakistan and UNDP/UNIDO will take at least approximately nine months, the starting date for this next phase should be January 1987. It is considered important by all parties that the present momentum should not be lost due to a one-year gap in external assistance. Therefore, the following is recommended:

1. A "bridging project", which should include:
 - a) A CTA for the full 12 months. Specifically his tasks will include:
 - i) The establishment of a system to assess on a periodic basis the training needs of the industry. This should be done through a quarterly dialogue with the Advisory Committee of LPDC. The needs should be listed in their priority. (See also recommendations to the Government.)
 - ii) Development of a more systematic extension and advisory services system by:
 - Working out detailed guidelines per type of services (as feasibility studies, costing systems, work studies, on-the-job training programmes, remuneration of piece work) to enable the Centre's staff to provide these services to the industry;

- Specializing the existing and future instructors initially in one type of extension service each; later the expertise could gradually be widened;
 - Preparing a questionnaire with the help of those individual firms which can identify the types of services they are looking for prior to the visit of a consultant;
 - Working out a schedule showing timing and sequence of visits to individual firms;
 - Preparing a "Follow-Up Plan" to meet regularly with participants from former training courses in order to help them with the implementation of what had learned at LPDC. Based on these discussions, a tentative three-month programme of courses, workshops and seminars should be defined (at least three months ahead) and information distributed to industry. Based on the registrations received, the programme can then be finalized.
- iii) Further development of the training activities in line with recommendations.
- b) A split mission expert on the production of leather garments (2 x 2 months) for specific courses on this subject, as well as intensive extension services.
 - c) An expert for a duration of three months in "fancy" glove production as follow-up for the present activities in Sialkot. This should take place in approximately April/May in order to give further courses to industry "foremen" and, in the process, train the instructors of the Sialkot sub-Centre.
 - d) A leather tanning expert for three to six months. This partly depends on what the (already foreseen in the present project) expert on leather preparation for footballs can do during his short assignment. The expert should work together with some of the small tanneries existing in the Sialkot area to develop tanning of the leather to the requirements of the fancy glove production. Laboratory facilities should be made available by the Institute of Leather Technology in Gujranwala.

During the one-year "bridging" phase, the following tasks should be completed:

- a) Complete the change of the one-year training courses into modular "sandwich-type" training courses where each classroom module is followed by a period of practical training in a factory. Industry associations have already decided to support such an approach and accept trainees.

- b) Increase the presentation of short up-grading courses and seminars for the foremen and higher levels in industry.
 - c) Bring into operation as soon as possible the fusing interlining, garment pressing and fur garment stitching machines.
 - d) As soon as possible, a full-time Deputy Director should be appointed who could, in the future, succeed the present Director in his role. Further, at least three more junior instructors should be hired, as already agreed during Tripartite Reviews.
 - e) Advise the Government on setting up vocational training for the leather garment and leather goods sector within its regular education system.
 - f) If required, advise the Government on gradually adapting the system of duties/incentives in order to stimulate export of final consumer products with maximum value added.
2. Design a project for further assistance to the LPDC along the following lines:

Function: Institution Building
Duration: Three years from January 1987

Immediate Objective: To strengthen the LPDC, specifically by building up its capacity to provide services to industry on improved design and manufacturing of leather garments and other leather products through training, advisory, extension, promotion and information services.

Output 1:

A strengthened training capacity (department), with the following annual programme:

Karachi

- One-year modular courses, including industry training for 20 participants in:
 - 1) leather garment design and manufacture, and
 - 2) leather goods design and manufacture.
- Two two-week courses on production organization, including assembly line set-up and team production for leather garments for 20 participants each.
- One two-week course as above for leather goods.

- Two two-week courses for 20 participants each (leather garments). The courses will present all elements of production such as materials, machine capacity, manpower requirements, cost accounting, introduction production planning on daily weekly and monthly bases. Worksheets and other tools for production planning should be explained and handed out.
- One two-week course as above for leather goods.

Sialkot

- Two-month course on design and manufacture of fancy gloves for 20 female participants.
- One-month course on the design and manufacture of sports gloves for 20 participants.
- One two-week course on production organization, including assembly line set-up and team production for leather sports goods for 20 participants.
- One two-week course on overall production of goods, as explained for Karachi above.

Other short courses in Karachi and Sialkot as identified by the survey of training needs in the bridging phase.

For this programme, the LPDC should have at least nine instructors in Karachi and two in Sialkot. For some short courses, Karachi instructors should be sent to Sialkot.

Output 2:

Systematic advisory and extension services capacity (department).

Part of the extension services should consist of active follow-up to training courses in order to ensure that participants put into practice the newly-acquired knowledge. All instructors should spend one to two man/months per year on these follow-up activities.

In addition, services will be provided to industry on request, both at the LPDC and in the industry itself. Included will be assistance on pre-investment activities, advice on lay-out, choice of equipment, tools accessories and fittings produced in Pakistan and imported, production organization, sizing, etc. A more active stand should be taken, giving advice on product improvement, also without specific requests from the factories. Systematically, certain problems should be taken up and advice given to factories to solve these problems. Certainly quality improvement should be one of the main types of such active advice. An important area may also be advice on the establishment of factory quality control and quality improvement systems, development of standards, etc.

The Centre will develop lists of machinery, equipment and tools both from local sources as well as imported equipment, and try to stimulate use of the most suitable equipment. Production of local tools should be actively stimulated encouraged.

The Centre will also produce brochures on standard measurements, basic patterns for different goods, including recommendations for materials, etc. for use in the advisory services.

Most of the extension and advisory services will be rendered by the instructors. It may become advisable to appoint a person with a commercial background in case a demand for economic/commercial/accounting assistance becomes evident.

Output 3:

Promotion and information services (unit).

The LPDC will organize at least one exhibition in Pakistan for leather products. Participation in selected international trade exhibitions, such as the one held in Paris, will be organized. In addition to the organization, the Centre will actively co-ordinate and help industry with the preparation of their collections, production of samples, etc., as well as organize preparatory seminars for participants on conditions and trends for leather products in the main markets, etc.

A leather bulletin should be published monthly by the LPDC giving information about the activities of the project and new developments in the leather sector. Close contact should be kept with the "Pakistan Leather Trade Journal", and one article on the project's activities should be supplied for each edition of the magazine. The LPDC should establish a library and reading room and have relevant magazines available.

The development of new leather products should be stimulated by means of "braining-storming" sessions with the industry. New products should be sought which do exist in other markets but are not produced in Pakistan at present, or which do not exist at all, or which are made from materials other than leather. At least 2-3 such products should be developed and introduced into the industry per year.

The project should achieve its outputs in close co-operation with all other institutions and projects (governmental or private) which are also involved in the development and promotion of the leather sector in Pakistan.

Inputs:

Duration

1) Experts and Consultants

1 Chief Technical Advisor/ Leather Goods Expert	36 m/m
1 Sewing Operations Expert	6 m/m
1 Leather Garment Expert	18 m/m
1 Leather Technologist	6 m/m
1 Leather Glove Expert	6 m/m
1 Sample Maker - Leather Goods	4 m/m
1 Pattern Maker/Grader - Leather Garments	3 m/m
1 Workstudy Expert	3 m/m
1 Sporting Goods Consultant	4 m/m

2) Training

Individual fellowships and study tours and exhibitions for LPDC staff.

3) Equipment

An estimated US\$ 120,000 are necessary to supplement the existing facilities.

Government Inputs:

- 1 National Project Director (full-time)
- 1 Assistant Director, Karachi
- 1 Assistant Director, Sialkot
- 11 Instructors (at least 6 senior instructors)
- 2 Designers
- 3 Support staff

It is the considered opinion of the evaluation team that the LPDC should not, in the next three-four years, include footwear in its scope of activities. This is a very different branch of the leather sector and would divert scarce resources and manpower from the present activities. Instead, the Hyderabad Centre should be developed. The LPDC could, if required, house a small information centre related to the Hyderabad activities concerning parts, materials and accessories for shoe-making for the Karachi shoe industry.

B.2. Recommendations to the Government of Pakistan

1. Provide the LPDC in Karachi with appropriate premises for its increased tasks, and provide for increased staffing as per above recommendations.
2. Adjust the system of incentives and duties for leather and leather products in conjunction with the policy to maximize locally added value. This could include, at the appropriate time, measures to:

- Reduce the incentives on export of crust leather first and later on the export of finished leather. In a further step, it may be advisable to reduce exports of finished leather even further, e.g., by introducing duties or compulsory domestic sales of part of the leather.
 - Ensure tanners get compensated for the loss of present duty-free import facilities for spare parts, etc. that are tied to exports of leather. It could be suggested to tie the facility instead to the volume of production based on an assessment to be reviewed regularly of the needs of the tanners for spare parts, etc.
 - Increase the net incentives on exports of finished leather products.
 - Introduce improved import facilities for materials and accessories for the garment and leather products sector (lining materials, locks, fittings, etc.). A flat duty-free allowance based on the export value of the product could also be considered.
 - In addition, the Government should consider allowing fittings for leather goods to be imported duty-free also by traders (as most leather goods manufacturers are too small to import themselves). Alternatively, the rebates on exported leather goods should be increased to compensate for high local prices of fittings caused by the duties.
3. Consider the introduction of leather products training at the regular institutions for vocational training in Karachi, Sialkot and any other relevant areas. This will relieve the LPDC of this task and free capacity for tasks which have a more direct impact on industry.
 4. As soon as possible, establish the Advisory Committee for the LPDC, which was foreseen but never established. The newly-established industry associations should have a major role in this. The main task of the Committee should concern the development of the range of services the LPDC should offer to industry.

Tripartite In-depth Evaluation of
DP/PAK/79/022 - Leather Products Development Centre

Terms of Reference

I. Background

The leather products industry of Pakistan comprises a large number of privately-owned small and medium-scale enterprises. The concentration of the leather products enterprises is clearly in Sind Province. In the Karachi area, there are some 630 enterprises engaged in leather products manufacturing. About 315 units are located in the Hyderabad area. The other Provinces have also a significant number of leather products manufacturers.

The Government of Pakistan is giving high priority to this sector to improve the performance of the Pakistan leather industry and add more value to the exported items. In October 1974, at Government request, UNDP/UNIDO assisted in setting up the Leather Industry Development Project PAK/73/027. The project contributed to improving the skills of local industrialists to produce finished leathers of exportable quality instead of semi-finished hides and skins which form the bulk of Pakistan leather exports. The project established a Leather Garment Training Centre in Karachi which started its training activities in September 1979 and provided the most efficient training and facility services to the leather garments industry.

Further stages of development assistance required the extension of the assistance to the leather products industry as a whole, including very small manufacturers and artisans. This called for the extension of the Leather Garment Training Centre activities to the areas of other leather products manufacturing and hence the establishment of the new Centre called "Leather Products Development Centre", the facilities of which are being continuously made available to all leather products manufacturers (excluding footwear and sport goods).

The project DP/PAK/79/022, designed to assist in this expansion, started operations in May 1981 with a planned duration of two years extended to 4.5 years through TRM decisions and subsequent project revisions. The project activities are on-going and the last project operation is expected to be completed by February 1986.

In order to assess the overall achievements of the project and to identify the needs for further assistance (in accordance with UNDP/PROG/FIELD/150), it has been agreed by all parties concerned to undertake an in-depth evaluation.

II. Scope and Purpose of the Evaluation

In accordance with provisions contained in Chapter 3470 of the Policies Procedures Manual (PPM) and the relevant guidelines described in UNDP/PROG/FIELD 150 of 30 September 1982, the primary purpose of the evaluation mission is:

1. Assess the achievements of the project against the set objectives and targets expected outputs. This will include a re-examination of the adequacy of project design;
2. Examine the extent to which the results/outputs produced by the project have contributed towards the building up of the training and other services of the Centre to the industry and the extent to which the services have indeed been used by and useful to the industry. The evaluation will attempt to identify actual improvements achieved in the industry on account of Centre activities;
3. Identify and assess the factors which facilitated the achievements of the project's objectives, as well as those factors that impeded the fulfillment of those objectives;
4. Make recommendations for future action or follow-up, both to the Pakistan Government and UNDP/UNIDO.

As part of the above tasks, the mission will specifically review if the approach utilized on the project has led to optimum results, and why the project has or has not been efficient and effective in achieving the results. The evaluation will in particular study:

- a) The extent to which the Centre is fully established and operational in terms of quantity and quality of manpower, facilities, budgetary position, etc.;
- b) The services actually being provided in the training, consultancy and promotional activity areas, the use of the common facilities, as well as any other relevant activities;
- c) The relevance of the services offered by the Centre for the needs of the leather products industries, and the way the Centre is reviewing and adapting its programmes;
- d) The extent to which the Centre has been able to build up relations with the industry and gain its confidence.

Based on the assessment of overall achievements to date and identified issues, specify areas in which the Centre needs further strengthening, if any, as well as the pre-conditions for providing and using additional technical assistance.

The evaluation will also, in this context, study the expansion plans of the Centre, specifically the establishment of sub-facilities in Sialkot.

III. Composition of the Mission

The mission will be composed of the following:

One representative of UNDP
One representative of the Government of Pakistan
One representative of UNIDO

These representatives should not have been directly involved in design, appraisal or implementation of the project.

IV. Consultations in the Field

The mission will maintain close liaison with the UNDP Resident Representative and the Senior Industrial Development Field Advisor in Islamabad, the concerned Government organization (including the Economic Affairs Division, the Federal Ministry of Industries, as well as the Leather Industry Development Organization), and the project's national and international staff.

The mission is also expected to visit a number of leather product manufacturers that may or may not have had any support from the project, industry associations, etc.

Although the mission could feel free to discuss with the authorities concerned all matters relevant to its assignment, it is not authorized to make any commitments on behalf of UNDP or UNIDO.

V. Time-table and Report of the Mission

Insofar as required, the UNDP and UNIDO representatives will receive briefings at their respective headquarters. Upon arrival in Islamabad, the mission will be briefed by the UNDP Resident Representative and the SIDFA, who will also provide the necessary substantive and administrative support. The mission will attempt to complete its work within 2-1/2 weeks, starting in Islamabad on 11 November. Upon completion of its work, it will be debriefed by the UNDP Resident Representative. At the end of the mission, the UNDP Resident Representative will organize a meeting involving senior Government officials where the mission will present its initial findings, conclusions and recommendations, and be ready to discuss these.

The mission will complete a preliminary draft of its report in Pakistan and will leave behind a copy of initial findings, conclusions and recommendations with the Resident Representative.

The final version of the report will be submitted simultaneously to UNDP and UNIDO headquarters, which will transmit the report to the Government of Pakistan through the Resident Representative.

List of Persons Consulted during the Mission

Government of Pakistan

Mr. Bokhari, Joint Secretary, Economic Affairs Division
Mr. Afzaluddin, Deputy Chief, Economic Affairs Division
Mr. Mujadid Isran, Deputy Secretary, Ministry of Industry
Mr. M.T. Warsi, Secretary, Leather Industry Development Organization
(and National Project Director)

Sind Small Industries Corporation

Mr. Nayyer Bari, Managing Director
Mr. M. Darbari, Joint Director
Mr. M. Memon, Deputy Director
Mr. Sheikh, Joint Director, Hyderabad Footwear Centre
Mr. Siddiq, Deputy Director, Hyderabad Footwear Centre

UNDP/UNIDO

Mr. Hualiang Nie, Deputy Resident Representative, UNDP
Mr. K.S. Stephens, SIDFA, UNIDO
Mr. A. Olsen, JPO, UNIDO
Mr. M.M. Abou El Khair, UNIDO Chief Technical Advisor for the project
Mr. S. Philippe, UNIDO expert, leather stitching
Mr. V. Zimmermann, UNIDO expert, fancy glove-making
Mr. Khalid Keen, ITC expert on the EPB project

Leather Products Development Centre

Mr. M.T. Warsi, Director (National Project Director)
Mr. S.A.R. Zaidi, Instructor in charge of sub-Centre Sialkot
Mr. Khalid Mahmood, Instructor
Mr. Habib Khan, Instructor
Mr. Masood Qidwai, Instructor
Mr. M. Mahmood Baig, Mechanic

Industry Associations

Mr. Anwar Ghazi, Convener, Leather Garments Sub-committee of the Pakistan Tanners Association, Director, Mariam Garments (evaluation team member)

Mr. Mansur Quettawala, Chairman, Pakistan Leather Goods Association, owner of Jaffson's Trading Company, manufacturer of leather goods (evaluation team member)

Mr. Y. Ijaz

Mr. K.A. Qavi

Mr. H. Khan

Mr. Sh. A. Waheet

Mr. A.A. Barlas

Mr. A. Butt

Pakistan
Glove Manufacturers
and
Exports
Association,
Sialkot

Other Consultations and Visits to Industry

Mr. Farooq Ahmadani, Manager, Mariam Garments

Mr. Anis-ur-Rehman Sheikh, Proprietor, Sheikh Brother (garment factory)

Mr. Zia Hameed, Proprietor, Motif Leather Works (garment factory)

Mr. Taj Baresh, Proprietor, Bakos Leather Garments

Mrs. Nadira Nabi, Proprietor, Leather Queen (leather goods factory)

Mr. Iqbal, Proprietor, Max Craft (leather goods factory)

Mr. M. Bukhari, Proprietor, Pragma Leather Industry (leather goods)

Mrs. Nargis Ladak, Proprietor, Luxury Links (leather goods)

Mr. Javed, S.M. Din (leather garments factory and tannery)

Mr. Pervez, S.M. Din (leather garments factory and tannery)

Mr. Mansur Quettawala, Travel Kit (leather goods), Pioneer Case and Plastic Industries (leather goods), Jafferjee's (leather goods shop)

Mr. Arif Ghazi, Ghazi Tanneries

Mr. Aftab, Ghazi Tanneries

Mr. Nadir, Craft Company (leather goods)

Mr. Nasir, Nasir Leather Goods

Leather Garments International
Hansa Limited (gloves)
Sublime Sports Limited (soccer balls)
Phedra Industries Limited (gloves)
Military shoes factory, Hyderabad
Men's shoes factory, Hyderabad
Men's shoes factory, Hyderabad
Two shoe shops, Hyderabad