

COMESA-LLPI NEWSLETTER

Leather for Health, Wealth and Luxury!

April - June. 2015 (Issue No. 2)

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SEPTEMBER 2015

COMESA-LLPI "Break the Eyes" in Holding the 1st Business-to-Business link with Private Sectors Between Africa and Turkey

The COMESA/LLPI Facilitated Business to Business Meeting for the leather sector enterprises was held from June 17th to 18th , at LLPI head office Addis Ababa, Ethiopia. The meeting participants were from Turkey (United chemicals, Ege University and Sografsil), Uganda (Elgon Leather), Burundi (Afritan Tannery), Sudan (Sultan International), Zimbabwe (Global Tanneries) and with appologies of Mr.Petros Semere from Eritrea.

The Executive Director of COMESA/LLPI, Prof. Mwinyikione Mwinyihija at his welcoming and opening address of this first ever Business to Business (B2B) meeting in leather sector, pointed out that improving ties between the Africa's massive potential in leather sector and the Turkish advanced technology in the same, will have great importance in benefiting both parties and



in enhancing trade and investment in leather sector through well defined phases of technology transfer and capacity building.

The first day of the two days discussions, was devoted to presentations on challenges experienced in processing of Leather in Africa, Markets and Market entries in Africa, Current Technologies in the Beam House, Tanning and Post tanning operations and the aspirations of United Chemicals in the World Leather Industries with special focus on Asia and Africa that were discussed at length. The second day was dedicated to exchanging information and planning on how to strategize Business Linkages in the leather sector between Turkey and the COMESA region.

The two days meeting was very fruitful to the extent that each party has taken assignment to further the agenda. And it was agreed to meet again after 6 weeks in Harare, Zimbabwe to assess the results of assigned activities of each party and to strategize and concretize Business Linkage between Turkey and COMESA-LLPI member States leather sector enterprises.

Finally, participants presented their special thanks to COMESA Leather and Leather Products Institute for organizing such an exemplary and fruitful meeting and for the excellent hospitality extended to the participants with most of the COMESA based entrepreneurs expressing optimism on the leather trade for African products at the global level sooner than later.

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Executive Director's Message



Prof. Mwinyikione Mwinyihija, Executive Director of COMESA-LLPI

Dear Readers,

I am pleased to share with you our second quarter newsletter for 2015. A number of events took place during this ending second quarter. As part of our Institute's commitment to building bridges between many stakeholders and associates across the industry and furthering the region's leather sector development to attain Regional and Global Competitiveness, some of the major activities accomplished encompassed: COMESA-LLPI Facilitated First of its Kind Business to Business Link between Turkish and COMESA/LLPI member countries selected business enterprises; Validation, Launch and unpacking of Leather Sector Strategy for Burundi, Ethiopia (for Ethio-International footwear Cluster cooperative Society), Uganda and Malawi; Validation of Leather Sector Strategy of Rwanda and Formulation of Leather Sector Strategy for Zambia. COMESA/LLPI also partnered and or started joint activities with a number of institutions beyond the region that included International Trade Center (ITC), BADEA, UNOPES and PTA Bank to support the leather sector development in terms of value addition, competitiveness market access and sustainability.

We hope this newsletter will help you keep connected with the region's leather sector development and get other information outside the region. We value your staying connected to us and you can also contribute stories and ideas for upcoming issues.

Thank you for taking the time to read and give us your thoughts.

Sincerely,

Prof. Mwinyikione Mwinyihija Executive Director

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Burundi Launches Leather Sector Strategy

The Burundi Leather Sector Strategy 2015-2019 Validation, Launch and Unpacking Workshop was conducted at Royal Palace Hotel, Bujumbura, from April 21 to 24, 2015. The strategy was developed under the Burundi Ministry of Commerce, Industry, Post and Tourism in collaboration with COMESA-Leather and Leather Products Institute. His Excellency Mr. Vitalis NTEZIRYAYO, Permanent Secretary, Ministry of Commerce, Industry, Post and Tourism attended both the Strategy Validation and Launch events. The total number of participants of the three events (validation, launch and unpacking)

in domestic, regional and international markets; (iii) To promote quality and cleaner environmental sustainable production techniques and systems and (iv) To facilitate horizontal and vertical collaboration of chain players and other relevant stakeholders.

The full implementation of the strategy will facilitate the transformation of the lives of many Burundians and will contribute towards poverty reduction as envisaged by the Government.



was over 80.

Mr. NTEZIRYAYO, in his speech thanked COMESA/LLPI for all the technical and financial support for the development of the Strategy, acknowledged the great potential of the leather sector and reiterated the Government's commitment for the implementation of the Strategy and collaboration with Private Sector.

The Strategic Plan has prioritized on four key priority Objectives (further broken in to sub-objectives) for implementation, namely: (i) To facilitate increased production of quality hides and skins for improved contribution of the sector to national development goals; (ii) To capacitate SMEs/ cottage industries for higher end value addition and competiveness



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The Ethio-International Footwear Cluster Cooperative Society (EIFCCOS) Launches a Five Year Strategy

The Ethio-International Footwear Cluster Cooperative Society (EIFCCOS) Five Year Strategy that is expected to enhance Productivity, Quality and Market Access of the Cluster Cooperative, is launched on June 2, 2015 at Elilly International Hotel, in the presence of His Excellency Mr. Tadesse Haile, State Minster, Ministry of Industry, Federal Democratic Republic of Ethiopia.

in general and the Ministry of Industry in particular and all Governmental and Nongovernmental organizations for the collaboration and excellent working relationship. He also reiterated the continued support of the Institute to make the Cluster Cooperative a model in the region.

H.E. Mr. Tadesse State Minister, Ministry of Industry, after declaring the official launch of the Strategy,





COMESA-Leather and Leather Products Institute fully sponsored and facilitated the development of the strategy. The Launching Event was attended by more than 70 participants representing EIFCCOS cluster members, Ethiopia Leather Industry Development Institute (LIDI), Ethiopia Leather Industry Association (ELIA), United Nations Industrial Development Organization (UNIDO), and other Governmental and Non-governmental Organizations.

Mr. Kidane Haile, EIFCCOS Chairman, in his welcoming speech, thanked COMESA Leather and Leather Products Institute(LLPI) for all the support given to the Cluster Cooperative that included, but not limited to, trainings, sponsoring participation in local and regional trade fairs and formulation of the current five year strategy. The Chairman added that the Strategy implementation will enable EIFCCOS to produce 12,500 pairs of shoes per day which will be further increased in the subsequent years.

Prof. Mwinyikione Mwinyihija, Executive Director of COMESA/LLPI, in his opening address, gave some statistical figures that clearly show the potential of the sector and the market opportunity for the Cluster Cooperative in Ethiopia and in the COMESA region in general. He thanked the Government of Ethiopia

made a key note address. He gave highlights of the Government's policy with regard to industrialization, the identification of leather sector as priority area and focus given to Small and Medium Enterprises (SMEs). He then thanked COMESA/LLPI for all the support and many activities that the Institute is undertaking for the development of the leather sector in Ethiopia and for the formulation of the EIFCCOS Strategy that complement the Government's efforts.

The Launching event was followed by a meeting held at the Ethiopian Management Institute on June 3, 2015 for unpacking and developing Work Plan for the implementation of the Strategy.



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Zambia Leather Value Chain Strategy Formulation Workshop

COMESA/LLPI, mounted a Mission to Zambia 11 to 15 May 2015, to support the formulation of a Leather Value Chain Strategy for Zambia. The mission was involved in two main activities- field mission and the holding of a two Participatory Workshop, this process assisted in gathering the relevant information which is impacting on the performance of the Leather Value Chain in Zambia.

The participants for the Workshop were drawn from relevant Government departments and also from every segments of the value chain, namely famers, livestock traders, slaughter houses, hides and skins merchants, tanners and manufacturers of footwear and leather goods. The participatory facilitation process allowed every participant to make his/her contribution in the identification and prioritization of issues. This was made possible through the use of Meta Cards where participants were allowed to make their contributions. This was followed by intense discussion and ranking of issues through grouping of the cards submitted by all the members. Some of the illustration



Contributions by Participants during the Two Day Participatory Workshop

The Leather Value chain in Zambia has potential to grow, given that the livestock sector has been growing in the past years, which consequently has lead to the increased production of hides and skins. The economic growth which Zambia has enjoyed in the past ten years has created both the supply and demand side opportunities for the leather sector. Increased meat consumption due to the rising purchasing power, associated with economic growth has led to an increased supply of raw materials. See Table 1 below illustrating livestock and hides/skins increased production in the recent past.

Livestock, Hides and Skins Production

Table 1 : livestock and hides/skins increased production in the recent past							
	Livestock			Hides and Skins			
	Cattle	Goats	Sheep	Cattle	Goats	Sheep	
2012	3,603,452	1,112,503	600,835	1,217,490	80,744	9,954	
2013	3,932,264	3,023,585	816,397	1,923,517	201,324	10,538	
	9.0	172	36	58.0	149	6.0	

Source: Zambia Ministry of Agriculture and Livestock

Based on the bovine hides and skins production only Zambia has the potential to grow its value chain to half a billion dollars, that is if all hides and transformed to finished products in Zambia. Given the potential, the stakeholders resolved to support the chain towards the production of value added products. Thus the Vision and Mission of the strategy, which currently being designed at LLPI would reflect the aspirations of the Stakeholders.

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Malawi Leather Value Chain Strategy Launched

In the last quarter of 2014, the COMESA/LLPI mounted a mission to Malawi, to facilitate in the formulation of the Malawi Leather Value Chain Strategy. The data and issues were generated using a participatory process. LLPI consolidated the information into draft documents, which was then submitted to all Stakeholders in Malawi, through the Ministry of Industry and Trade. This was followed by a mission by LLPI to Malawi during 18 to 22 May 2015, to embark on the following activities:

- » Participatory Validation of the Strategy;
- » Official Launch of the Strategy; and
- » Unpacking of the strategy.

The three activities was successfully executed, as the strategy was official launched by the Director of Industry in the Ministry of Trade and Industry at Crossroads Hotel on behalf of the Principle Secretary. The Vision and Mission of the strategy are as follows:

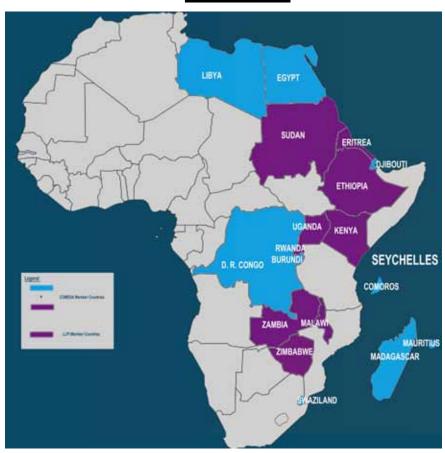
VISION

To be among the top ten subsectors in Malawi with regard to competitiveness by 2024.

MISSION

To transform the Malawian Leather Value Chain into a modern and competitive subsector specializing in the production of value added products through the application of modern and cleaner technologies, collaboration, capacity building, policy guidance and resource mobilization

The unpacking process worked with the stakeholders through a participatory process to define the responsibility matrix and also a time bound work plan. These two instruments would be very important in the effective implementation of the strategy. COMESA/LLPI made a commitment to support Malawi in the implementation of the strategy with regard to capacity building and fund raising.



COMESA/LLPI Member Countries

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International Trade Center (ITC) Official Visits COMESA-Leather and Leather Products Institute (COMESA/LLPI)

Mr. Simone Cipriani, Chief of Technical Adviser of Ethical Fashion Initiative Head for Poor Communities and Trade Programme Sector Competitiveness of the International Trade Center (ITC) paid a courtesy visit to COMESA/LLPI on May 26, 2015.

Mr. Cipriani was warmly welcomed by Prof. Mwinyikione Mwinyihija, Executive Director of COMESA/LLPI and the Institute's Experts Team, that was followed by a very friendly and fruitful discussion.

- » Execution of the SITA Project, which will run for the next 5 years, targeting Kenya, Uganda and Tanzania;
- » Facilitate the development of COMESA/LLPI to become a Centre of Excellence and Innovation in the development of the leather sector; supporting designing, ethical fashion, positive environment impact, capacity building and finishing;
- » Placement of experts at COMESA/LLPI in the areas of pattern making and cutting;
- » Improve global awareness of the importance of



The discussion focused on areas of collaboration between COMESA/LLPI and ITC and the ITC-SITA Project. Mr. Cipriani expressed the ITC's readiness to work with COMESA/LLPI to support the development of the leather sector in the region. The two parties agreed on collaborative activities that include, but not limited to, the activities listed below:



the COMESA region leather value chain, through, information and knowledge sharing (develop amovie jointly with COMESA/LLPI);

» Train COMESA/LLPI staff on Performance Compliance Monitoring and Evaluation (PCME); etc..

ITC Through Its Ethical Fashion Initiative Introduced a New Performance Compliance Monitoring and Evaluation (PCME) Tool Kit to COMESA/LLPI

Ms. Lisa Barett, Project Manager, Ethical Fashion Initiative, Poor Communities and Trade of ITC made presentation to COMESA/LLPI staff on a monitoring tool kit named "R.I.S.E" on June 25, 2015 at COMESA/LLPI Head Office. "R.I.S.E" (R = Respect. I = Invest. S= Sustain, E = Empower) developed by the EFI of the ITC uses an extensive system that is designed to encourage reliable scoring of the elements incorporated to give an indicative position of different stakeholders and their related activities. The tool kit that is generic

in its nature can be applied under different projects setups. Particpants expressed their appreciation for the contents and completness of the tool kit.

Mr. N. Mudungwe who is a SME/Cluster Development Expert and Regional Member States Strategies Coordinator was assigned as ITC-SITA program coordinator from COMESA/LLPI side.

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Small and Medium Enterprises Making Leather Products Can Now Manufacture Quality Products That Can Attract Market at Home

Small and medium enterprises making leather products can now manufacture quality products that can attract market at home, East African Community and COMESA region following the launch of the strategy that will guide the operations of the sector.

The East African Community has a total population of about 125 million people while COMESA region has about 500 million people which is a huge market for leather products if they are of good quality. This is according to the Minister of State for Trade, in charge of Industry, Dr.James Shinyabulo Mutende, while launching the Leather Strategy at Imperial Royal hotel in Kampala on Wednesday.

"Without quality, and following the standards required, we cannot compete on the global market whose taste and preferences are changing every day, so quality in our SMEs is a must," said Mutende. The strategy is looking at all aspects that will make the leather industry more attractive and competitive by addressing issues of quality and standards in addition to gender in the production process.

The three key areas in the Strategy include: Value Addition and Adherence to Standards, Environment Management and Sensitization of the Masses to appreciate the leather industry so that they can consume locally made leather products. The leather desk officer in the Ministry of Trade, Francis Odong adds that currently Uganda generates forty million US dollars per annum but has the potential of generating 270 million dollars in five years to come.

The strategy that was supported by the COMESA Leather and Leather Products Institute is aimed at helping SMEs in the leather sector to upgrade and become competitive on the international market.

Minister of State for industry, Dr.James Shinyabulo Mutende receives one of the finished products of leather made in Uganda. The Executive Director of the Leather and Leather Products Institute, Prof. Mwinyikione Mwinyija, explained that Uganda, just like any other country, can grow the leather industry with the strategy in place.

Prof. Mwinyikione said that there is demand for 20 million leather products and about 80million in the COMESA region, an indication that we are not meeting the market demand.

"Allowing second hand shoes to come into the country is because we have not yet developed SMEs in the leather sector. If an SME can produce two pairs of shoes, it means it can employ three people and that is too low, we want them to come to the African average of 7 to 8 people directly and the same number indirectly," said Prof. Mwinyikione. He said that the Institute has so far worked with leather SMEs in Ethiopia which have been able to double their production and the same model can be applied in Uganda.

Source: http://www.newvision.co.ug/news/667763-leather-smes-launch-new-market-strategy.html

COMESA/LLPI Participates in the ITC' Team of Experts that Formulates the Tanzania Leather Value Chain Road Map

The ITC team of experts in which the COMESA/LLPI Expert took part works on the the formulation of the Tanzania Leather Value Chain Road map, which will be instrumental in the implementation of SITA and also any future interventions that are aimed at enhancing the performance of the value chain.

Tanzania has the potential to develop a robust leather value chain given its livestock base. Currently Tanzania has the lowest image globally with regard to the production of wet blue and raw hides and skins in the East Africa African Community.

The above scenario is attributed to a plethora of challenges ranging from pre, peri and post slaughter issues.

The roadmap identified the following as key strategic interventions:

- » Support the value addition process;
- » Improve Access to finance;
- » Improve policy enforcement;
- » Consideration of a complete hides and skins export ban:
- » Environmental issues.

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"Sudan Leather & Meat Sector - The Way Forward" Workshop held



The Mamoun Behairy Centre (MBC) for Economic and Social Studies and Researches in Africa (MBC), Khartoum, held a workshop entitled "Sudan Leather and Meat Sector- the Way Forward" on 20th. May 2015. MBC is an African, independent, Non-governmental and Non-profit Research and Training Institution that encourage, promote and sponsor in-depth research and studies in the disciplines and fields that are related to economic and social development in Africa.

The Workshop was attended by stakeholders of the leather and meat sector that included high ranking Government officials. Papers presented encompassed the Sudan Leather Value Chain Strategy document and problems faced by the sector & possible solutions. Dr. Khalid Almagbool - Sudanese Businessmen Mnion Member & Head of Meat Exporters' Chamber presented a paper entitled "Problems Faced by the Leather and Meat Sector and Possible Solutions. This was followed by a presentation on the Sudan Leather Value Chain Strategy by Eng. Suliman Mohammed. Eng. Suliman is member of the COMESA/LLPI Regional Leather Sector Core Team, and also member of the Sudan Leather Chamber.

Mr Hashim Kalid, who is Consultant for the Leather Sector under the Khartoum State and also member of the COMESA/LLPI Board of Directors, made commentary briefing that focused on the different sections of the Sudan Leather Value Chain Strategy. His comments focused on the way forward after launching of the strategy. He also made mention about the role played by COMESA/LLPI in developing leather sector in the COMESA region in general and in member countries in particular. He indicated the Vision, Mission and Objectives of the Institute (COMESA/LLPI) and activities, plans and programmes (long, mid &short) that were implemented and supervised by the Institute's Experts. He also highlighted what member States look for and expect from this unique Institute.

During the Workshop, participants shared their experiences and pointed out much potential that need to be unlocked form the leather and meat sectors

Workshop to Validate the Rwanda Leather Value Chain Comprehensive Strategic Framework 2015 - 2024

A Validation Workshop on the Rwanda Leather Value Chain Comprehensive Strategic Framework 2015 to 2024 was held on 16th April 2015 in the Ministry of Trade and Industry meeting hall, Kigali, Rwanda. The Strategy was developed through a participatory process under the Ministry of Trade and Industry, in collaboration with COMESA-Leather and Leather Products Institute (COMESA/LLPI) in March 2014. The Validation Workshop is, therefore, to ensure that the draft strategy is reflective of the inputs of all stakeholders at the strategy formulation process.

More than 20 participants drawn from the different segments of the leather value chain, concerned institutions and partner development organizations took part in the Validation Workshop. The opening ceremony was graced by the presence of His Excellency Honorable Minister Mr. Francois Kanimba, Minister of Trade and Industry. The contents of the strategy document were discussed thoroughly by the participants. The strategy was then validated with few amendments.

The Hon. Minister also requested COMESA/LLPI's assistance with regard to advising the Institutional Framework set-up for the leather sector.

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Uganda Leather Sector Strategy Launch and Unpacking Workshop Successfully Completed

The Ugandan Leather Sector Strategy Launch and Unpacking Workshop was held at Imperial Royal Hotel, Kampala, Uganda from April 29 to 30, 2015. The Strategy was developed under the Ministry of Trade, Industry and Cooperatives, in collaboration with the COMESA/Leather and Leather Products Institute (COMESA/LLPI). Key stakeholders working in the entire value chain also participated in the strategy, formulation process.

A number of speakers, including private sector, PTA Bank, UNIDO and ITS-SITA project representatives also praised the leather sector's strategy and welcomed a new era for its endeavors to strengthen value addition, productivity, competitiveness, trade and regional integration. Over 40 participants attended the workshop.

The key priorities for the Strategy are facilitating the production of quality value added leather and leather





The Launch and Unpacking function was hosted by his Excellency Hon. Dr. James Mutende, Minister of State for Industry, Ministry of Trade, Industry and Cooperatives. Speaking in support of the Strategy, Hon. Dr. Mutende reiterated the Government's commitment to develop the leather sector. He also expressed his appreciation and thankfulness to COMESA/LLPI and all stakeholders who participated in the formulation of the Strategy.

products for local and export markets; facilitating resource mobilization and policy support for the growth of the value chain; promoting cleaner and environmentally sustainable production techniques and systems; and facilitating horizontal and vertical collaboration of chain players and other relevant stakeholders.

Zimbabwe Re-joined COMESA/LLPI

COMESA-Leather and Leather Products Institute (COMESA/LLPI) announces with great appreciation the rejoining of Zimbabwe as full member of COMESA/LLPI since 2014. It is to be recalled

that Zimbabwe was one of the founding members of the Institute but discontinued its membership for few years.

Now, the country, with the assistance from COMESA, crafted the Zimbabwe Leather and Leather Products Strategy which envisages transforming Zimbabwe from a producer and exporter of raw and semi processed hides and skins into a producer of processed value added leather products for both domestic and export markets.

COMESA/LLPI, as part of its task of promoting productivity, competitiveness, trade and regional integration in the leather industry, reiterates its full commitment to cooperation in the implementation of the Zimbabwe Leather and Leather Products Strategy.

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Uganda Launches Leather Sector Strategy

Press Release



The Ugandan Leather Sector Strategy was developed under the Ministry of Trade, Industry and Cooperatives, in collaboration with the COMESA/Leather and Leather Products Institute (COMESA/LLPI). Validation, Launch and Unpacking of the Strategy was held at Imperial Royal Hotel, Kampala, Uganda from April 27 to 29, 2015.

COMESA/LLPI, headquartered in Addis Ababa, Ethiopia, is an intergovernmental Institution responsible and mandated for spearheading the development of the leather industry in COMESA Sub-Region. Its main prerogative is to assist the private and public leather industries in promoting value addition, productivity, competitiveness, trade and regional integration. The mode of attaining these objectives is through providing technical, technological and information inputs through pooling relevant capacities and capabilities, and mobilizing resources.

The Strategy, formulated using a participatory methodology, involved the entire value chain. The process that started in April 2014 was anchored on Triple Helix approach that involved consultation with and participation of the private and public sectors, and academia. The Ugandan stakeholder forum included livestock farmers, livestock traders, butcheries, slaughter facilities owners, hides and skins traders and exporters, tanners and artisanal footwear and leather goods manufacturers.

The country has very good resource base estimated at 11.4 million cattle, 12.5 million goats, 3.4 million sheep and 3.2 million pigs. The motivation to design this Strategy in Uganda is, therefore, based on the

country's potential in the sector. This Strategy Formulation and Launching is in line with the directives of the COMESA Heads of States and Governments, Communiqué of February 2014 in Kinshasa, Democratic Republic of Congo, which directed COMESA/LLPI to support Member States in formulating their leather value chain strategies.

It is with this background that COMESA/LLPI has been mainstreaming various development activities in the region through establishment of strong linkages with development partners. As part of the resource mobilization efforts, COMESA/LLPI is working with many regional and international institutions which include International Trade Center (ITC) and PTA Bank.

The PTA Bank has committed to support three well organized Leather Sector Incubators, situated in Uganda (the Ugandan Leather Association, Ethiopia (Ethio-International Footwear Cluster Cooperative Society) and Sudan (Sudan Science and Technology University) by allotting 75,000 USD from its CSR scheme for purchase of common equipment and tools. Through the proposed initiative, more than 500 SMEs will be able to access equipment and tools to enable them enhance their productivity.

Although the PTA Bank President Tadesse could not make it to the Seminar, he remarked that "PTA Bank is very pleased to support LLPI in its important regional work of strengthening the leather sector, one that has huge potential for industrial value addition, enterprise growth and job creation. The COMESA region has an abundant supply of livestock and more can and should be done to unlock the attendant opportunities as has been done in other regions and countries. We will continue to do our part to support resource-based best industrialization in the region, in a disciplined and well considered manner".

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Coordinator of Supporting Indian Trade and Investment for Africa (SITA) Visited COMESA/LLPI

International Trade Centre (ITC) Coordinator of Supporting Indian Trade and Investment for Africa (SITA) Project Office for Asia and the Pacific, Mr. Govind Venuprasad, visited COMESA/LLPI on May 5, 2015.

The purpose of the visit was to tailor modalities of collaboration between COMESA/LLPI and ITC-SITA on leather development activities in East Africa.

the existence of a Team of Experts from ITC-SITA side regarding the leather sector, expressed the ITC-SITA interest to work with COMESA/LLPI.

In the discussion that followed the briefings from both sides, the proposed collaboration between the two institutions for the implementation of SITA leather project was very much welcomed. It was agreed to work out the details of the work program





During the visit, Mr. Venuprasad met COMESA/LLPI Experts Team led by Prof. Mwinyikione Mwinyihija, Executive Director of LLPI. The ED welcomed the ITC-SITA guest to COMESA/LLPI

Mr. Nicholas Mudungwe, Cluster Development Expert at COMESA/LLPI, gave a brief overview of COMESA/LLPI's historical background and mandate, the importance of the leather sector for the region and the activities that the Institute is conducting to enable the Region benefit from this huge potential. The relationship that the Institute has with ITC and activities accomplished under PACT II program were also presented.

Mr. Govind Venuprasad, gave background information of ITC-SITA. He said that ITC came with the project Supporting Indian Trade and Investment for Africa (SITA) that initially identified 25 possible sectors that later on were brought down to 8, one of which is leather. From the leather value chain, the SITA project focuses only on tanneries, and three countries, namely Uganda, Kenya and Tanzania are considered. Mr. Venuprasad, after indicating

and implementation schedule with the concerned ITC-SITA Expert Team.



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Ethiopia: New Shoe and Leather Factory Invests U.S.\$35 Million in Debre Birhan

A Turkish shoe company laid its cornerstone on a 70,000sqm plot in Debre Birhan on April 24, 2015 for the construction of a shoe and leather manufacturing plant targeting exclusivity.

The factory, which will have a production capacity of 30,000 shoes, will eventually push its capital to 60 million dollars after three years. The company decided to invest in Ethiopia because of low cost of labour and energy and better tax incentives for export, said Mehmet.

Sixty-percent of the raw materials used for the production of the shoes will be imported mainly from Europe and the Middle East. Whereas the remaining 40pc of the raw materials will be obtained from the local market. The company's raw material cost is expected to reach 16 million dollars annually.

The destinations for the company's products will be Spain, England, France, United States and Middle Eastern countries, from which it aims to raise annual revenue of 34 million dollars.

The design for the factory has already been completed and construction will begin in May, 2015 says Shiferaw Mamo, investment co-coordinator at the Debre Birhan Investment Bureau. The plant will rest on 60pc of the land. The Company is expected to employ 1,962 people initially, eventually growing to 3.000.

Currently, there are 20 leather shoe factories in the country, excluding small scale producers, said Birhanu Serjebo Corporate Communication Director at the Ministry of Industry's Leather Industry Development Institute (LIDI). My shoes will be the fourth fully foreign-owned shoes manufacturered in Ethiopia. The three that are already in production are George Shoe of Taiwan, Huajian International Shoe City Plc of China, and Oliberte, a fair-trade shoe maker from Canada, all of which fully export their shoes. Domestically owned factories are manufacturing mainly for the home market, while international companies manufacture for the international market, said Birhanu.

Source: http://allafrica.com/stories/201504272437.html

Leather and Footwear Investments
Contribute to Ethiopia FDI Surge



Ethiopia's Government has said Foreign Direct Investment (FDI) into the country will reach \$1.5 billion in 2015. This represents an increase of 25% compared to last year and, remarkably an increase compared to the levels of seven years ago of more than 1250%.

In recent comments to the Financial Times, Fitsum Arega, the Head of the African country's Investment Agency, said low-cost labour and a high level of support from Government was helping to attract manufacturing companies, including producers of leather and footwear, to special new industrial zones that are growing up in different parts of Ethiopia.

Mr. Fitsum said China was the source of the largest number of investments, although in terms of value investments from India and Turkey are larger. He said investment was also coming in now from the European Union and the US.

Curiously, he told the FT that investment worth around \$2 billion from Chinese footwear manufacturing group Huajian was not included in the figure he has calculated for the national total because, rather than take part in government-run industrial-zone investments, Huajian has decided to build its own industrial park and to own its production facilities in Ethiopia rather than rent them. This development will see Huajian increase its Ethiopian workforce to 30,000 people over the next few years, Mr Fitsum said.

Source: http://leatherbiz.com/fullitem.aspx?id=138239

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Rwanda: Ethiopia, Rwanda Seek Closer Trade Ties in Leather Industry

Ten Ethiopian companies from the leather industry are in the country to foster trade ties with their Rwandan counterparts.

The visit comes days after the two countries signed partnership agreement to promote trade and economic relations.

The investors are currently exploring different investment opportunities and markets for leather products in Rwanda, Gerald Mukubu, the Acting Chief Executive Officer, Private Sector Federation (PSF), said.

"They will also meet with market players in Rwanda's leather industry for Business to Business Meeting and discuss mechanisms on how to share information, experience and how they can partner to promote trade between the two countries," Mukubu said.

Abdissa Adugna, the Ethiopian Leather Industries Association Secretary General, said they are trying to strengthen trade linkages and promote exports in the sector between the two countries.

"We have been in Uganda and we expect to go to Tanzania for the same mission; we would, however, like to take advantage of the recently signed Memorandum of Understanding between the two countries to promote trade ties," Adugna told Business Times.

He encouraged Rwandan investors to take advantage of the Common Market for Eastern and Southern Africa (COMESA) and increase trade between partner States. We may also want to establish our companies here through joint partnerships if all goes according to plan, Adulwa revealed.

According to Hodari Ruremesha, the leather processing entrepreneur, there is need to boost capacity and skills for local investors in the leather industry.

"This is when we will be able to benefit from this partnership with our Ethiopian counterparts. They have advanced in leather tanning and processing, and for us to be able to play a catch up game, capacity building is a priority."

Currently Rwanda and Ethiopia are trying to establish a framework for co-operation and the implementation of a sustainable strategy on a variety of areas of common interest including the leather business.

Geoffrey Kamanzi, PSF's Head of Trade Facilitation and Negotiations, says this will help put in place mechanisms to foster trade and help address bottlenecks that hinder business between the two countries.

Government, last year launched a leather processing factory in Kabarore Sector, Gatsibo District, Eastern Province.

Star Leather Products Company (SLPC) which manufactures shoes, belts, jackets and other leather products is the first of its kind in the country.

Source: http://allafrica.com/stories/201505121493.html

Patricia Vieira Shows Leather Garments Can Work in Summer



Leather-loving Brazilian fashion designer Patricia Vieira provoked surprise at São Paulo Fashion Week in April by insisting that summer as well as winter clothes can be made from leather.

Inspired by a recent trip to Costa Rica, Ms Vieira's collection for summer 2016 is dominated by hand-painted leather dresses with markedly feminine silhouettes, bright colours and mirror- and jewel-effect decorations.

One critic remarked that Ms Vieira's use of colour on her leathers was reminiscent of watercolours on a blank canyas.

Source: http://leatherbiz.com/fullitem.aspx?id=138214

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All Eyes on Milan in September 2015



The European Confederation of the Footwear Industry (CEC) has announced the venue for the inaugural International Footwear Forum. It will take place in Milan on September 4, 2015.

CEC proposed the launch of a new International Footwear Forum at the Fifth World Footwear Congress in November last year and said the idea had won the "unanimous and overwhelming acceptance" of other industry associations.

CEC president, Jean-Pierre Renaudin, said the new International Footwear Forum was necessary as a means of bringing together representatives of leading national footwear associations and confederations to "anticipate problems, remove uncertainties and find ways to accommodate the diverse points of view in the globalised footwear economy".

On announcing Milan as the venue, Mr Renaudin said the new event would "open a collaborative dialogue" among the representatives of industry bodies from all over the world. Subjects for discussion will include ways of helping Small and Medium Enterprises do business worldwide while ensuring social responsibility along the supply chain.

Early September in Milan will, therefore, be an exceptionally busy time for the footwear and leather industry. The Micam footwear event will take place in the city from September 1-4, with the International Footwear Forum taking place on the last day of that exhibition. On the Tuesday of the following week, September 8, Italian tanning industry association UNIC will host a second edition

of the World Leather Congress in Milan. This will be followed, on September 9, 10 and 11, by the Lineapelle Exhibition, which moved to Milan from Bologna last year.

All of these events will take place with Expo 2015, which Milan will host between May 1 and October 31, as the backdrop.

Source: http://leatherbiz.com/fullitem.aspx?id=138044

Milan to Host Second World Leather Congress

Italian tanning industry association UNIC has announced that it will host a second edition of the World Leather Congress, which first took place in Rio de Janeiro in November 2011.

An official event of the International Council of Tanners, the 2015 Edition of the Congress will take place in Milan on September 8, the day before the Lineapelle Exhibition opens in the city.

On announcing the Congress at the Annual General Meeting of the International Council of Tanners at the end of March, UNIC also pointed out that the Second Edition of the World Leather Congress will take place during Expo 2015, which Milan will host between May 1 and October 31.

Source: http://leatherbiz.com/fullitem.aspx?id=137974

WORLD FOOTWEAR PRODUCTION

After the strange news reported from Mexico where officials publicly declared their country was the worlds 4th biggest shoe manufacturer we have, with the help of friends and specialists in this business, like Mr Mangione and APICCAPS, been able to collect the latest information which is as follows for 2012:

Total: 21 billion pairs of which made in China:13.3 billion, India:2.2 billion, Brazil:864 million, Vietnam: 681 million, Indonesia:667 million, Pakistan:358 million, Bangladesh:285 million, Turkey:257 million and Mexico:244 million (please note that Italy is still not on this list).

As far as major exporters of non-rubber footwear to the USA are concerned the list reads as follows: 1. China, 2. Vietnam, 3. Indonesia, 4. Italy, 5. India and 6. Mexico (with 12.7 million pairs)

Source: http://www.thesauerreport.com/subscribers.php

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International News

Argentina: Government to Control Price of Leather to Help Sector Move into Exports

Argentina's Industry Minister, Débora Giorgi, has told representatives of the country's leather and footwear industries that the Government intends to impose price-control mechanisms on leather and on footwear and leather goods.

She explained that her aim in taking these measures is to "avoid distortions in the competition among companies".

Part of the Government's thinking is to stop tanners from exporting leather to buyers overseas for higher prices than local finished product manufacturers can afford, or are willing, to pay.

Ms. Giorgi issued a call to all leathersector companies to add as much value as possible to Argentinean raw material and to finished products manufactured in the South American country. Having achieved positive results in recent months in the domestic markets, the Minister said the time was right now for Argentina to earn higher export earnings from its leather products.

With reference to a programme called Ahora 12 (Now 12), which the Government introduced in 2014 to boost consumer produced spending on domesitcally goods, the Minister said leather goods and footwear was the sector that had achieved the second-highest sales in volume and the fourth-highest in revenues in the months in which the initiative has run so far. She said 14,000 companies had benefited and that the sector as a whole was bringing in an extra \$10 million per week as a result of Ahora 12.

"The big challenge your companies face now is making the leap into export markets," Ms. Giorgi told leather-sector representatives. "In 2003, the challenge you had was to find a way of keeping the lights on."

Source: http://leatherbiz.com/fullitem.aspx?id=138548

ICHSLTA Wants to Be a Bridge Between Meat and Leather on Carbon Footprint

Members of the International Council for Hides, Skins and Leather Traders' Associations (ICHSLTA) gathered in Hong Kong at the end of March for the organisation's 86th Annual General Meeting.

Led by the President, Nick Winters, the group confirmed its mission to promote the use of hides and skins to the global leather industry as a valuable raw material, and to continue to promote the use of "the only truly globally respected" international hide and skin contracts, numbers 6 and 7. It pointed out that it continues to discuss updates to international contracts numbers 6 and 7 with its colleagues from the International Council of Tanners (ICT). The last version was updated in 1993, but ICHSLTA said it will "endeavour to launch new versions conjointly with ICT".

One of the most important topics for discussion at the Hong Kong meeting was the EU-led pilot project on leather's environmental footprint. ICHSLTA delegates received an update on sector stakeholder negotiations relating to allocations of the environmental footprint burden across the value chain.

ICHSLTA noted that the Project's Steering Committee recommends an economic allocation of upstream burdens as a "default model" for the leather industry to follow, taking into account a three-year trailing average hide price. It noted also that the leather industry "has voiced its opposition to this method and would like hides to be considered as recyclable waste with zero burden". But it said the majority of players in the meat industry believe the hide should not be considered a waste of the beef or dairy process and should be allocated "some share of the upstream burdens".

It said it will continue to monitor this pilot study and "facilitate exchange between the meat and leather industries".

Source: http://leatherbiz.com/fullitem.aspx?id=138054

The Standards Association of Zimbabwe (SAZ) and the Zimbabwe Leather Development Council (ZLDC) signed an MOU.

The Zimbabwe Leather Development Council (ZLDC) and Standards Association of Zimbabwe (SAZ), as part of strengthening their relationship for mutual benefit of the two organizations and the community at large, signed an MoU on May 26, 2015 in Harare, Zimbabwe. The MoU that describes duties and responsibilities of each party in the collaborative activities is considered as a landmark development for the newly established ZLDC and opens vast opportunities in product and systems developments in the leather sector for enhanced competitiveness in the local, regional and international markets.

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Brazilian Leather Sector Celebrates Increase in Exports

Encouraging news have just been announced by the Department of Foreign Trade from the Ministry of Development, Industry and Foreign Trade (MDIC): leather and skin exports have increased in March.

During the third month of 2015, sales from the Brazilian leather sector to foreign markets have reached US\$ 255 million. The number represents an increase of 1,0% in comparison to the same month last year, when exports reached a total value of US\$ 252,556 million. In relation to February, there has been an increase of 30,5% in Brazilian exports (or US\$ 195,358 million).

"The sector receives the news with great satisfaction, since numbers reflect the segment's effort to remain competitive in an economic scenario as challenging as we are facing in 2015", says José Fernando Bello, Executive President of the Centre for the Brazilian Tanning Industry (CICB). "Therefore, we intend to keep on stimulating the industry to draw strategies that maintain, or, when possible, increase Brazilian leather exports", adds Bello.

The participation of 'Leather and Skins' in Brazilian exports is of 1,5%. All information is part of a preview of the monthly report released by the MDIC. The complete analysis is to be released soon by the Department of Foreign Trade.



Source: www.brazilianleather.com.br / www.cicb.org.br

Top Tanneries Showcase Leather Products at Dubai Show

More than 85 exhibitors from 10 countries are showcasing their latest animal hides, machinery, leather products and accessories at a Dubai event, even as the market establishes itself as a major force in the global leather industry. The inaugural edition of the three-day Leatherworld Middle East will run till May 6 at the Dubai International Convention and Exhibition Centre.

The Gulf region's trade for semi-finished and finished leather, accessories, travel goods, handbags and footwear was worth \$4.09 billion last year, according to Euromonitor International.

The GCC is also a leather manufacturing hub, with \$1.9 billion worth of dressed leather, luggage, handbags, saddlery, harnesses and footwear having being produced in the Gulf region last year, with Saudi Arabia (\$1.1 billion), the UAE (\$468 million), and Qatar (\$250 million) the region's big three leather producers, it said.

UAE-based tanneries like the Al-Khaznah Tannery is sharing the limelight with several top-flight international tanneries at Leatherworld Middle East's dedicated Leather Production Area. It includes 15 French and eight Italian tanneries making their first foray into the Middle East.

Among these is exotic leather tanner Faggioli, presenting its new collection of hand-painted python skins.

Ahmed Pauwels, Chief Executive Officer, Messe Frankfurt Middle East, Organiser of the Event, said: "The Middle East is a prominent market for leather goods, accessories, furnishings, luggage and footwear, while it's also a fast-growing manufacturing hub for all things leather-related.

"As the market gains in stature internationally, events like Leatherworld Middle East have a significant role to play in fuelling the industry's overall growth and development."

The Trend Area at the centre of the exhibition floor is a show highlight, where the most innovative leather products are displayed, from 100 per cent biodegradable camel hide, to leather clutches with built-in power packs that re-charge smart phones.

Many exhibitors are making their first bow on the regional stage, including Indian bag manufacturer Hidesign at the show's Fashion Avenue. Hidesign

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is launching its eco-leather handbag range, made from vegetable tanned leather that uses seeds of Myrobalam trees and wattle tree bark.

Other big names in the Fashion Avenue are Smith and Canova from the UK, and Anna Bags from the US.

Meanwhile, the Designers' Area at the event is being headlined by Swiss designer Martina Wyss and British brand Kausar, which is introducing a range of handbags inspired by Islamic art.

The Shoe Box wraps up the dedicated feature zones at Leatherworld Middle East, and includes big names such as British manufacturer of

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traditional welted footwear, Tricker; and Schuhsalon Marco from Germany, which is showcasing its 'Marco Esclusive' range of shoes that are developed exclusively for the Middle East.

Meanwhile, the event features three country pavilions from France, Italy, and Pakistan, with other exhibitors coming from China, Germany, India, Spain, UK, US, and the UAE. - TradeArabia News Service

Source: http://www.tradearabia.com/news/IND_281229.html

Leather a Water Champion, Friends of the Earth Report Shows

In compiling its controversial Mind Your Step report, campaign group Friends of the Earth has, probably inadvertantly, shown the leather industry to have made enormous progress in reducing its use of water and to be something of a water champion.

The report, released at the start of May, highlights seven everyday consumer products and attempts to analyse their impact on the environment by giving details of the land use and water use required to manufacture them. One of the products is a pair of boots made from Brazilian leather.

Using data from London-based consultancy Trucost, Mind Your Steps says it would require more than 14,000 litres of water and 50 square-metres of land to produce enough leather (calculated at 0.46 square-metres) to make the single pair of leather boots under scrutiny. These figures contrast starkly with ones World Leather is publishing in its Nothing To Hide series of open-access essays, which point to 23 litres of water for this amount of leather and less than one square-metre of land.

The enormous discrepancy in the figures for water can only be partly explained by Trucost's insistence on including a large share of a cow's consumption of water in the upstream supply chain in the figure for leather and Nothing To Hide's focus on what happens after a hide leaves the abattoir. The debate about how much of a share of the upstream carbon footprint leather ought to take is ongoing in and around the leather industry itself (many people believe zero is fair; others that a single-figure percentage that is in keeping with the economic value of the hide as a share of the overall value of the cow would be fairer). But even with this, Friends

of the Earth's published figure of 14,500 litres of water to produce 0.46 square-metres of leather has been described not just as too high but as "absurd" by senior figures in the leather industry.

Closer examination of the statements in the Mind Your Step report show a distinction between blue water (from freshwater sources), green water (from rain or snow) and grey water (post-use water that manufacturers can use to dilute effluent). What is interesting for the leather industry is that it is only when the report concentrates on blue water that it makes a specific reference to what happens inside the four walls of the tannery.

The starting figure may be "absurd", but of the total of 14,500 litres of water Trucost and Friends of the Earth claim are required to make 0.46 squaremetres of leather, the volume of blue water is 506 litres and only 4% of this volume of blue water is consumed in the tannery, just over 20 litres. Of the "absurd" 14,500-litre total, then, even the report's authors recognise that only 0.14% of the total is directly attributable to the work that tanners do.

There is always room for improvement and the leather industry needs to keep making inroads into its use of water and all other resources, but Mind Your Step sets out to criticise the leather industry and its customers for their use of water and in the end its own figures show that making leather uses up such a small proportion of all the water in the cattle value chain that it's practically negligible.

Source: http://leatherbiz.com/fullitem.aspx?id=138345

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Kering Wants its Leather to Make Less Impact on the Environment



In a new environmental profit-and-loss (P&L) report that luxury group Kering has published to put a monetary value on the cost to the environment of the materials it uses, including leather, it shows a figure of approximately €190 million as the environmental P&L of its use of leather in 2013. The leather the group uses comes from around 45 million tonnes of raw material each year.

In an attempt to establish more clearly what these, and other figures relating to leather, mean for Kering and for the tanners who supply the group's brands, World Leather has spoken to consultancy PwC, which supported the luxury group on this project.

Leather remains a core product for the luxury group and the report makes clear that, for leather, 93% of the entire environmental impact is "driven by the land use and greenhouse gas emissions associated with farming the animals", with most of the rest (just 7% of the total) attributable to energy and water use by tanneries. But Kering's conviction is that, like other materials it uses, leather is connected to processes that, in some instances, have a substantial impact.

PwC Director Tom Beagent acknowledged that a large proportion of the environmental P&L of leather is due to the cattle industry. However, he said careful consideration had been given to deciding on the fairest way to calculate the share of this environmental P&L that leather should take, employing a familiar methodology of attributing to leather a "single-digit percentage" of the overall environmental impact of a cow, proportionate to the hide's share of the overall economic value of the animal.

He explained that farming, industrial and other

activities deplete the world's "natural capital" (all its ecosystems, including air, land, soil, biodiversity and geological resources) and that this imposes a cost on the environment. The cost of the impact in environmental P&L terms that Kering has calculated for its leather supply chain is €190 million for 2013.

In another calculation, the report shows the cost of the average impact attributable to leather from animal rearing from five different countries: Brazil, China, New Zealand, France and the Netherlands. Mr Beagent said he and his colleagues were aware of the complexity in the leather supply chain in which a hide can come from one country, be processed to wet blue or crust in a second and finished in a third. He said the calculations take all of these factors into account. He also emphasised that the numbers reflect "country averages".

Nevertheless, the figure for Brazil is worrying. The report indicates that, if made from a Brazilian hide, one square-metre of leather would have an environmental P&L impact on average, of €120. This compares with figures of just over €40 if the hide comes from China, around €25 if it's from New Zealand and less than €20 for leather from hides from France and the Netherlands in environmental P&L value, according to the report Kering has published.

"The cattle industry in Brazil has been a driver of deforestation, resulting in a loss of important ecosystem services," the report says, before adding: "There are certainly production systems within countries and regions that may be quite different in their impacts. For example, in Brazil there is significant work under way to ensure that cattle grazing does not lead to deforestation and that productivity is enhanced."

In terms of natural capital, the report has concluded that Brazil has lost environmental resources because of livestock farming in sensitive regions; land in the Amazon region, for example, has a high environmental value when it is "untouched rainforest", and if the same land is later cleared for farming, much of this value is lost.

Kering has said it wanted to try to account for this in the report. It has said it will continue to be reliant on leather but that its aim is to try to decrease the impact of the leather it uses.

Source: http://leatherbiz.com/fullitem.aspx?id=138439

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Staff News

Prof. Mwinkione Mwinyihija was Appointed as the First Ambassador for the African Continent by World Certification Institute (WCI)



Prof. Mwinyikione Mwinyihija

World Certification Institute (WCI) has appointed Professor Mwinyikione Mwinyihija, the Executive Director of COMESA/LLPI, as the first Ambassador of Africa. Prof. Mwinyihija was conferred the highest credential award this year as a World Certified Master Professional (WCMP) in the field of Leather Technology and Sustainability. He is a renowned academic having four doctorate degrees from reputable universities, such as a PhD from University of Aberdeen (UK), as well as doctorate degrees from Atlantic University (USA), SMC University (Switzerland), and Universidad Central de Nicaragua (Central America). He was awarded fellowships at prestigious institutes, such as World Certification Institute, Council of Science, Institute of Biology, Chartered Institute of Water and Environment, and Chartered Management Institute.

COMESA/LLPI Staff congratulated him on his appointment. It is an honour to all of LLPI Staff who work under his leadership to be led by a global icon, is an honour. We are convinced that the future of LLPI and its staff, the COMESA family and the African continent will draw great inspiration from his academic, research and leadership achievements.

You have given us room to experiment and that has given us confidence, that has made COMESA/LLPI an institute of CHOICE.

More Info: http://www.worldcertification.org/world-certification-institute-wci-appoints-first-ambassador-for-the-african-continent/

LLPI Staff Defends Her Master's Thesis Successfully



Mrs. Tigist Hailegiorgis, COMESA/LLPI's one of the Senior Staff has successfully defended her Thesis leading to Master of Business Administration (MBA) on June 26, 2015. Mrs. Tigist has been working in COMESA/LLPI since 1998 at different administrative positions.

Mrs. Tigist is currently Administration/ Budget and Finance Head at COMESA/LLPI.

All COMESA/LLPI Staff Congratulates Mrs. Tigist for her excellent achievement!

Mrs. Tigist Hailegiorgis

Appreciation Letters from Stackholders

COMESA/LLPI Received appreciation letters from the Following:

- » Victoria, S. Byoma and Musisi Bam Robert, FLEMEA, Uganda
- » Clement Shoko, Chairman of Zimbabwe Leather Development Council (ZLDC), and Leather Consultant);
- » Sekandi Abdul Hakim, Elgon Leather Co.(U) Ltd, Uganda
- » Bede Bedesta, Afritan Leather, Bujumbura, Burundi
- » Mohammod Suleman, Chairperson, Chamber of Leather and Leather Products, Sudan
- » Prof. Bahri Basaran, Ege University, Turkey

LLPI acknowledges all appreciations and re-assures that together we can make a progress on the Regional leather sector.

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About Us



Leather for Health, Wealth and Luxury!

ABOUT COMESA-LLPI

The formation of the Leather and Leather Products Institute (LLPI) was approved and Chartered by the former Preferential Trade Area (PTA) for Eastern and Southern African States (forerunner of COMESA) in 1988 to fulfill its industrial objective to "support and develop the leather industries of the COMESA region". It was then established by the signing of the Charter by member Heads States on 23rd November 1990.

LLPI Vision:

A Competent Leather and Leather Products Centre of Excellence for Regional and Global Competitiveness.

LLPI Mission:

To Promote and Develop the Regional Leather Sector Through Research and Development, Capacity Building, and International Cooperation & Trade for Enhanced Productivity.

Address

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