

パキスタン・イスラム共和国

商業省繊維局（旧繊維省）

パキスタン・イスラム共和国
アパレル産業技能向上・
マーケット多様化プロジェクト
（第3期）

プロジェクト事業完了報告書
別添資料1

2022年12月

独立行政法人
国際協力機構（JICA）

株式会社アジア共同設計コンサルタント
一般社団法人 Think Locally Act Globally

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22-001

Project Design Matrix (PDM) Proposed Revision Version 3.1 in June 2020

◆ **Project Name: Project for Skill Development and Market Diversification (PSDMD) of Garment Industry** ◆ **Period: May 2016~ March 2022** ◆ **Target Group: MINTEX, Training Institutes (PKTI/PHMA, PRGTTI/PRGMEA, FETI/FGCC)**

Narrative Summary	Objectively Verifiable Indicators	Means of Verifications	Important Assumptions
<p>(Overall Goal) Human resource is developed for increasing production of high value-added textile products in Pakistan.</p>	<p>Job placement rate of graduates of government training institutes is increased.</p>	<p>MINTEX National Statistics</p>	
<p>(Project Purpose) Human resource is developed for market expansion of Pakistani garment industry.</p>	<p>1. 70% of member companies that recruited graduates of target institutes are satisfied with their job performance</p> <p>2. 70% of job applicants graduating from target institutes in 2019 and beyond get some kind of job as employees, interns, trainees, home-based workers or others.</p> <p>3. 80% of the trainers who have attended the Training of Trainers meet the technical standards set by the project.</p>	<p>Monitoring Report Project Progress Report Project Progress Report</p>	<p>Economic situation in Pakistan is improved.</p>
<p>(Outputs)</p> <p>1. Training plan is formulated to fulfill needs of garment industry.</p> <p>2. Management capacity of Pakistan Knitwear Training Institute (PKTI) and Pakistan Readymade Garments Technical Training Institute (PRGTTI) is strengthened.</p> <p>3. Training system of Female Exclusive Training Institute (FETI) is developed.</p> <p>4. Public and Private Partnership is strengthened for market expansion of garment products and women employment promotion.</p>	<p>1-1. Training Plan for each institute is prepared based on three surveys</p> <p>2-1. 10 numbers of curricula are developed and utilized for TOTs and model courses. 2-2. Result of training evaluation is continuously reflected to improve training activities. 2-3. Rate of female trainees is increased to 50%.</p> <p>3-1. 5 numbers of curricula are developed and utilized for TOTs and model courses. 3-2. 4 numbers of trainers are hired and trained. 3-3. 3 numbers of actions to recruit women trainees are conducted. 3-4. 120 women trainees start to be trained.</p> <p>4-1. The Taskforce meeting and workshop are held by each Taskforce regularly. 4-2. One feasible action plan is formulated by each Taskforce.</p>	<p>1-1 Project Training Plan</p> <p>2-1 Project Progress Report 2-2 Project Progress Report 2-3 Project Progress Report 2-4 Project Progress Report</p> <p>3-1 Project Progress Report 3-2 Project Progress Report 3-3 Project Progress Report 3-4 Project Progress Report</p> <p>4-1 Project Progress Report 4-2 Project Progress Report</p>	<p>Trainers and staff remain working in institutes.</p>
<p>(Activities)</p> <p>1-1. To conduct needs survey on human resource demand from garment industry. 1-2. To conduct trend analysis on international garment industries. 1-3. To conduct social and gender survey in target training sites. 1-4. To formulate training plan for the target training institutes based on Activities from 1-1 to 1-3. 1-5. To formulate equipment plan for the target training institutes.</p> <p>2-1. To procure and install necessary training equipment for PKTI and PRGTTI based on Activity 1-5. 2-2. To analyze existing curriculum, syllabus and training materials of PKTI and PRGTTI. 2-3. To improve existing curriculum, syllabus and training materials of PKTI and PRGTTI based on trend and needs from garment industry. 2-4. To conduct TOT on technical skills and teaching methods for trainers of PKTI and PRGTTI. 2-5. To conduct model courses based on Activity 2-4. 2-6. To evaluate the model courses and apply the result to training plan onward. 2-7. To improve training contents continuously by repeating Activities from 2-2 to 2-6. 2-8. To conduct short-term training courses on factory management for middle and line managers in garment industry. 2-9. To support training institutions in their trainees' employment in the apparel industry and entrepreneurship, mainly targeting on female trainees 2-10 To present and demonstrate Project achievements and skills gained by PKTI, PRGTTI and trainees to industrialists and the public through publicizing means for gaining recognition to PKTI, PRGTTI and trainees, and for facilitating trainees' employment</p> <p>3-1 To procure and install necessary training equipment for FETI based on Activity 1-5. 3-2. To develop curriculum, syllabus and training materials of FETI by applying Output 2 based on trend and needs from garment industry. 3-3. To conduct TOT on technical skills and teaching methods for newly hired trainers. 3-4. To conduct OJT on school management including job placement service. 3-5. To promote recruitment of woman trainees.</p>	<p>(Inputs)</p> <p>Japanese side:</p> <p>1. JICA experts including;</p> <ul style="list-style-type: none"> • Chief Advisor/Garments Industry Human Resource Development/Production Engineering (1) • Training Management/Industry Linkage • Production Engineering (2) (Stitching Techniques) • Total Production Maintenance/Machinery Planning • Market Analysis • Women Economic Empowerment • Training Management/Assistant Women Economic Empowerment/Coordinator • Apparel Planning • Equipment Procurement and Installment Support/Assistant Market Analysis/Coordinator 2 <p>2. Necessary Training Equipment in PKTI, PRGTTI and FETI 3. Training in Japan 4. A part of expenses for activities such as training materials, workshops and seminars</p> <p>Pakistani side:</p> <p>1. Counterpart Personnel from MINTEX, PKTI/PHMA, PRGTTI/PRGMEA and FETI/FGCC respectively including salary and travel allowance. 2. Office spaces for the JICA expert team with necessary facilities such as furniture, A/C and internet connection in MINTEX, PKTI/PHMA, PRGTTI/PRGMEA and FETI/FGCC respectively 3. Stipend for trainees 4. Operational cost for the target training institutes 5. Necessary facilities and equipment for FETI except for necessary training equipment to be provided by JICA 6. A part of expenses for activities such as PR for recruitment of trainees, consumable for training, workshops and seminars.</p>		<p>Government fund for skill development such as PSDF is sustained.</p> <p>Necessary trainers are appointed timely.</p> <p>(Pre-condition) Security condition of Pakistan is stable at Project sites.</p> <p>Facility of FETI to start training courses prepared.</p>

<p>3-6. To conduct model courses based on Activity3-3.</p> <p>3-7. To evaluate the model courses.</p> <p>3-8. To support training institutions in their trainees' employment in the apparel industry and entrepreneurship through strengthening cooperation with industry-academia linkages, collaboration with communities, awareness-raising activities to promote female employment, and other activities</p> <p>3-9 To present and demonstrate Project achievements and skills gained by FETI and trainees to industrialists and the public through publicizing means for gaining recognition to FETI and trainees, and for facilitating trainees' employment</p> <p>4-1. To establish two kinds of Public and Private Partnership Taskforces; Taskforce for market expansion of garment products (TFM) and Taskforce for women employment promotion (TFW).</p> <p>4-2. To conduct market survey and competitor analysis such as China, India and Bangladesh by the Taskforce for marketing (TFM).</p> <p>4-3. To conduct seminars to share the findings with stakeholders of each Taskforce.</p> <p>4-4. To make strategy and action plan for market expansion of garment products and women employment promotion.</p>		
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To Chief Representative of JICA Pakistan Office

PROJECT MONITORING SHEET

Project Title: Skills Development and Market Diversification (PSDMD) of Garment Industry in Pakistan

Version of the Sheet: Ver. 11.0 (Term: September 2021 –July 2022)

Name: Megumi Fujita

Title: Chief Advisor

Submission Date: July 31st, 2022

I. Project Summary

(i) Overall Goal
Human resource is developed for increasing production of high value-added textile products in Pakistan.
(ii) Project Purpose
Human resource is developed for market expansion of Pakistani garment industry
(iii) Outputs
<ol style="list-style-type: none"> 1. Training plan is formulated to fulfill needs of garment industry. 2. Management capacity of Pakistan Knitwear Training Institute (PKTI) and Pakistan Readymade Garments Technical Training Institute (PRGTTI) is strengthened. 3. Training system of Female Exclusive Training Institute (FETI) is developed. 4. Public and Private Partnership is strengthened for market expansion of garment products and women employment promotion.

1. Progress

1-1. Progress of Inputs

Originally, based on the 1st Joint Coordinating Committee (JCC) on June 30th, 2016, the inputs from both Japanese side and Pakistani side were agreed by all concerned parties. From the 3rd phase, members of JICA Expert Team have been re-arranged as below.

Inputs from Japanese side (in the 3 rd phase)	Inputs from Pakistani side (in the 3 rd phase)
<p>(1) JICA Experts</p> <p>At the beginning of this phase, 6 experts in total joined the JICA Expert Team (hereinafter called as “JICA Team”) consisted of the following members from Asia Engineering Consultant Co., Ltd. (AEC) and General Incorporated Association Think Locally Act Globally (TLAG).</p>	<p>(1) Implementing partners and counterpart personnel</p> <p>The following responsible persons and 7 implementing organizations have been assigned;</p> <ol style="list-style-type: none"> 1) Ministry of Commerce, Textile Wing Director (Textile) Mr. Mudassar Raza Siddiqi Project Facilitator, Director General, RDA Cell

PM Form 3-1 Monitoring Sheet Summary

<p>1) Chief Advisor/Garments Industry Human Resource Development/Women Economic Empowerment: Megumi Fujita from AEC</p> <p>2) Assistant Chief Advisor/Training Management/Industry Linkage: Michio Kojima from Think Locally Act Globally</p> <p>3) Production Engineering 1(1)/Stitching Techniques: Yoshiaki Kitamura from AEC</p> <p>4) Production Engineering 1(2)/Production Engineering 2/Total Production Maintenance/Machinery Planning: Yasuomi Mori from AEC</p> <p>5) Apparel Planning: Sadako Tei from AEC</p> <p>6) Training Management/Assistant Women Economic Empowerment/Coordinator: Naomi Tada from AEC</p> <p>(2) A part of expenses for activities such as training materials</p>	<p>*Mr. Mudassar Raza Siddiqi, Director (Textile) of Textile Wing</p> <p>2) Pakistan Knitwear Training Institute (PKTI) Mr. Tayyab Mir, Principal</p> <p>3) Pakistan Readymade Garments Technical Training Institute (PRGTTI) Dr. Kamran Sandhu, Director Research</p> <p>4) Female Exclusive Training Institute (FETI) Ms. Fakhar-un Nisa, Training Manager (Principal), FETI</p> <p>5) Pakistan Hosiery Manufacturers & Exporters Association (PHMA) Mr. Mohammad Ayub, Secretary</p> <p>6) Pakistan Readymade Garments Manufacturers & Exporters Association (PRGMEA) Mr. Sohail Afzal, Chairman (North zone)</p> <p>7) Faisalabad Garment City Company (FGCC) Mr. Rehan Bharara, Chairman</p> <p>(2) Office spaces for the JICA Team with necessary facilities such as furniture, A/C and internet connection in MINTEX, PKTI/PHMA, PRGTTI/PRGMEA and FETI/FGCC respectively</p> <p>(3) Stipend for trainees</p> <p>(4) Operational cost for the target training institutes</p>
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(1) From Japanese side

- 1) 6.58/17.80* (=36.96%) of the total man-month of JICA Team has been used in the third phase as of the end of June 2022.
- 2) Installment of training equipment, which had been originally planned in PKTI, PRGTTI, and FETI, had been completed in April 2019.
- 3) During the period when travel to Pakistan was suspended due to the expansion of COVID-19, some of the works have to be carried out remotely in Japan using online conference tools (such as Zoom). In order to facilitate remote activities from Japan, additional equipment such as web-cameras, camera stands, and microphones were delivered to each of the three target training institutes, mainly for use in remote TOT. In addition, TOT materials (video materials, visual materials for projection, materials in local language, and etc.) were created to enable better instruction remotely.
- 4) On December 21, 2021, together with PKTI, a fashion show was held in Lahore. The cost of holding the

fashion show was determined in consultation with PKTI and was mainly covered by the project.

(2) From Pakistani side

- 1) Counterpart Personnel was assigned from all 7 implementing organizations respectively.
- 2) Office spaces in Ministry of Commerce (previously MINTEX), PKTI/PHMA, and PRGTTI/PRGMEA were provided for JICA Team. The setting of office space at FETI/FGCC will be confirmed by JICA Team on the next visit.
- 3) Stipend for trainees has been covered by implementing organization funded from donor organization such as Punjab Skill Development Funds (PSDF), National Vocational and Technical Training Commission (NAVTTTC) and Stitching Machine Operators Training (SMOT) Scheme of Ministry of Commerce and Textile Industry.
- 4) Operational cost for the target training institutes has been covered.
- 5) Necessary facilities and equipment for FETI have been prepared.
- 6) A part of expenses for activities such as PR for recruitment of trainees, consumable for training, workshops and seminars have been covered by implementing organization.

1-2. Progress of Activities

The progress on each activity is shown in the chart below.

Activities	Progress	Note
Sub-Activities		
Output 1: Training plan is formulated to fulfill needs of garment industry.		
1.1 To conduct needs survey on human resource demand from garment industry.	Completed	-
1.2 To conduct trend analysis on international garment industries.	Completed	-
1.3 To conduct social and gender survey in target training sites.	Completed	-
1.4 To formulate training plan for the target training institutes based on Activities from 1-1 to 1-	Completed	-
1.5 To formulate equipment plan for the target training institutes.	Completed	-
Output 2: Management capacity of PKTI and PRGTTI is strengthened.		
2.1 To procure and install necessary training equipment for PKTI and PRGTTI.	Completed	-
2.2 To analyze existing curriculum, syllabus and training materials of PKTI and PRGTTI.	Completed	-
2.3 To improve existing curriculum, syllabus and training materials of PKTI and PRGTTI based on trend and needs from garment industry.	Completed	-
2.4 To conduct TOT on technical skills and teaching methods for trainers of PKTI and PRGTTI.	Completed	-
2.5 To conduct model courses based on Activity 2-4.	Ongoing	-
2.6 To evaluate the model courses and apply the result to training plan.	Ongoing	-
2.7 To improve training contents continuously by repeating activities from 2-2 to 2-6.	Ongoing	-
2.8 To conduct short-term training courses on factory management for middle and line managers in garment industry.	Completed	-
2-9. To support training institutions in their trainees' employment in the apparel industry and entrepreneurship, mainly targeting on female trainees	Ongoing	-
2-10 To present and demonstrate Project achievements and skills gained by PKTI, PRGTTI and trainees to industrialists and the public through publicizing means for gaining recognition to PKTI, PRGTTI and trainees, and for facilitating trainees' employment	Ongoing	-
Output 3: Training system of Female Exclusive Training Institute (FETI) is developed.		
3.1 To procure and install necessary training equipment for FETI based on Activity 1-5.	Completed	-
3.2 To develop curriculum, syllabus and training materials of FETI by applying Output 2 based on trend and needs from garment industry.	Completed	-
3.3 To conduct TOT on technical skills and teaching methods for newly hired trainers.	Ongoing	-
3.4 To conduct OJT on school management including job placement service.	Completed	-
3.5 To promote recruitment of woman trainees.	Completed	-
3.6 To conduct model courses based on Activity 3-3	Ongoing	-
3.7 To evaluate the model courses.	Ongoing	-
3-8. To support training institutions in their trainees' employment in the apparel industry and entrepreneurship through strengthening cooperation with industry-academia linkages, collaboration with communities, awareness-raising activities	Ongoing	-
3-9 To present and demonstrate Project achievements and skills gained by FETI and trainees to industrialists and the public through publicizing means for gaining recognition to FETI and trainees, and for facilitating trainees' employment	Ongoing	-
Output 4: Public and Private Partnership is strengthened for market expansion of garment products and women employment promotion.		
4.1 Two kinds of Public and Private Partnership Taskforces are enforced for market expansion of garment products and women employment promotion.	Completed	-
4.2 To conduct market survey and competitor analysis such as China, India and Bangladesh by the Taskforce for Marketing.	Completed	-
4.3 To conduct seminars to share the findings with stakeholders of each Taskforce.	Completed	-
4.4 To make strategy and action plan for market expansion of garment products and women employment promotion.	Completed	-

Progress of each component of the project from submission of PMS Ver.10 (August 2021) till now is as follows.

Activities for Output 2

- Activity 2-4: To conduct TOT on technical skills and teaching methods for trainers of PKTI and PRGTTI.
 - TOTs (SC02 Stitching, SC06 Apparel Planning, and SC11 Pattern Making) had been conducted.
 - Although the curriculums to be taught as TOT have been completed, TOT has been partially continued in consultation with counterparts for the implementation of activities after 2-5.
- Activity 2-5: To conduct model courses based on Activity 2-4.
 - Model courses (SC02 Stitching, SC06 Apparel Planning, and SC11 Pattern Making) are continued.
- Activity 2-6: To evaluate the model courses and apply the result to training plan onward.
 - Experts are advising the institutes to improve their training plans based on observation result of model courses of SC02, SC06, and SC11.
- Activity 2-7: To improve training contents continuously by repeating activities from 2-2 to 2-6.
 - JICA Experts are advising the institutes to improve their training plans through continuous TOT and model courses of SC02, SC06, and SC11 repeatedly.
 - The faculty staffing plan at PRGTTI is fluid and faculty members are frequently replaced, making it difficult to continue the instruction that has been built up by previous faculty members.
- Activity 2-8: To conduct short-term training courses on factory management for middle and line managers in garment industry.
 - This training has been conducted online for 8 days. The lectures cover Lean Production System, Industrial Engineering, Time Study, Operation Analysis, and so forth.
- Activity 2-9: To support training institutes in their trainees' employment in the apparel industry and entrepreneurship, mainly targeting on female trainees.
 - As “Seminar Series for Promotion of Female Employment Vol. 9,” the seminars of “Soft Skills, Mental Health Well-Being and Assertive Communication” were conducted online on September 2021.
 - JICA Expert is supporting PKTI and PRGTTI to establish their own career guidance program based on what they have learned through the past Seminar Series and the draft of the career guidance manual with female perspective was completed.
- Activity 2-10: To present and demonstrate Project achievements and skills gained by PKTI, PRGTTI and trainees to industrialists and the public through publicizing means for gaining recognition to PKTI, PRGTTI and trainees, and for facilitating trainees' employment.

- In the second phase of this project, a fashion show was held in Lahore in December 2021, and PKTI teachers planned the show and produced the pieces to showcase the results of what they learned from TOT. (PRGTTI participated in the process.)
- In the third phase, a collaborative fashion show of the three institutes will be held in Islamabad in September 2022; PKTI and PRGTTI are planning designs, making patterns, stitching, and working on the theme of each institute.
- FETI is making patterns for children's wear and making the pieces in collaboration with PKTI for the fashion show.

Activities for Output 3

- Activity 3-3: To conduct TOT on technical skills and teaching methods for newly hired trainers.
 - TOTs (SC02 Stitching and SC11 Pattern Making) has been continued.
 - In SC02 Stitching, teachers deepen their understanding of stitching specifications and quality of stitching and improve their skills through the production of pieces for the fashion show.
 - In SC11 Patternmaking, since there is almost no change of teachers at FETI, training is continuously and smoothly conducted.
- Activity 3-6: To conduct model courses based on Activity3-3.
 - Model courses (SC02 Stitching and SC11 Pattern Making) are continued.
- Activity 3-7: To evaluate the model courses.
 - Experts are advising the institute to improve their training plans based on observation result of model courses of SC02 and SC11.
 - In SC02 Stitching, the expert instructs teachers to set up an actual production line of sewing products based on the knowledge and skills acquired in Activity 3-3 and teach them to students.
 - In SC11 Pattern Making, the plan is to conduct a planar expansion of pattern making for a flare skirt.
- Activity 3-8: To support training institutes in their trainees' employment in the apparel industry and entrepreneurship through strengthening cooperation with industry-academia linkages, collaboration with communities, awareness-raising activities to promote female employment, and other activities.
 - As “Seminar Series for Promotion of Female Employment Vol. 9,” the seminars of “Soft Skills, Mental Health Well-Being and Assertive Communication” were conducted online on September 2021.
 - JICA Expert is supporting FETI to establish their own career guidance programs based on what they have learned through the past Seminar Series and the draft of the career guidance manual with female perspective was completed.
 - JICA Experts are assisting to enhance female job placement and industry-academia linkages collaboration with four companies in Faisalabad and one MOU for job placement between FETI

and Masood Textile Mills Limited was signed.

- Activity 3-9: To present and demonstrate Project achievements and skills gained by FETI and trainees to industrialists and the public through publicizing means for gaining recognition to FETI and trainees, and for facilitating trainees' employment.
 - The institute is continuously preparing for final presentation in the process of TOT.

Activities for Output 4

- Activity 4-3: To conduct seminars to share the findings with stakeholders of each Taskforce.
 - 'On-line Pakistan-Japan Garment Business Talk: What do Japanese companies expect from Pakistani garment companies?' to the companies registered with PHMA, PRGMEA and FGCC was conducted on in December 2021.

1-3 Achievement of Output

Joint Monitoring of this project was conducted from May 30 to June 3, and a Joint Monitoring Reporting Meeting was held on June 3. At the meeting, the principals of each training institute explained the progress of their activities, their efforts, and the impact of this project, and all participants confirmed the status of achievement of each indicator of the project.

The following are the four Project Outputs of the project. At the monitoring meeting, these outputs, along with each of the indicators, were analyzed to evaluate the project's achievements.

- 1: Training plan is formulated to fulfill needs of garment industry.
- 2: Management capacity of PKTI and PRGTTI is strengthened.
- 3: Training system of FETI is developed.
- 4: Public and Private Partnership is strengthened for market expansion of garment products and women employment promotion.

In the evaluation of each Indicator, it was concluded that all indicators were achieved except for Indicator 2-3 "Rate of female trainees is increased to 50%" (PRGTTI & PKTI). The background and reasons for this are that although the number of Female Trainees were higher in 2021 than in 2019, however, the number of Male Trainees increased even more in the same period, resulting in a lower percentage of Female Trainees. Further data will be analyzed for a final report at the final JCC meeting to be held in September 2022.

1-4 Achievement of Project Purpose

For objective and verifiable indicators of Project objectives, JICA experts conducted a satisfaction survey of the companies where graduates of the training institute were employed. This survey was conducted in cooperation with training institutes to obtain basic information on students' employment status and target companies. We set as our Project Goal "Human resource is developed for market expansion of Pakistani

garment industry. And the following three are the indicators of the project and the evaluation and analysis results.

1: 70% of member companies that recruited graduates of target institutes are satisfied with their job performance: 27 Company staff were asked to fill out a questionnaire, of which 18 of the 27 responded "very satisfied" and the remaining 9 responded "satisfied, achieving more than 70% of the project target indicator 1. In addition, the hired graduates were highly evaluated for their basic skills, their quickness in learning techniques, and their attitude toward their work.

2: 70% of job applicants graduating from target institutes in 2019 and beyond get some kind of job as employees, interns, trainees, home-based workers or others. In 2021 and 2022, the total job placement rate for the three institutes was 85.1%, achieving the project target indicator of over 70%.

3: 80% of the trainers who have attended the TOT (Training of Trainers) meet the technical standards set by the project.:

For each of the three TOTs, the JICA experts set up evaluation criteria for each subject. Out of 16 teachers evaluated, 13 teachers met the evaluation criteria (81.3%) and the project indicators were achieved.

1-5 Risks and Actions for Mitigation

The following risk has been found by July 2022.

Risk 1: Possibility of COVID-19 impact on students' job-hunting rate

It is said that apparel/textile industry in Pakistan is being affected by COVID-19 impact. This situation could also have an impact on job-hunting status of students belonging to the training institutes. JICA Team need to assess correlations between the results of their job-hunting and pandemic of COVID-19 in the process of data collection (qualitative and quantitative) and analysis of their job-hunting status.

1-6 Progress of Actions undertaken by JICA

As for Risk 1, rate of success in students' job-hunting could decrease due to negative impact of COVID-19 on local apparel/textile industry. The training institutes and JICA Team will continuously organize and conduct seminars for employment promotion and strengthen networks between the institutes and companies to make it easier for students to build their career in the industry.

Although data collection regarding job-hunting status at each institute was already finished, findings based on the data collected so far are shown below;

- Dispatches to the Japanese Experts, which had been suspended due to the COVID-19 expansion since March in 2021, resumed in September 2021. JICA Experts did their best to minimize the negative impact due to COVID-19 by continuously providing trainings to the institutes online from Japan and onsite in Pakistan.
- In December 2021, at the request of PHMA, an Online Pakistan Japan Garment Business Talk was held to promote mutual understanding and future business between Pakistani and Japanese companies. About 60 people from Japan, and Pakistan participated in the event. Speakers from the Japanese side included

uniform consultants and speaker from a garment company that continues to do business with Pakistani companies, and from the Pakistani side, speaker from Interloop, which continues to do business with UNIQLO. In addition, the Counsellor for Trade and Investment at the Embassy of Pakistan in Tokyo spoke about the support programs. This Business Talk assisted deepen mutual understanding between Pakistani and Japanese companies, and provided an overview of what Japanese companies expect from Pakistani companies when conducting business.

- On December 21, 2021, together with PKTI, a fashion show was held in Lahore. The fashion show was organized in cooperation with PKTI, with the aim of showcasing the results of TOT (apparel planning, sewing, patternmaking, etc.) by PKTI teachers who received technical guidance from JICA. The cost of holding the fashion show was determined in consultation with PKTI, but was mainly covered by the project.
- In terms of women empowerment, JICA experts established a broad network with local training institutes, companies, universities, community leaders, and etc., and provided a wide range of support, including awareness-raising activities for women's schooling in the community, promotion of employment support for women trainees at the institutes, and introduction of soft skills training for the institutes. The culmination of these efforts was the production of a documentary video on women's success stories (titled "Weave Your Dreams"), which was shown at various occasions in communities and the institutes, bringing hope to female trainees and their candidates.
- On June 2022, Joint Monitoring was conducted in collaboration with JICA experts and Counterpart Pakistani Institute staff. On June 3rd, Joint Monitoring Reporting Meeting was held on-line, and Mr. Mudassar Siddiqui, Director, Textile Wing, Ministry of Commerce, Mr. Hiraki, Secretary, Embassy of Japan in Pakistan, and Mr. Asmat Ullah Kakar, Program Officer, JICA Pakistan Office, attended the meeting.

1-7 Progress of Actions undertaken by Pakistani side

- On December 21, 2021, together with PKTI, a fashion show was held in Lahore. The fashion show was one of the best opportunities of JICA's technical cooperation (apparel planning, sewing, patternmaking, etc.) to the PKTI faculty. PKTI faculty members, who received technical guidance from JICA, played a central role in planning the show, creating works, and preparing for the event.
- On June 2022, Joint Monitoring was conducted in collaboration with JICA experts and Counterpart Pakistani Institute staff. On June 3rd, Joint Monitoring Reporting Meeting was held on-line. At the meeting, the principals of each training institute explained the progress of their activities, their efforts, and the impact of this project. All the participants confirmed the status of achievement of each indicator of the project. Furthermore, the results of the evaluation of the project according to the JICA 6-point evaluation were shared among the participants. Finally, the participants discussed issues and recommendations after the completion of the project.

1-8 Progress of Environmental and Social Considerations (if applicable)

Not applicable in this project.

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

(1) Consideration on gender

The development of the career guidance manual for trainers, an activity of supporting the training institutes in their trainees' employment and entrepreneurship in the apparel industry (2-9, 3-8), can be utilized by both men and women, however, the content is particularly designed from the women's perspective. Assertive communication is included to encourage women to voice their opinions as women are likely to speak less than men due to cultural norms in Pakistan. It also incorporates topics on self-efficacy, as women are likely to have lower self-efficacy than men, as well as the knowledge of sexual harassment law and how to cope with them. The career guidance manual is designed to assist women to build a career and enable them to play an active role in the industry.

Furthermore, FETI has been operating the day care centre and medical centre which is placed female nurse at the institute so that numerous female trainees are able to get technical trainings by leaving their children at the day care centre and getting medical services. The operation of female friendly study environment at FETI has resulted in women being able to receive technical training and access medical service.

(2) Consideration on peace building

Not applicable in this project.

(3) Consideration on poverty reduction

From the view of poverty reduction, recruitment of trainees focusing on more vulnerable group can contribute to improvement of their household income and quality of lives. As potential trainee candidates of PKTI, PRGTTI, and FETI, vulnerable groups may include widows with children and family members with few earners. The project could reach out those needy groups to provide opportunities to acquire skills and secure employment. For instance, FETI trained single mothers with their children by providing day care centre service so that single mothers can get training. Moreover, FETI recruited orphans for the training, trained them and supported the job placement to secure employment.

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

(1) Other donors

- GIZ has completed 3 related projects called "Supporting TVET Reform," "Implementation of Social Standards in Textile and Garment Industry in Punjab," and "Improvement of labour and social standards in Pakistan's textile industry." They are currently implementing 1 related project called "Improvement of

Labour and Environmental Standards in Pakistan's Textile Industry (TextLES)" (2021-2023).

- UNIDO has launched a new project regarding "Apparel Design and Research Centre (ADRC)" in 2019. Readymade garment sector is one of their selected fields. It is important for JICA Team to closely communicate with ADRC and collaborate with them to get their supports for a part of final ceremony of the Project planned at the end of the project period since they are highly experienced in organizing fashion events.
- JICA Project for Supporting Promotion of Survivor Centered Approach for Protection, Rehabilitation and Economic Empowerment of Gender Based Violence Survivors in Lahore has launched on October 2021. The collaborations with the training institutes, PKTI, PRGTTI and FETI with the JICA Project are enhanced for the women economic empowerment activities.
- JICA Project for Advancing Quality Alternative Learning (AQAL) Phase II has launched (2021 - 2025). The possibility of the career guidance collaboration has been discussed and it is expected to have a synergy to strengthen career education for alternative learning program.

(2) Governmental body

- Ministry of Commerce merged MINTEX in August 2017, and formed new Ministry as "Ministry of Commerce and Textile Industry." After that, Ministry Commerce formed Textile Wing, which is organized with the same members of MINTEX.

- Regular exchange of information with National Textile University (NTU), an institute of higher education in the field of textiles and apparel, has been conducted. In addition, the institute and JICA project have been actively cooperating with each other, for example, by lending NTU equipment for the TOT programs.

(3) Private sector

- In collaboration with the activities of female trainee's employment support, JICA team is inviting Pakistani company to exhibit at Tokyo fashion week, Japan's largest apparel industry and business exhibition, to be held in Tokyo in October, 2022. Currently, Diamond Denim, one of the branches of the Sapphire Group and two companies are in the discussion phase about visiting Tokyo and exhibiting at the show.

2. Delay of Work Schedule and/or Problems

As of July 2022, there are no schedule delays on this project.

3. Modification of the Project Implementation Plan

There are no changes to the project implementation plan. The project is being conducted as planned.

4. Preparation of counterpart organization in Pakistan toward after completion of the Project

■ Maintenance of a system of collaboration between the three institutes

As the project is approaching to completion, counterparts and JICA Expert Team are trying to shift a focus to independence and continuous progress of counterparts after the project completion. JICA Expert Team continues to encourage and support counterparts to take active and motivated actions for their continuous progress.

(1) Creation of a synergy system by utilizing the strengths of the three institutes:

The three institutes have been working together on the preparation of the fashion show, and the joint preparatory work has been carried out by utilizing and complementing the respective strengths of PKTI, PRGTTI and FETI. The project has promoted awareness and understanding of the strengths of the three institutes and strengthened complementary relationships, and the foundation of the collaborations was established. Furthermore, the three institutes understand the importance of this collaborations. In addition, the project promoted academic-industrial partnerships and collaborations with National Textile University. Hence, the comprehensive synergistic effect can be expected from future continues collaboration between the three institutes, the university and academic-industrial partnerships.

(2) Employment support system at the three institutes:

As part of the program development for the implementation of employment support at the three institutes, the three institutes exchanged opinions and information, made joint company visits and developed a career guidance program manual for trainers. The manual is due to be completed in September, 2022 and the plan is to provide follow up session for trainers how to use the manual and to strengthen the employment support system at the training institutes. Synergies in employment support can be expected from these cultivated joint job placement support partnerships between the three institutes.

(3) Follow-up action towards the completion of the project

For the purpose of sustainability and follow-up after the completion of this project, we are planning to conclude an MOU among the three training institutes (PKTI, PRGTTI, and FETI), which will include regular meetings to exchange ideas or opinions and continue collaboration among the three institutes. The MOU will also include the cooperation with other related organizations such as PHMA, PRGMEA, and FGCC, which are unions with jurisdiction over the three institutes, as well as the Textile Division of the Ministry of Commerce, National Textile University.

During the next visit, we will have detailed discussions to conclude the MOU by consensus. The signing of the MOU will ensure the continuation of the collaboration between the three institutes and the sustainability of the project's technology transfer, marketing, and gender initiatives, which have been implemented since 2016.

End of Monitoring Sheet 3-1

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: **Project for Skill Development and Market Diversification (PSMDM) of Garment Industry** **Version 11.0**
Implementing Agency: Textile Wing (Ministry of Commerce), PKTI, PHMA, PRGTTI, PRGMEA, FETI, and FGCC **Dated July 31st, 2022**
Target Group: Staff of Textile Wing, principal, trainers, and staff in PKTI, PRGTTI, FETI, PPP Taskforce members of PHMA, PRGMEA and FGCC, and Members of TWG
Period of Project: May 2016–December 2022 (Activities in Pakistan will be completed by Nov 2022)
Project Site: Lahore, Faisalabad **Model Site: -**

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Human resource is developed for increasing production of high value-added textile products in Pakistan.	Job placement rate of graduates of government training institutes is increased.	MINTEX National Statistics		N/A	
Project Purpose Human resource is developed for market expansion of Pakistani garment industry.	1. 70% of member companies that recruited graduates of target institutes are satisfied with their job performance 2. 70% of job applicants graduating from target institutes in 2019 and beyond get some kind of job as employees, interns, trainees, home-based workers or others. 3. 80% of the trainers who have attended the Training of Trainers meet the technical standards set by the project.	Monitoring Report Project Progress Report Project Progress Report	Economic situation in Pakistan is improved.	Completed Completed Completed	18 out of the 27 company staff answered "Very satisfied" with the work of graduates, and 9 staff are "Satisfied". No answer of Dissatisfied or Very Dissatisfied. In 2021 and 2022, the total job placement rate for the three institutes was 85.1%. Out of 16 teachers evaluated, 13 teachers met the evaluation criteria (81.3%).
Outputs					
1. Training plan is formulated to fulfill needs of garment industry.	1-1. Training Plan for each institute is prepared based on three surveys	1-1 Project Training Plan	Trainers and staff remain working in institutes.	Completed	3 kinds of survey are conducted in Phase I. After the survey, CBMs and SCs are planned.
2. Management capacity of Pakistan Knitwear Training Institute (PKTI) and Pakistan Readymade Garments Technical Training Institute (PRGTTI) is strengthened.	2-1. 10 numbers of curriculum are developed and utilized for TOTs and model courses. 2.2. Result of training evaluation is continuously reflected to improve training activities. 2-3. Rate of female trainees is increased to 50%.	2-1 Project Progress Report 2-2 Project Progress Report 2-3 Project Progress Report		Completed Completed Ongoing	A curriculum of Common Basic Modules consisting of 10 modules and Specialized Courses consisting of 12 modules has been developed. The evaluation, monitoring and lessons learned in TOTs / model courses are reflected in the TOT training plans. The percentage of female trainees of three institutes in 2021 was 34.4%. This data will be updated from July 2022.
3. Training system of Female Exclusive Training Institute (FETI) is developed.	3-1. 5 numbers of curriculum are developed and utilized for TOTs and model courses. 3-2. 4 numbers of trainers are hired and trained. 3-3. 3 numbers of actions to recruit women trainees are conducted. 3-4. 120 women trainees start to be trained.	3-1 Project Progress Report 3-2 Project Progress Report 3-3 Project Progress Report 3-4 Project Progress Report		Completed Completed Completed Completed	A curriculum of Common Basic Modules consisting of 10 modules and selected Specialized Courses has been utilized for TOTs. 5 instructors have been hired and trained. Geographical survey, community visit, announce in mosque & media campaign, collaboration with stakeholders. 252 trainees in total (as of April 2022)
4. Public and Private Partnership are strengthened for market expansion of garment products and women employment promotion.	4-1. The Taskforce meeting and workshop are held by each Taskforce regularly. 4-2. One feasible action plan is formulated by each Taskforce.	4-1 Project Progress Report 4-2 Project Progress Report		Completed Completed	9 times of TFM 8 times of TFV TFM: Nov 2019 TFV: Sep 2019

Activities	Inputs	Important Assumption	
	<p>The Japanese Side</p> <p>1. JICA experts including: - Chief Advisor/Garments Industry Human Resource Development/Women Economic Empowerment - Assistant Chief Advisor/Training Management/Industry Linkage - Production Engineering (1) /Stitching Techniques - Production Engineering (2)/Production Engineering 2/Total Production Maintenance/Machinery Planning: - Apparel Planning - Market Analysis - Training Management/Assistant Woman Economic Empowerment/Coordinator 1</p> <p>2. A part of expenses for activities such as training materials,</p>	<p>The Pakistani Side</p> <p>1. Counterpart Personnel from MINTEX, PKTI/PHMA, PRGTTI/PRGMEA and FETI/FGCC respectively including salary and travel allowance. 2. Office spaces for the JICA expert team with necessary facilities such as furniture, A/C and internet connection in MINTEX, PKTI/PHMA, PRGTTI/PRGMEA and FETI/FGCC respectively. 3. Stipend for trainees. 4. Operational cost for the target training institutes. 5. Necessary facilities and equipment for FETI except for necessary training equipment to be provided by JICA. 6. A part of expenses for activities such as PR for recruitment of trainees, consumable for training, workshops and seminars.</p>	<p>Trainers and staff remain working in institutes.</p> <p>Necessary trainers are appointed timely.</p> <p>Government fund for skill development such as PSDF is sustained. Taskforce and TWG members remain as same.</p>
<p>1-1. To conduct needs survey on human resource demand from garment industry.</p> <p>1-2. To conduct trend analysis on international garment industries.</p> <p>1-3. To conduct social and gender survey in target training sites.</p> <p>1-4. To formulate training plan for the target training institutes based on Activities from 1-1 to 1-3.</p> <p>1-5. To formulate equipment plan for the target training institutes.</p> <p>2-1. To procure and install necessary training equipment for PKTI and PRGTTI based on Activity 1-5.</p> <p>2-2. To analyze existing curriculum, syllabus and training materials of PKTI and PRGTTI.</p> <p>2-3. To improve existing curriculum, syllabus and training materials of PKTI and PRGTTI based on trend and needs from garment industry.</p> <p>2-4. To conduct TOT on technical skills and teaching methods for trainers of PKTI and PRGTTI.</p> <p>2-5. To conduct model courses based on Activity 2-4.</p> <p>2-6. To evaluate the model courses and apply the result to training plan onward.</p> <p>2-7. To improve training contents continuously by repeating Activities from 2-2 to 2-6.</p> <p>2-8. To conduct short-term training courses on factory management for middle and line managers in garment industry.</p> <p>2-9. To support training institutions in their trainees' employment in the apparel industry and entrepreneurship, mainly targeting on female trainees</p> <p>2-10 To present and demonstrate Project achievements and skills gained by PKTI, PRGTTI and trainees to industrialists and the public through publicizing means for gaining recognition to PKTI, PRGTTI and trainees, and for facilitating trainees' employment</p> <p>3-1. To procure and install necessary training equipment for FETI based on Activity 1-5.</p> <p>3-2. To develop curriculum, syllabus and training materials of FETI by applying Output 2 based on trend and needs from garment industry.</p> <p>3-3. To conduct TOT on technical skills and teaching methods for newly hired trainers.</p> <p>3-4. To conduct OJT on school management including job placement service.</p> <p>3-5. To promote recruitment of woman trainees.</p> <p>3-6. To conduct model courses based on Activity3-3.</p> <p>3-7. To evaluate the model courses.</p> <p>3-8. To support training institutions in their trainees' employment in the apparel industry and entrepreneurship through strengthening cooperation with industry-academia linkages, collaboration with communities, awareness-raising activities to promote female employment, and other activities</p> <p>3-9 To present and demonstrate Project achievements and skills gained by FETI and trainees to industrialists and the public through publicizing means for gaining recognition to FETI and trainees, and for facilitating trainees' employment</p> <p>4-1. To establish two kinds of Public and Private Partnership Taskforces/Taskforce for market expansion of garment products (TFM) and Taskforce for women employment promotion (TFW).</p> <p>4-2. To conduct market survey and competitor analysis such as China, India and Bangladesh by the Taskforce for Marketing (TFM).</p> <p>4-3. To conduct seminars to share the findings with stakeholders of each Taskforce.</p> <p>4-4. To make strategy and action plan for market expansion of garment products and women employment promotion.</p>		<p>Pre-Conditions</p> <p>- Security condition of Pakistan is stable at Project sites.</p> <p>- As of July 2022, the situation of COVID-19 in the implementation sites has been settled and JICA experts are able to travel to the sites.</p>	
		<p>Pre-Conditions</p> <p>- Security condition of Pakistan is stable at Project sites.</p> <p>- As of July 2022, the situation of COVID-19 in the implementation sites has been settled and JICA experts are able to travel to the sites.</p>	
		<p>Issues and Countermeasures</p> <p>How much pandemic of COVID-19 made an impact on students' job-hunting situations is under analysis.</p> <p>JICA Team had meeting with Mr. Mudassar, Director General of Textile Wing, to explain the progress and future plan of this project in detail.</p>	

Project Monitoring Sheet II

Version 11.0
Dated July 31st, 2022

Project Title: The Project for Skills Development and Market Diversification (PSDMD) of Garment Industry

		2016																2017																2018																2019																2020																2021																2022																Monitoring			
Inputs	Plan	2016				2017				2018				2019				2020				2021				2022				Remarks	Issue	Solution																																																																																					
		II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I				II	III	IV																																																																																		
Expert																																																																																																																					
• Chief Advisor/Garments Industry Human Resource Development/Production Engineering (1)	Plan																																																																																																																				
Actual																																																																																																																					
• Chief Advisor/Garments Industry Human Resource Development/Women Economic Empowerment	Plan																																																																																																																				
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• Assistant Chief Advisor/Training Management/Industry Linkage	Plan																																																																																																																				
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• Production Engineering (2) (Stitching Techniques)	Plan																																																																																																																				
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• Total Production Maintenance/Machinery Planning	Plan																																																																																																																				
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• Market Analysis	Plan																																																																																																																				
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• Women Economic Empowerment	Plan																																																																																																																				
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• Training Management/Assistant Women Economic Empowerment/Coordinator 1	Plan																																																																																																																				
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• Apparel Planning	Plan																																																																																																																				
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• Equipment Procurement and Installation Support/Assistant Market Analysis/Coordinator 2	Plan																																																																																																																				
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2.10 To present and demonstrate Project achievements and skills gained by PKTI, PRGTTI and trainees to industries and the public through publishing means for gaining recognition to PKTI, PRGTTI and trainees, and for facilitating trainees' employment.	Plan																																																																																																																				
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3.3 To conduct TOT on technical skills and teaching methods for newly hired trainers.	Plan																																																																																																																				
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Reports/Documents																																																																																																																					
Work Plan	Plan																																																																																																																				
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Public Relations																																																																																																																					
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Note: Scheduled period
 Period for actual on-site activity
 Period for actual domestic activity

業務従事者の従事計画・実績表 (2022年10月)

契約件名: パキスタン国アパレル産業技能向上・マーケット多様化プロジェクト (第3期)

1. 現地業務

氏名	格付	渡航回数	2022										日数		
			4月	5月	6月	7月	8月	9月	10月	11月	12月	人・月 (M/M)			
													現地	国内	
藤田 めぐみ	3号	計画												45日	
		実績													1.50
業務主任者/アパレル産業人材育成/ 女性の経済的エンパワメント	3号	計画												45日	
		実績													1.50
小島 路生	2号	計画												55日	
		実績													1.83
副業務主任者/研修管理/産学連携	2号	計画												55日	
		実績													1.83
北村 幸照	2号	計画												95日	
		変更													3.17
生産技術1(1)/縫製技術	2号	計画												95日	
		実績													3.17
森 靖臣	3号	計画												84日	
		実績													2.80
生産技術1(2)/生産技術2/生産保全/ 機材計画	3号	計画												46日	
		実績													1.53
多田 奈保美	6号	計画												60日	
		実績													2.00
研修管理/女性の経済的エンパワ メント補佐/業務調整	6号	計画												60日	
		実績													2.00
郷 貞子	4号	計画												80日	
		実績													2.67
アパレル企画	4号	計画												80日	
		実績													2.67
現地業務小計											現地 計画	381日			
											現地 実績	12.70			
											国内 計画	370日			
											国内 実績	12.33			

凡例:
 計画
 自社負担計画

2. 国内業務

氏名	格付	渡航回数	2022										日数		
			4月	5月	6月	7月	8月	9月	10月	11月	12月	人・月 (M/M)			
													現地	国内	
藤田 めぐみ	3号	計画												16日	
		実績													0.80
業務主任者/アパレル産業人材育成/ 女性の経済的エンパワメント	3号	計画												14日	
		実績													0.70
小島 路生	2号	計画												33日	
		実績													1.65
副業務主任者/研修管理/産学連携	2号	計画												21日	
		実績													1.05
北村 幸照	2号	計画												14日	
		実績													0.70
生産技術1(1)/縫製技術	2号	計画												12日	
		実績													0.60
森 靖臣	3号	計画												9日	
		実績													0.45
生産技術1(2)/生産技術2/生産保全/ 機材計画	3号	計画												9日	
		実績													0.45
多田 奈保美	6号	計画												20日	
		実績													1.00
研修管理/女性の経済的エンパワ メント補佐/業務調整	6号	計画												16日	
		実績													0.80
郷 貞子	4号	計画												10日	
		実績													0.50
アパレル企画	4号	計画												10日	
		実績													0.50
国内業務小計											国内 計画	102日			
											国内 実績	5.10			
											合計	計画	日数	483日	
											合計	実績	日数	17.80	
											合計	計画	人・月	17.80	
											合計	実績	人・月	16.43	

報告書等	4月	5月	6月	7月	8月	9月	10月	11月	12月
	▲事業実施計画書	▲ワークプラン	▲Joint Monitoring	▲Monitoring Sheet Ver. 1.1			▲Presentation Event JCC		Final Report▲

**Minutes for
Joint Monitoring Reporting Meeting
(Technical Working Group Meeting)
on
the Project for Skills Development
and Market Diversification (PSDMD) of Garment Industry
in Islamic Republic of Pakistan**

Joint Monitoring Reporting Meeting (Technical Working Group Meeting) on the Project for Skills Development and Market Diversification (hereinafter referred to as “PSDMD”) of Garment Industry in Islamic Republic of Pakistan was held online on June 3rd, 2022 (Islamabad, Lahore, Faisalabad, and Japan).

The opening remarks were made by Mr. Mudassar Raza Siddiqi, Director of the Textile Wing of the Ministry of Commerce. Mr. Tayyab, Principal of PKTI, expressed his condolences on the demise of Mr. Adil Butt and Prof. Yasuhiro Shoda and acknowledged their contributions in the establishment of this project (PSDMD). The participants received a review of the summary of the projects Purpose, Outputs, and Project Period (see Annex 1). In addition, Mr. Kojima, the Assistant Chief Advisor of the PSDMD project, explained the Methods of Joint Monitoring on PSDMD and JICA's Project Evaluation. Furthermore, the process and schedule for the actual evaluation work was explained as well.

2. Evaluation of Project Indicators

At the beginning of the evaluation, Mr. Shahbaz Zafar Malik, the Project Officer of the PSDMD team, introduced the Evaluation of Project Indicators, which are necessary to conduct the evaluation, and confirmed the achievement of the Project Goal. PKTI and PRGTTI gave an explanation of the results of the evaluation based on the three indicators, along with the details of the questionnaire, number of people and companies surveyed. Next, in relation to Indicator 3, three JICA experts introduced the contents and progress of TOT instruction in the project, the on-line TOT under the pandemic, and the teaching materials prepared for TOT. Then, they presented the evaluation indicators and results for the target teachers, as well as their future plans for TOT. Finally, Mr. Shahid Hanif, the Project Officer of the PSDMD team, summarized the evaluation results of Indicator 3.

In the evaluation of each Indicator, it was concluded that all indicators were achieved except for Indicator 2-3 “Rate of female trainees is increased to 50%” (PRGTTI & PKTI). The background and reasons for this are that although the number of Female Trainees were higher in 2021 than in 2019, however, the number of Male Trainees increased even more in the same period, resulting in a lower percentage of Female Trainees. Mr. Kojima summarized the evaluation results and commented that the overall goal of the project, “Human resource is developed for increasing production of high value-added textile products in Pakistan.” was achieved. However, he concluded that it needs more efforts to achieve the Overall goal by collaborating with more technical schools, universities and industries, including the development of middle management and advanced technicians.

3. Share experiences of three institutes

PKTI, PRGTTI, and FFTI presented the achievements of their respective training institutes. PKTI told that they are now functioning as a sustainable institute through the JICA project, which made it possible to open a BA course with Fashion designing and Textile Designing Course. In addition,

the Institute was selected as a BILT project of UNESCO-UNEVOC International Centre for TVET, as one of only nine such institutions in the world. PRGTTI pointed out that the faculty mind-set has changed significantly since receiving TOT. In particular, the start of the fashion design project as a TOT was a new discovery for PRGTTI. In addition, learning 5S practices and Soft Skills led to the establishment of the ADRC (Apparel design and research center) in collaboration with the Industrial department.

FETI shared its experiences and the achievements on gender issues similar to the three institutes. First, trainers' knowledge of female employment support has increased, and a video documentary focusing on the success stories of women graduates of the three schools was completed. In addition, FETI emphasized that the Joint Career Guidance Manual with a Gender Perspective has enhanced the job placement system at FETI, PKTI and PRGTTI. Furthermore, FETI has been able to sign an MOU for job placement with Masood Textile Mills. Moreover, FETI has promoted Home Based Worker assistance, and has made significant contributions to the establishment of facilities for female trainees (daycare center and medical office).

4 . Analysis based on Six Criteria of JICA Evaluation

As a summary of the evaluation, Mr. Kojima shared JICA's Six DAC Evaluation Criteria and the results of the analysis of project evaluation as per the criteria.

5 . Post-project recommendations

Finally, post-project recommendations by PKTI and PRGTTI were suggested. The major points are the need for training for middle management positions who understand the actual workplace, and the need for more training, especially in the areas of pattern making and design planning, for the future conversion to ODM in the Pakistani industry. In addition, they mentioned the development of the industry through digital technology based on The Smart Institute and the strengthening of cooperation between higher education institutions and the industry beyond the sector.

6 . Share any other ideas or concerns

During the discussion, PRGTTI suggested that the Smart factory initiative be introduced as a future project with JICA as an initiative of the three institutes. PRGTTI explained the current situation of Pakistan, while European garment factories are making progress in digitization of factories and green garments factories, Pakistan has yet to make progress compared to its neighbor Bangladesh. Mr. Kojima pointed out the importance of environmental issues and awareness and he commented that this is a key word in planning future projects, as there is awareness of the issue not only in Pakistan but also in Japan.

Closing Remark was presented by Mr. Asmat Ullah Kakar, Programme Officer from JICA Pakistan Office, and he expressed JICA's expectation that the project will achieve even further achievements over the remainder of its term.

June 3rd, 2022

Note:

PKTI: Pakistani Knitwear Training Institute

PRGTTI: Pakistani Readymade Garments Manufacturers Technical Training Institute

FETI: Female Exclusive Training Institute

Annex : Joint Monitoring Reporting Meeting Presentation Slides

**Minutes of Meeting
for
the 6th Joint Coordinating Committee (JCC)
on
the Project for Skills Development
and Market Diversification (PSDMD) of Garment Industry
in Islamic Republic of Pakistan**

The 6th Joint Coordinating Committee (hereinafter referred to as “JCC”) Meeting to review progress and summary of the Project for Skills Development and Market Diversification (hereinafter referred to as “PSDMD”) of Garment Industry in Islamic Republic of Pakistan was held on September 28th, 2022 at Serena Hotel, Islamabad, which had conducted its activities in three phases from May 2016 to December 2022.

2. The Meeting started with the (virtual) opening remarks from Mr. Mudassar Raza Siddiqi, Director General (Textile), Ministry of Commerce (Textile Wing) wherein he highlighted significance of the aforementioned project in respect of Capacity Building, Marketing and Women Economic Empowerment. He further emphasized that with an enhanced women participation in manufacturing in line with of Textiles and Apparel Policy 2020-25, and capacity development programs specifically related to fashion designing, pattern making, marketing, lean/smart factory management practices, Pakistan’s textiles and apparel value-chain may diversify products, improve productivity, reduce cost and enhance its quantum of exports globally. The JCC was attended in person by Mr. Umar Farooq, Section Officer (Textile), Ministry of Commerce.

3. As a first part of JCC, an overview of Joint Monitoring conducted in May 2022 was presented to the attendees (**Annex-1**). The presentation included inputs from Mr. Kitamura and Mr. Mori (JICA experts) on the evaluation methodology in each TOT, reports from Mr. Tayyab, Dr. Kamran and Ms. Fakhar-Un-Nisa (the principals of PKTI, PRGTTI and FETI) on achievement level of each indicator, and results of the evaluation from Mr. Kojima.

4. In the first round of presentations, Mr. Tayyab briefed about three goals set before the start of the project and shared achievements from preliminary research by JICA to the final skills demonstration. In pursuance of the goal “*Establish Legal Base and Get Affiliations*”, PKTI received legal certification as an institute and sponsorship from the companies (**Annex-2**). Notably, PKTI received an evaluation from EDF that it had trained more than 2,800 trainees by the year 2020, the most of any institution receiving funds from EDF (**Annex-3**). He briefed about research achievements and the opening of classes for transgender students to accomplish the goal “*Improve Reputation and Contribute to Industry*”. With regards to “*Become Self-Sustainable without compromising mandate goal*”, in addition to the opening of self-funded classes, PKTI is selected among nine (9) Technical and Vocational Education and Training (TVET) providers from the Africa, Asia and Europe (**Annex-4**) that will co-develop and pilot *New Qualifications and Competencies (NQC)*, *Self-Reflection Tool (SRT)* under “*Bridging Innovation and Learning in TVET (BILT)*” project of UNESCO-UNEVOC.

5. Afterwards, Dr. Kamran shared that PRGTTI faced many challenges in training of teachers, improving curriculum and technology and promoting gender specific activities before the launch of this project. This Project initiatives included the understanding of needs in marketing through research and revision of the curriculum to meet the needs of industry. Further, this project facilitated trainers to focus on methodology/delivery of training

and improving management skills. In addition, he shared that a socio-economic gender survey along-with workshops and seminars were conducted to deliberate on the problems being faced by women working in textiles and apparel industry of Pakistan, and achievements in the development of a Career Guidance Manual.

6. In a final round of presentations, Ms. Fakhar-Un-Nisa shared the history of the first public sector female-exclusive training institute in Pakistan, established with the mutual support of JICA and Ministry of Commerce, Textile Wing (erstwhile Textile Division) and highlighted the challenges faced and measures taken to induct the female trainees. Examples included the implementation of social and gender surveys, collaboration with the community for females with social constraints to attend the institute in the early stages of the project, the career development activities for trainees, and efforts to support them in getting jobs through the partnerships with textiles and apparel companies (**Annex-5**) done in collaboration with JICA PSDMD and Ministry of Commerce (Textile Wing). It was highlighted that FETI had trained a total of 297 graduates and strengthened the employment for the female trainees. The presentation concluded with a message that FETI aims to make s contributions to apparel industry exports and the female work force.

7. The meeting was continued by a discussion on ensuring the sustainability after completion of the project. First, Mr. Sajid (Vice Chairman, PRGTTI) asked JICA experts that *"Customers in Europe and other countries send pattern designs to denim mills, however Pakistani side has difficulty in reading the designs. Sometimes there are mistakes in the design. Are the trained operators qualified enough to confidently point out the mistakes?"*. Mr. Kitamura responded that *"To read and understand a pattern design requires a very wide range of skills, so a training institute graduate (operator) does not have the ability to do everything. However, JICA experts are supporting them to guide them on what kind of skills are needed from that wide range"*. Next, Mr. Umar Farooq asked the participants that *"would it increase the participation of women in the industry if the current two working shifts model for women be changed to a three shifts model?"* Mr. Sajid and Mr. Rehan (Chairman FGCC) said that it may be workable depending on the area and elaborated that three shift model may have a positive effect in urban areas whereas rural areas may have the challenges. Mr. Mangat pointed out although the share of women employment has increased in apparel/garment factories in Pakistan over the period of time, however women should also be inducted in spinning, weaving, dyeing and printing factories that manufacture raw material and intermediates for value-added apparel sector.

8. Mr. Rehan highlighted the importance of changing the mind-set to make the women's families and relatives understand how necessary education and training is for them. Mr. Sajid further pointed out that the marketing part of the project was insufficient and asked about the possibility of cooperation with Japanese companies for this purpose, as once the training institutes had acquired the techniques, they would need to work towards marketing the products. In response, Mr. Kojima explained that the project had so far carried out activities to strengthen the marketing during the six years and still there is a time before the project is completed, so the PSDMD team would like to cooperate as much as possible.

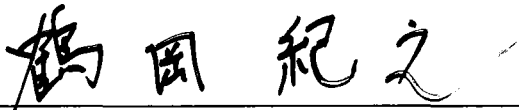
9. Finally, three training institutes concluded with future recommendations as follows.

- i. Capacity building vis-a-viz Productivity and Process Improvement, Quality Function Deployment, Kaizen, Factory Management, etc. to produce *"high value-added and high quality textile products"*
- ii. Advance level trainings in Fashion Designing (2D, 3D Simulation), Pattern Making and Marketing, E-Commerce, etc. so that Pakistan's textile industry may shift from OEM to ODM model.
- iii. Collaboration between training institutes, universities and industry, and establish a comprehensive human resource development plan necessary for manufacturing of high value-added products.

10. As a conclusion to the PSDMD project, an MOU was signed between PKTI, PRGTTI and FETI to ensure that collaboration and cooperation between three institutes will continue in the future (**Annex-6**).

11. Finally, the congratulatory messages were shared from JICA experts who remained the part of the project. JCC meeting was then wrapped up with the closing remarks from Mr. Noriyuki Tsuruoka, Senior Representative, JICA Pakistan Office wherein he thanked all the stakeholders and PSDMD team. He apprised that no one could have predicted COVID-19, however despite all the challenges a lot has been achieved. He concluded the session while emphasizing an impact of the project in upskilling of trainers/teachers, institutes and especially increasing in female trainees while highlighting achievement of JICA's recommendations on women economic empowerment that were made a part of Pakistan's Textiles and Apparel Policy, 2020-2025.

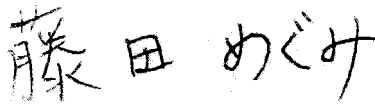
November 21st, 2022



Noriyuki Tsuruoka
Senior Representative,
JICA Pakistan Office



Mudassar Raza Siddiqi
Director General (Textile),
Ministry of Commerce, Textile Wing
(JICA PSDMD Project Facilitator)



Megumi Fujita
Chief Advisor,
JICA PSDMD Project Team

Note:

PHMA: Pakistan Hosiery Manufacturers and Exporters Association

PRGMEA: Pakistan Readymade Garments Manufacturers and Exporters Association

FGCC: Faisalabad Garment City Company

PKTI: Pakistan Knitwear Training Institute

PRGTTI: Pakistan Readymade Garments Manufacturers Technical Training Institute

FETI: Female Exclusive Training Institute

Annex 1: 6th JCC Meeting Presentation Slides

Annex 2: PKTI TAXPAYER Registration Certificate and NTN registration

Annex 3: Minutes of Meeting with EDF confirming the same

Annex 4: UNESCO-UNEVOC International Centre for TVET confirmation

Annex 5: MOUs, Social Gender Survey Report, Career Guidance Manual. Also Refer to Annex 1

Annex 6: MOU between PKTI, PRGTTI and FETI



The Project for
Skills Development and Market
Diversification **(PSDMD)**
of Garment Industry in Pakistan

6th Joint Coordination Committee

28th Sep 2022



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Opening Remarks

Mr. Mudassar Raza Siddiqi, Director General
Textile Wing, Ministry of Commerce

6th Joint Coordination Committee, PSDMD

Agenda

1. Presentation on Summary of Joint Monitoring conducted in May, 2022
2. Overall project achievement: PKTI presentation
3. Overall project achievement: PRGTTI presentation
4. Overall project achievement: FETI presentation
5. Discussion on ensuring sustainability after project completion
6. MOU signing by PKTI, PRGTTI, and FETI on continuation of collaboration after JICA project

Agenda.1

Presentation on Summary of Joint Monitoring
conducted in May, 2022

Presentation on Summary of Joint Monitoring conducted in May, 2022

Contents

1. Methods of Joint Monitoring on PSDMD
2. Evaluation of Project Indicators
 - Achievement of Project Goal
 - Achievement of Project Outputs
3. Analysis based on Six Criteria of JICA Evaluation

1. Methods of Joint Monitoring on PSDMD

Joint Monitoring, PKTI 30th May 2022

PRGTTI&FETI, 31st May 2022

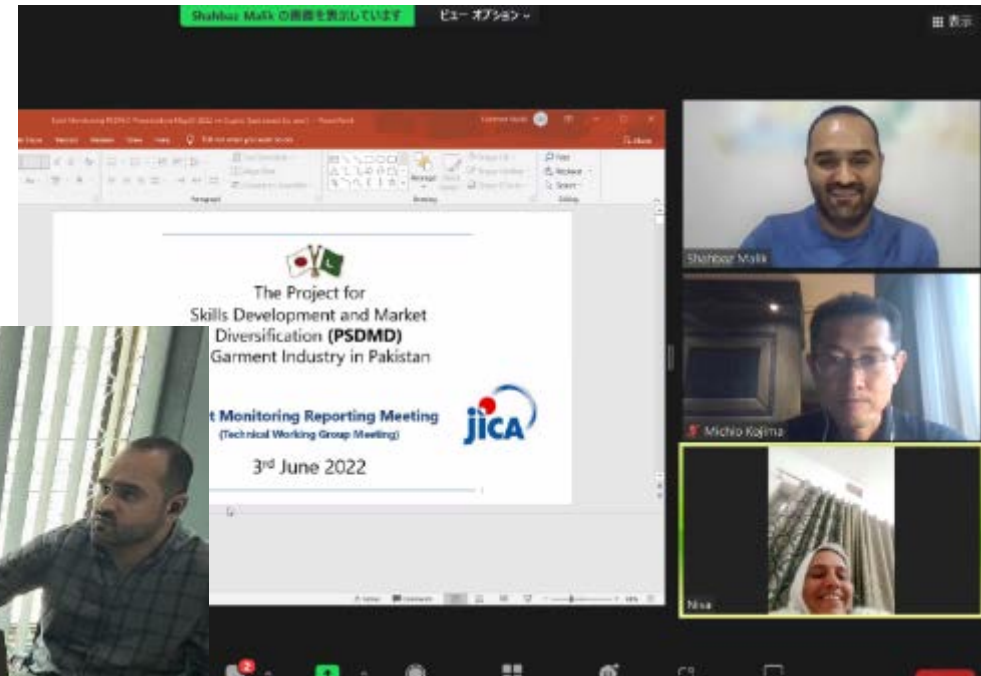
On-line Joint Monitoring Reporting Meeting, 3rd June 2022

PKTI



FETI

PRGTTI



2. Evaluation of Project Indicators

PSDMD Project Indicators

Narrative Summary	Objectively Verifiable Indicators
Project Purpose	
Human resource is developed for market expansion of Pakistani garment industry.	1.70% of member companies that recruited graduates of target institutes are satisfied with their job performance
	2.70% of job applicants graduating from target institutes in 2019 and beyond get some kind of job as employees, interns, trainees, home-based workers or others.
	3. 80% of the trainers who have attended the TOT (Training of Trainers) meet the technical standards set by the project.
Outputs	
1. Training plan is formulated to fulfill needs of garment industry.	1-1. Training Plan for each institute is prepared based on three surveys
2. Management capacity of Pakistan Knitwear Training Institute (PKTI) and Pakistan Readymade Garments Technical Training Institute (PRGTTI) is strengthened.	2-1. 10 numbers of curriculum are developed and utilized for TOTs and model courses.
3. Training system of Female Exclusive Training Institute (FETI) is developed.	2.2. Result of training evaluation is continuously reflected to improve training activities.
	2-3. Rate of female trainees is increased to 50%.
	3-1. 5 numbers of curriculum are developed and utilized for TOTs and model courses.
	3-2. 4 numbers of trainers are hired and trained.
4. Public and Private Partnership are strengthened for market expansion of garment products and women employment promotion.	3-3. 3 numbers of actions to recruit women trainees are conducted.
	3-4. 120 women trainees start to be trained.
	4-1. The Taskforce meeting and workshop are held by each Taskforce regularly.
	4-2. One feasible action plan is formulated by each Taskforce.

2-1. Achievement of Project Goal

<Project goal>

Human resource is developed for market expansion of Pakistani garment industry.

<Indicator 1>

- 70% of member companies that recruited graduates of target institutes are satisfied with their job performance

<Indicator 2>

- 70% of job applicants graduating from target institutes in 2019 and beyond get some kind of job as employees, interns, trainees, home-based workers or others.

<Indicator 3>

80% of the trainers who have attended the TOT (Training of Trainers) meet the technical standards set by the project.

<Indicator 1>

70% of member companies that recruited graduates of target institutes are satisfied with their job performance

<Methods: Application of Questionnaire > 27 company staff surveyed



<Indicator 1>

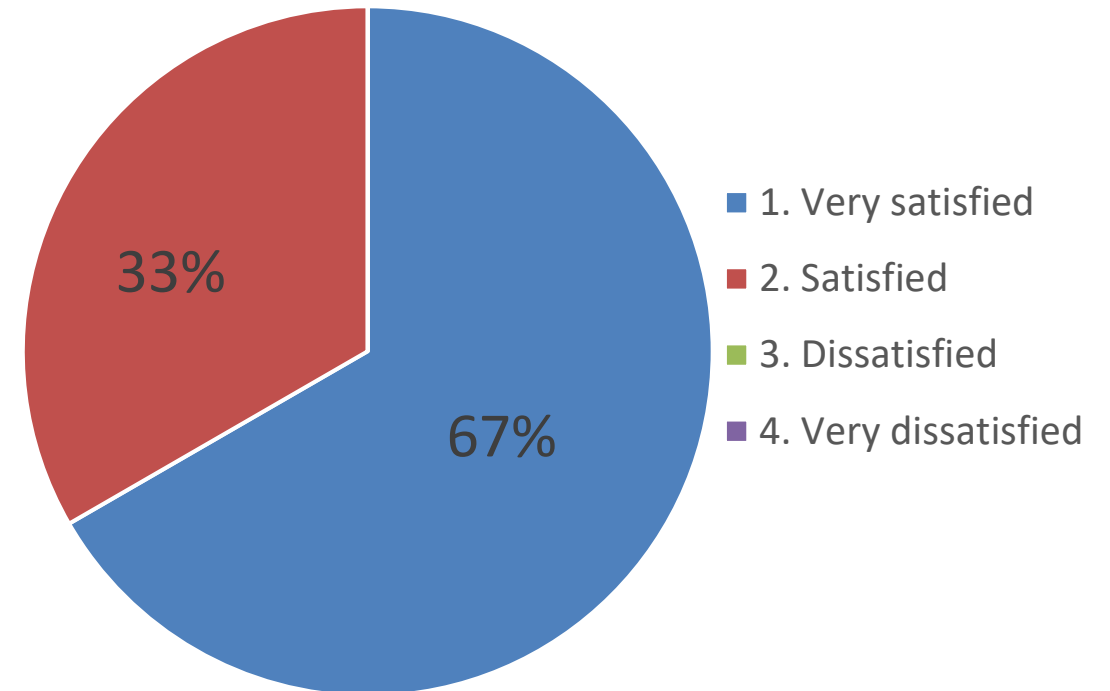
70% of member companies that recruited graduates of target institutes are satisfied with their job performance

<Results as of May 2022>

Achieved

- 18 out of the 27 company staff answered “Very satisfied” with the work of graduates, and 9 staff are “Satisfied”.
- No answer of Dissatisfied or Very Dissatisfied
- Achieved more than 70% of the project target indicator 1.

Q1 Are you satisfied with the performance of the graduates?



Why you are satisfied with graduates?

- Their attitudes are very positive.
- Good education level, Apprehension of instruction is good, punctual, hard working and have the ability to adapt to new challenges.
- Quick learners, basics are strong and hard working with good attitude.
- Theoretical knowledge was good. Attitude and communication was good.
- They have basic skills, given training of machine threading, machine stitches knowledge



Do you want to hire graduates again? And Why? (100% company staff answered Yes)

- Because we want to make a new female unit and institutes like FETI will surely be a great help in it.
- We are in the process of expanding and would want more graduates to fill the roles
- Yes, we are always interested in well trained people
- PKTI staff visited our company and observed and learned our needs and are providing trainees accordingly.
- They basically support women empowerment and give good opportunity to females.

<Indicator 2>

70% of job applicants graduating from target institutes in 2019 and beyond get some kind of job as employees, interns, trainees, home-based workers or others.

<Employment Data of Year 2019-2021>

Year	PRGTTI			PKTI			FETI			Total		
	Job applicants	Employed & Intern & HBW	Job placement rate	Job applicants	Employed & Intern & HBW	Job placement rate	Job applicants	Employed & Intern & HBW	Job placement rate	Job applicants	Employed & Intern & HBW	Job placement rate
2019	134	112	83.6%	77	74	96.1%	38	19	50.0%	249	205	82.3%
2020	339	304	89.7%	0	0		33	13	39.4%	372	317	85.2%
2021	334	301	90.1%	135	109	80.7%	29	14	48.3%	498	424	85.1%

*HBW: Home based workers

- In 2019, the total job placement rate for the three institutes was 82.3%
- In 2020, the total job placement rate for the three institutes was 85.2%
- In 2021, the total job placement rate for the three institutes was 85.1%

Achieved!

<Indicator 3>

80% of the trainers who have attended the Training of Trainers meet the technical standards set by the project.

- JICA Experts in charge of TOT instruction have compiled the teaching standards for the major TOT courses (SC02, SC06, and SC11)
- JICA Experts evaluated the teachers who attended TOT before and after.



Mr. Mori, Stitching Expert



Ms. Tei, Design Expert



Mr. Kitamura, Pattern Expert

On-site Training in Pakistan

SC02 TOT for Industrial Stitching Machine Operator

- Basics of operating lockstitch machine, overlock machine, iron, vacuum board, button hole machine, etc. (Dec 2018-)
- Safety, Total Productive Maintenance (TPM) (Dec 2018-)
- Implementation of demonstration classes of the topics above (Feb 2020-)

◀ Demonstration class (PKTI)



▲ Teaching how to operate stitching machines (FETI)



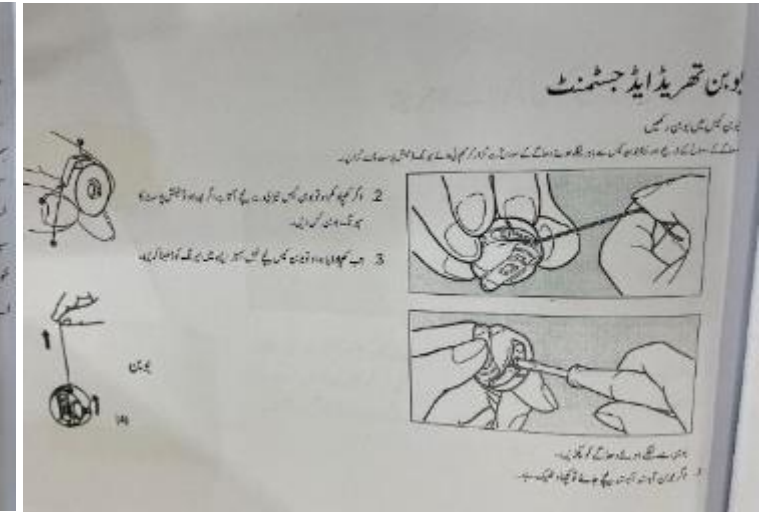
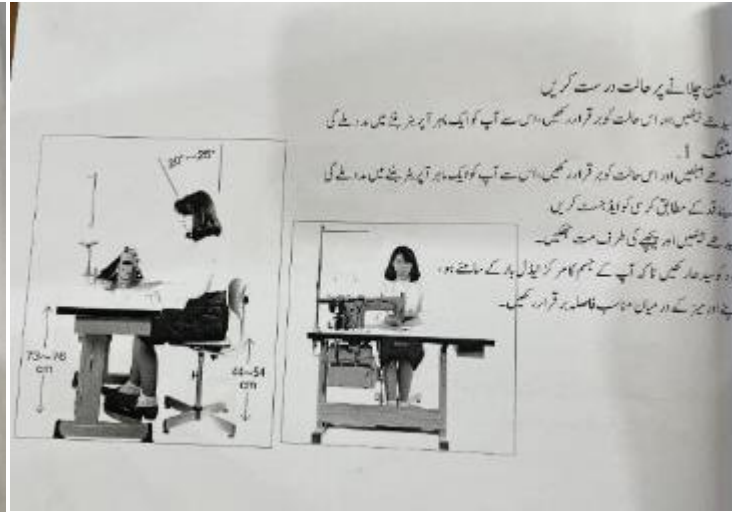
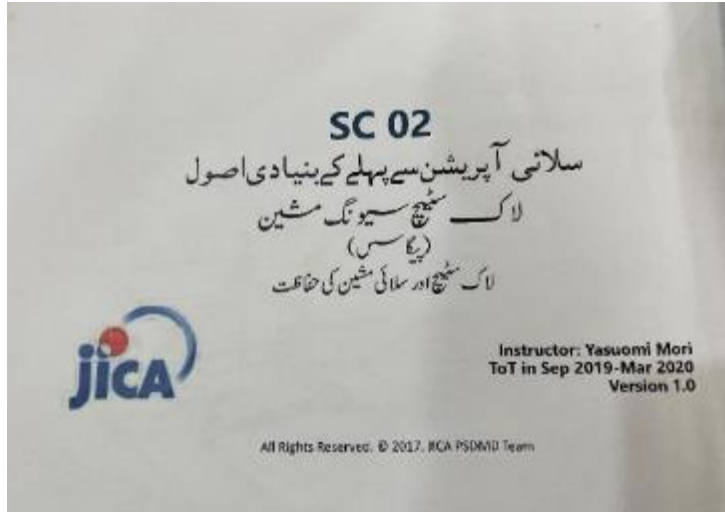
Teaching TPM (PRGTTI)▶



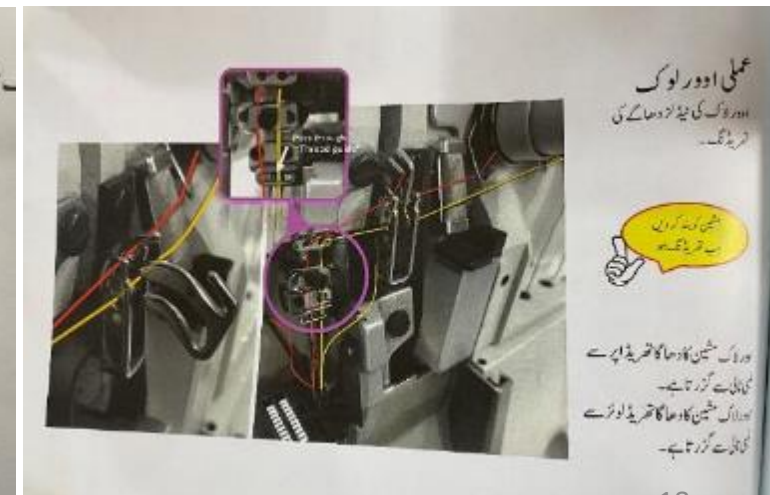
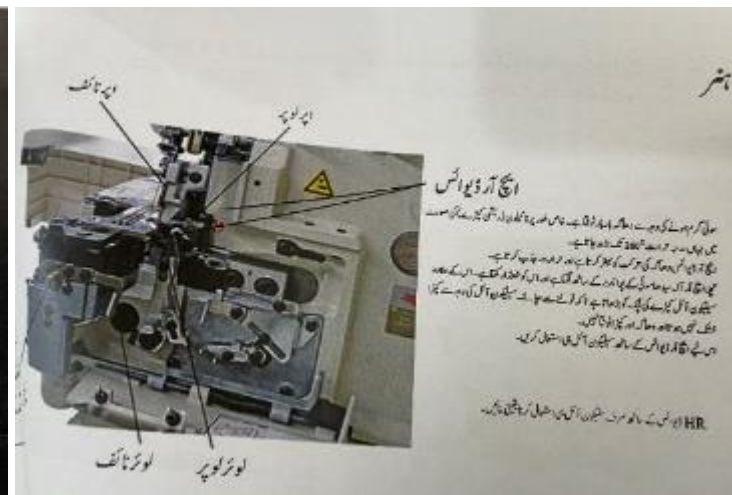
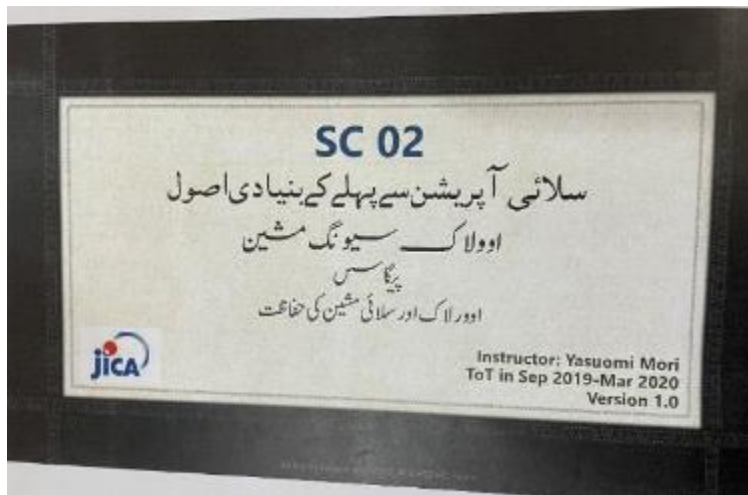
▲ Practical training at demonstration class (PRGTTI)

TOT: Textbook for SC 02 Industrial Stitching Machine Operator

Overlock Machine Textbook in Urdu



Lockstitch Machine Textbook in Urdu



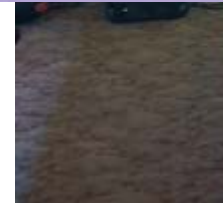
On-site Training in Pakistan

TOT: SC06 Apparel Planning

- Purpose and utilization of fashion drawing
- Fashion history and its impact on present
- Basics of fashion drawing
 - How to draw golden proportion, face, hands/gloves, and feet/shoes.
 - Outline sketch
 - Coloring and expression of various material
 - Understanding of draping
- Creation of research book
 - Draping design
 - Market research
 - Development of designs inspired by sketching, taking photos, making collage, making samples, and etc.



TOT: Fashion Show with PKTI, Dec 2021



On-site Training in Pakistan

TOT: SC 11 Pattern Making

- Basics of pattern marks and how to utilize these marks
- Creation of silhouette by using draping pins, mannequin, and fabric for tacking



▲Lecture at PRGTTI

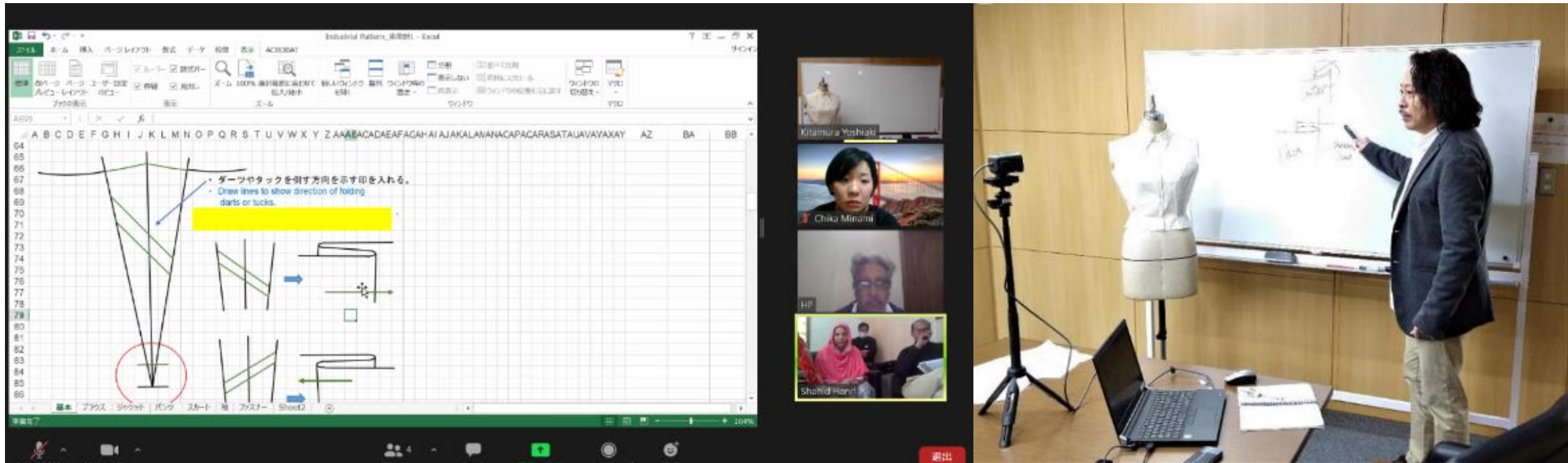


▲Practical training at PKTI

On-line Training from Japan

TOT: SC 11 Pattern Making

- Industrial pattern
- How to make first patterns into production patterns



<Indicator 3>

80% of the trainers who have attended the Training of Trainers meet the technical standards set by the project.

<Results as of May 2022>

- SC02 Stitching : 6 of the 6 evaluated teachers met the evaluation criteria.
- SC06: Fashion Designing: 4 of the 4 evaluated teachers met the evaluation criteria.
- SC11 Pattern making: Out of the 6 evaluable, 3 met the evaluation criteria.
- Total: 13 out of 16 teachers met the evaluation criteria (81.3%).

Achieved!

2-2. Achievement of Project Outputs

Summary: Achievement of Indicators (as of May. 2022)

Narrative Summary	Objectively Verifiable Indicators	Achievement
Project Purpose		
Human resource is developed for market expansion of Pakistani garment industry.	1.70% of member companies that recruited graduates of target institutes are satisfied with their job performance	Achieved
	2.70% of job applicants graduating from target institutes in 2019 and beyond get some kind of job as employees, interns, trainees, home-based workers or others.	Achieved
	3. 80% of the trainers who have attended the TOT (Training of Trainers) meet the technical standards set by the project.	Achieved
Outputs		
1. Training plan is formulated to fulfill needs of garment industry.	1-1. Training Plan for each institute is prepared based on three surveys	Achieved
2. Management capacity of Pakistan Knitwear Training Institute (PKTI) and Pakistan Readymade Garments Technical Training Institute (PRGTTI) is strengthened.	2-1. 10 numbers of curriculum are developed and utilized for TOTs and model courses.	Achieved
	2.2. Result of training evaluation is continuously reflected to improve training activities.	Achieved
	2-3. Rate of female trainees is increased to 50%.	Not Achieved
3. Training system of Female Exclusive Training Institute (FETI) is developed.	3-1. 5 numbers of curriculum are developed and utilized for TOTs and model courses.	Achieved
	3-2. 4 numbers of trainers are hired and trained.	Achieved
	3-3. 3 numbers of actions to recruit women trainees are conducted.	Achieved
	3-4. 120 women trainees start to be trained.	Achieved
4. Public and Private Partnership are strengthened for market expansion of garment products and women employment promotion.	4-1. The Taskforce meeting and workshop are held by each Taskforce regularly.	Achieved
	4-2. One feasible action plan is formulated by each Taskforce.	Achieved

<Project output 2>

Management capacity of PKTI and PRGTTI is strengthened.

Indicator 2-3: Rate of female trainees is increased to 50%.

Not Achieved!

year	2019					2020					2021				
	Male		Female		Total	Male		Female		Total	Male		Female		Total
PKTI	70	47.9%	76	52.1%	146						219	60.8%	141	39.2%	360
PRGTTI	96	56.5%	74	43.5%	170	319	69.2%	142	30.8%	461	291	69.8%	126	30.2%	417
Total	166	52.5%	150	47.5%	316	319	69.2%	142	30.8%	461	510	65.6%	267	34.4%	777

- The percentage of female trainees in 2021 was 34.4%.
- In 2021, the number of Female Trainees was higher than in 2019, however, the number of Male Trainees increased even more, resulting in a lower percentage of Female Trainees.

<Project output 3>

Training system of Female Exclusive Training Institute (FETI) is developed.

Indicator 3-1: 5 numbers of curricula are developed and utilized for TOTs / model courses

Achieved! - A curriculum of Common Basic Modules (CBMs) consisting of 10 modules and selected Specialized Courses (SCs) has been utilized for TOTs.

Indicator 3-2: 4 numbers of trainers are hired and trained.

Achieved! - 5 instructors have been hired and trained in FETI

Indicator 3-3: 3 numbers of actions to recruit women trainees are conducted

Achieved!

- (1) OJT for community surveys to prepare for student recruitment
- (2) Student recruitment campaign in the community
- (3) Joint student recruitment campaign with companies
- (4) Collaboration with stakeholders (manufacturing and export associations, chambers of commerce, NGOs) for student recruitment

Indicator 3-4: 120 women trainees start to be trained.

Achieved! A total of **297 female trainees** have enrolled in FETI since its opening.

Year	No.Course	Course Name	No.Students
2018	1	Stitching	16
2019	1	Stitching	112
2020	4	Stitching, Quality Control	68
2021	3	Stitching, Quality Control	56
2022	2	Stitching, Quality Control	45
Total	11		297



<Project output 4>

Public and Private Partnership is strengthened for market expansion of garment products and women employment promotion.

Indicator 4-1: The Taskforce meeting and workshop are held by each Taskforce regularly.

Achieved! Task force for Marketing (TFM): 5 meetings and 2 preliminary meetings were held in Phase I, and 2 meetings were held in Phase II for a total of seven meetings on a regular basis.



Task Force for Women Empowerment (TFW): 7 Task force meetings and 8 Seminars of Female Employment Promotion were held on a regular basis.



Indicator 4-2: One feasible action plan is formulated by each Taskforce.

Achieved!

- Task force for Marketing (TFM): Action Plan was finalized and submitted to the Textile Wing, Ministry of Commerce and Industry in November 2019.
- Task Force for Women Empowerment (TFW): Action Plan was formally submitted to the Textile Wing, Ministry of Commerce and Industry on September 10, 2019.
- On December 17, 2021, the Textile Division announced **the 3rd Textile Policy 2020-2025**, and the specific recommendations of the Action Plan were incorporated into the Textile Policy.
 - ✓ Marketing: recommendations such as "strengthening the production of high value-added products," "enhancing the capacity of small and medium-sized enterprises," and "strengthening industry-academia collaboration" are reflected.
 - ✓ Women Empowerment: in Chapter 4, a section "4.1. Women Participation in Manufacturing" was included, emphasizing the need for women's participation in manufacturing.

4. Analysis based on Six Criteria of JICA Evaluation

Joint Monitoring Evaluation based on JICA Six Criteria, May 2022

	Criteria	Result	Main Reason
1	Relevance	High	<ul style="list-style-type: none"> In line with Textile Policy 2014-19, 2010-2014
2	Coherence	High	<ul style="list-style-type: none"> In line with Japan's Country Development Cooperation Policy for Pakistan (Feb, 2018) "Development of high-quality, high-value-added industry by focusing on the potential of young people and females" Collaboration with other donors (ILO, GIZ, etc) and other JICA experts
3	Effectiveness	High	<ul style="list-style-type: none"> All the Project Goal Indicators and almost all the Project Outputs Indicators have been achieved.
4	Efficiency	Relatively High	<ul style="list-style-type: none"> The inputs of the Project (Procurement of equipment, dispatch of JICA experts to provide training, and the training in Japan, etc) at the appropriate time Even during the pandemic of COVID-19, the Project continued to providing TOT, holding seminars, through online from Japan
5	Impact	Relatively High	<ul style="list-style-type: none"> Action Plans and Recommendations developed by Task forces Marketing and Gender were reflected in Textiles Policy 2020-25 Sustainable employment support mechanism at the training institutes PKTI-JICA Fashion show in Dec, 2021, Final Fashion Show in Sep, 2022
6	Sustainability	Relatively High	<ul style="list-style-type: none"> Three institutes enhanced their capacity and upgraded as vocational institutes Accumulated expertise in recruiting trainees, especially female trainees, and supporting them in finding employment

Effectiveness

“Effectiveness” of the Project is judged **“High”**

- Project goal “Human resource is developed for market expansion of Pakistani garment industry.” is considered **“Achieved”**.
- ◆ Indicator 1: 100% companies are satisfied with the work of the graduates of the institutes.
- ◆ Indicator 2: Employment rate from 2019 to 2021 is higher than 70 %.
- ◆ Indicator 3: 13 trainers (81.3%) out of the 16 evaluable trainers have met the evaluation criteria.
- ◆ As for Indicators for Output 1 to 4, almost all the indicators have been achieved.



Impact

“Impact” of the Project is judged **“Relatively High”**

- Action Plans and Recommendations developed by Task forces Marketing and Gender were reflected in Textiles Policy 2020-25.
- Japanese companies interested in doing business with Pakistani companies have been gradually increasing through seminars conducted by the Project.
- The PKTI-JICA Fashion show was successfully held with big impacts. How about Final Fashion show?



Sustainability

“Sustainability” of the Project is judged **“Relatively High”**

- The institute established mechanism to continuously develop human resource to meet the needs of the industry.
- The project contributed to sustainability of the TOT activities by sufficiently developing human resources and creating various teaching materials.
- The project strengthened the relationship between the training institutes and garment companies.
- The institutes have accumulated expertise in recruiting female trainees and supporting them in finding employment.



Contribution of Gender Activities to Sustainability

1. Series of Gender Seminars for Female Employment Promotion



Documentary Video
Weave your dream



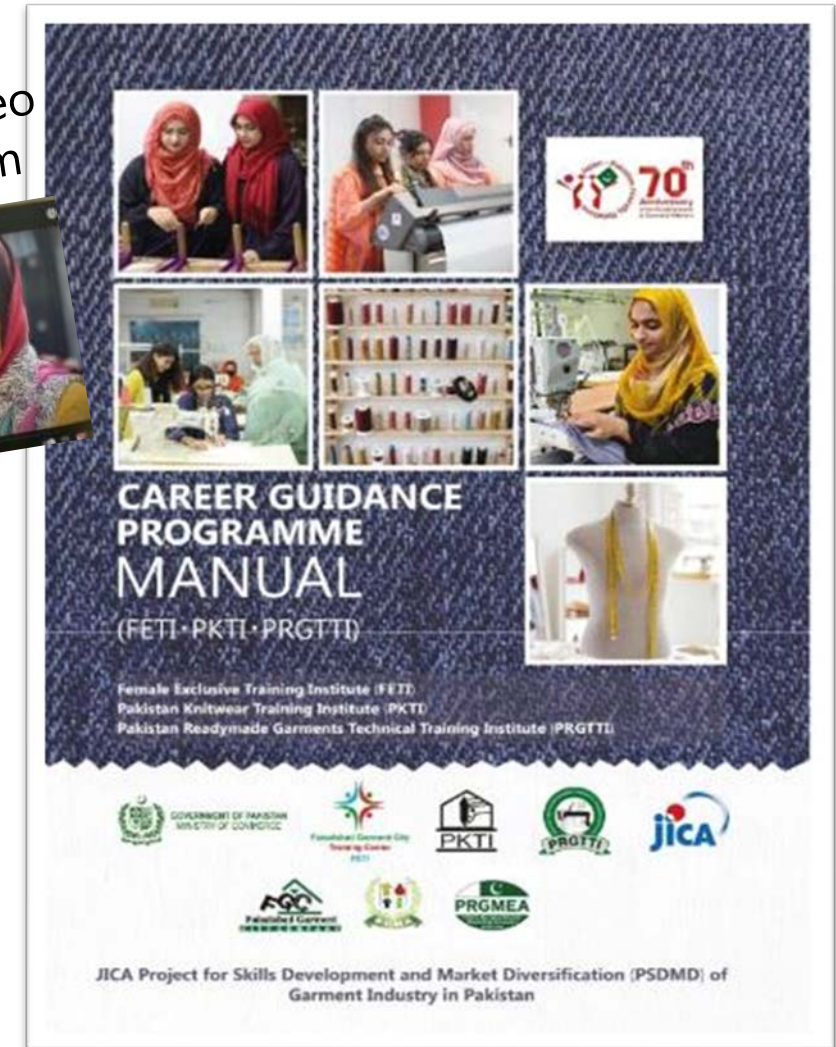
2. Female Friendly Study Environment at Institutes



4. MOU with Companies

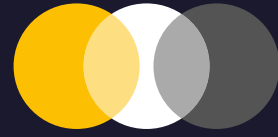


3. Career Guidance Programme Manual with Women's Perspective



Agenda.2

Overall project achievement:
PKTI presentation

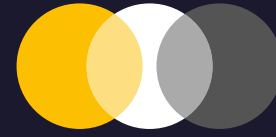


PAKISTAN

**KNITWEAR TRAINING
INSTITUTE**

—● KNIT YOUR DREAMS ●—





PSDMD BY JICA

ACHIEVEMENTS AND PERFORMANCE OF PKTI

—● KNIT YOUR DREAMS ●—



About **PKTI**



AN EDF FUNDED INSTITUTE OF MINISTRY OF COMMERCE,
GOVERNMENT OF PAKISTAN, MANAGED BY PAKISTAN HOSIERY
MANUFACTURERS & EXPORTERS ASSOCIATION (NORTH ZONE) LAHORE

—● KNIT YOUR DREAMS ●—





VISION

Technically trained
and qualified
manpower resources
for Pakistan





MISION

Determined to produce excellent & efficient trained workers and middle management personnel particularly for knitwear garment industry and related fields

BRIEF HISTORY

PKTI was originally a project of PAKSEA who could not run it & Institute was closed in 2007.

PHMA took over in Dec 2009 and faced huge challenges such as:

Very Bad Reputation

No Registration / Affiliation

Poor Infrastructure

No Faculty or Training Courses

Our Goals



**Establish Proper Legal Base
& Get Affiliations**



**Improve Reputation &
Contribute to Industry**



**Become Self-Sustainable without
compromising mandate**





STATUS BEFORE PROJECT

PSDMD came at a time when capacity building of PKTI was direly needed. New Machinery and TOT both were equally important for us.



STATUS AFTER PROJECT

PSDMD is leaving PKTI when it has become self-sustainable, standing on its own feet and looking to expand its activities from Pre-Service Trainings to In-Service Trainings.

PROJECT FOR SKILLS DEVELOPMENT AND MARKET DIVERSIFICATION OF GARMENT INDUSTRY IN PAKISTAN (PSDMD)



—● KNIT YOUR DREAMS ●—



HOW INITIATED



HOW IT STARTED



HOW IT WENT



HOW IT IS ENDING

PROJECT FOR SKILLS DEVELOPMENT AND MARKET DIVERSIFICATION OF GARMENT INDUSTRY IN PAKISTAN (PSDMD)

—● KNIT YOUR DREAMS ●—

HOW INITIATED



Personal Interest by Secretary MINTEX

Mr. Shahid Rashed, Secretary MINTEX Personally visited PKTI twice and requested JICA for this support in 2012



Pre – Project Need Analysis by JICA

Since 2014 JICA PSDMD Team visited PKTI 4 times before starting of the project and identified all gaps



List of Machinery & Equipment

A list of required machinery and equipment made before starting of the project and agreed between all counterparts



TOT Planning

TOT Plan was formulated according to the needs of Institute and keeping in view the requirements of Industry



HOW IT STARTED



Sign Record of Discussion



Time & Action Plan



Training in Japan

HOW IT WENT

—● KNIT YOUR DREAMS ●—

01 TRAINING OF COMMON BASIC MODULES



02 PROVISION OF MACHINERY



HOW IT WENT

—● KNIT YOUR DREAMS ●—

03 TRADE SPECIFIC TRAININGS



04 SOFT SKILLS TRAININGS



HOW IT WENT

—● KNIT YOUR DREAMS ●—

05 CAREER GUIDANCE



06 5S / KAIZEN TECHNIQUES



HOW IT WENT

—● KNIT YOUR DREAMS ●—

07 GENDER PROMOTION IN GARMENT INDUSTRY



HOW IT WENT

—● KNIT YOUR DREAMS ●—

08 FIELD VISITS & COMMUNITY MOBILIZATION



HOW IT WENT

—● KNIT YOUR DREAMS ●—

09 SEMINAR FOR PROMOTION OF FEMALE EMPLOYMENT & DEVELOPMENT OF DIFFERENT MANUALS



HOW IT WENT

—● KNIT YOUR DREAMS ●—

10 SKILLS DEMONSTRATION BY PKTI TEAM



HOW IT WENT

—● KNIT YOUR DREAMS ●—

11 SCHOOL MANAGEMENT & MOTIVATIONAL MENTORING



How it is ENDING

At the completion stage of the project, the PSDMD team can proudly say that they helped us achieve our goals:

LET'S RECALL OUR GOALS

—● KNIT YOUR DREAMS ●—

Goal 01

Establish Legal Base & Get Affiliations

Goal 02

Improve Reputation & Contribute to Industry

Goal 03

Become Self-Sustainable without compromising mandate

Goal 01

Establish Legal Base & Get Affiliations



REGISTRATIONS & AFFILIATIONS

NOC from TEVTA in 11 trades
Accredited by NAVTTC
Affiliated with PBTE



NTN & STRN REGISTRATION

NTN & STRN of PKTI were registered in the name of institute to strengthen its legal base



PUBLIC SECTOR MFG. UNIT

As per Clause 61 of PPRA rules, PKTI is now registered as Public Sector Manufacturing Unit with PPRA

Goal 02

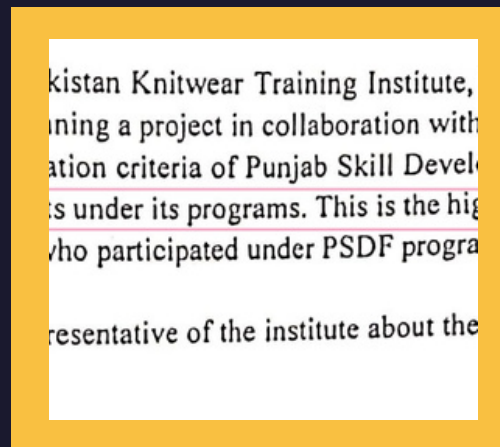
Improve Reputation & Contribute to Industry



ADVANCE BOOKING OF TRAINEES
Factories like EAT are contacting PKTI for complete batch of their graduates in advance



SPONSORSHIP FROM INDUSTRY
Top industries like Interloop, TMC, King Fabrics & Escorts Advanced Textiles are sponsoring trainings at PKTI



EVALUATION BY EDF
EDF confirmed that till 2020 PKTI has trained more than 2800 trainees of PSDF which is highest number among all EDF institute

EVALUATION BY EDF

ED-EDF added that Pakistan Knitwear Training Institute, Lahore is an operational institute and already running a project in collaboration with JICA. This institute also cleared the pre-qualification criteria of Punjab Skill Development Fund and trained more than 2,800 students under its programs. This is the highest number amongst all EDF funded institutes who participated under PSDF programs.

The Chair enquired representative of the institute about the present situation and re-opening of classes.

Goal 02

Improve Reputation & Contribute to Industry



RESEARCH ACTIVITIES

PKTI have signed an MOU with LSE to conduct an impact assessment study targeting women's motivation



CLASSES FOR TRANSGENDERS

PKTI have joined hands with Gender Guardian to run special classes for transgenders in selected trades on every Saturday & Sunday



PRODUCT DEVELOPMENT CENTER

Established to assist SMEs & Public Sector in advisory services for Public Procurement, pattern making, sampling, R&D, TOTs and floor planning

Goal 03 Self-Sustainability without compromising mandate



PROJECTS OF PSDF & NAVTTC

PKTI is getting programs from reputed donor agencies like PSDF & NAVTTC to run free of cost training programs



INDUSTRY SPONSORED PROGRAMS

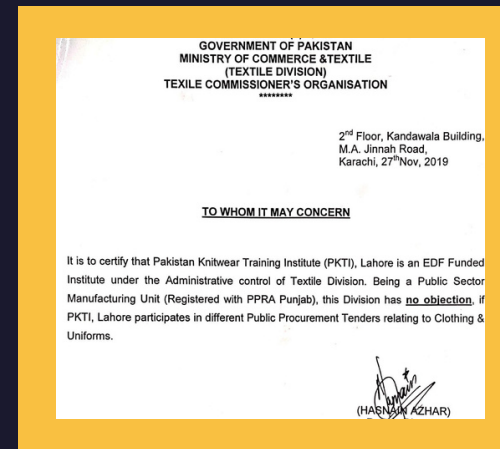
Top industries like Interloop, TMC, King Fabrics & Escorts Advanced Textiles are sponsoring 2 years BA (ADP) classes



SELF-FINANCED CLASSES

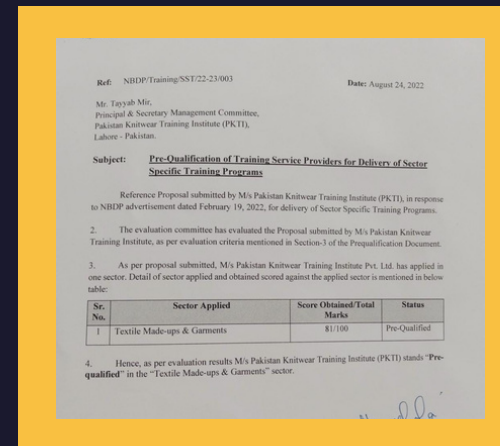
PKTI have the facilities and abilities to run self-sponsored programs like Import Export Management & Apparel Business Management Course

Goal 03 Self-Sustainability without compromising mandate



PUBLIC SECTOR MFG. UNIT

PKTI started producing uniforms for Public Sector entities like LDA, Lahore Zoo, PDS&CEA etc. which help us generate revenue & provide practical environment to our trainees



PRE-SERVICE TO IN-SERVICE TRAININGS

Selected by NBDP-SMEDA to deliver in-service trainings in Textile & Garments sector. This will open new horizons for us.



SELECTION IN BILT BY UNESCO-UNEVOC

PKTI is selected among nine TVET providers from Africa, Asia and Europe that will co-develop and pilot the NQC SRT with the BILT project of UNESCO-UNEVOC.



SELECTION IN BILT PROJECT BY UNESCO-UNEVVOC

Self-reflection tool co-development - Proposal selection outcome



External



Inbox



Lima Júnior, Wilson Feb 28

to me, vera.hark ▾



Dear Mr Muhammad Tayyab Mir,

We are pleased to announce that **your institution has been selected in a highly competitive process to be part of the of group of nine TVET providers from Africa, Asia and Europe that will co-develop and pilot the New Qualifications and Competencies Self-reflection tool** with the BILT project.

Melancholy

Adil Sb passed away

Shoda san passed away

PSDMD Team leaving



ASSETS IN HAND

AFTER SIX YEARS OF PSDMD, WE CAN PROUDLY SAY THAT WE HAVE BEST POSSIBLE RESOURCES AVAILABLE IN INSTITUTE SUCH AS:

Physical
Capital like
state-of-the-
art machinery
& equipment

Human Capital
like trained &
equipped
trainers

Intellectual
Capital like
Training &
Career Guidance
Manuals

Clear Vision,
A Future Path
&
MOTIVATION



THANKS FOR WATCHING

—● KNIT YOUR DREAMS ●—



Agenda.3

Overall project achievement:
PRGTTI presentation



PSDMD Project Highlights

Pakistan Readymade Garments Technical
Training Institute- Lahore
Sep 28, 2022





Presentation Layout

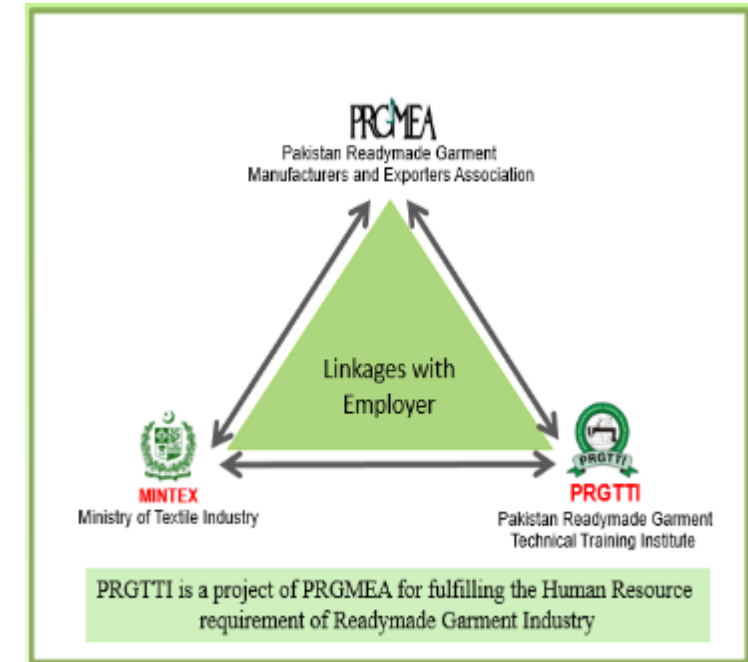
1. Introduction
2. Training Model
3. Courses at PRGTTI
4. Highlights
5. Challenges being faced by PRGTTI
6. Signing of Project for Skill Development and Market Diversification
7. Objectives
8. Outcomes
9. Way forward





INTRODUCTION

- PRGTTI is offering its courses to the Apparel sector since its inception in 2001 at Lahore. This gives an opportunity to access the textile market situation with respect to human resources.
- The curriculum at PRGTTI has designed by keeping in view the courses offered at world's renowned institutions abroad.
- Courses meet the requirements of woven Industry of the apparel sector.
- The state of the art machinery and equipment, qualified and industrially experienced faculty, and student - faculty ratio gives us an opportunity to deliver world class courses unmatched in Pakistan.



TRAINING MODEL

You can download professional PowerPoint diagrams for free

PRE TRAINING



Industry Requirement
OJT arrangement
Hiring of Trainers
Advertisement and Mobilization
Checking of lab
Curriculum review
Arrangement of factory visits

TRAINING



TOT of trainers
Training activities
Training assessment
Factory visits
Employability Skills training

POST TRAINING



Facilitating graduates in job placement
Follow up and tracking of graduates.
Feedback from Employers and Employees
Final evaluation

FOLLOWUP



Follow-up with Industry and students



COURSES

- Apparel Entrepreneurship
- Merchandising
- Production Planning
- Apparel Engineering
- CAD/CAM Computerized Pattern Designing
- Pattern Drafting & Grading
- Quality Control and Assurance
- Apparel Supervisor
- Industrial Stitich Machine Operator

LABS & CLASSROOMS



HIGHLIGHTS

SINCE 2001

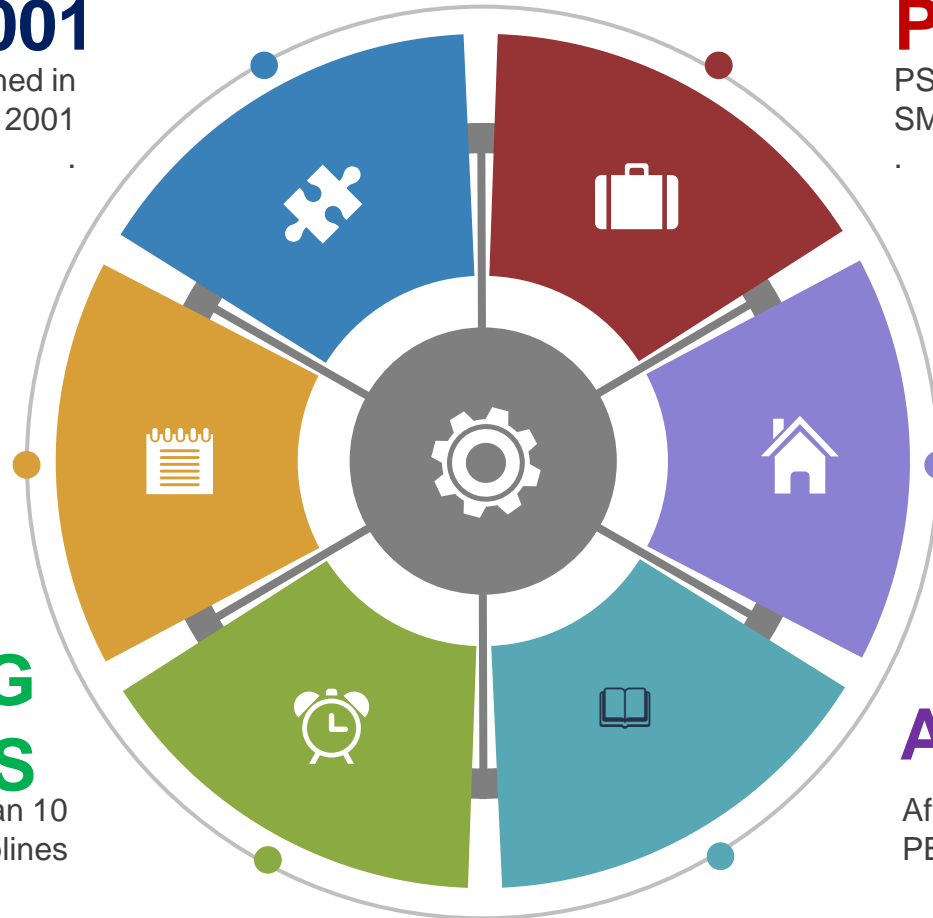
PRGTT Established in
2001

CURRICULUM DEVELOPMENT

Curriculum developed with PRGMEA,
ILO, GIZ JICA, NAVTTC

TRAINING DISCIPLINES

PRGTTI IS offering more than 10
training disciplines



PARTNERS

PSDF, GIZ, JICA, ILO UNDP, WWF,
SMEDA, NPO,

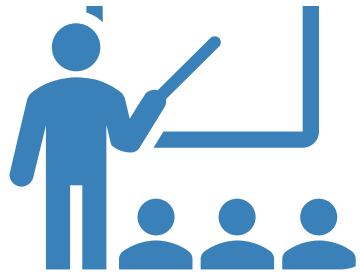
INDUSTRY LINKAGES

Strong linkages with readymade
garment industry

AFFILIATIONS

Affiliated with NAVTTC, TEVTA, TTB,
PBTE

Challenges faced before PSDMD Project



Teacher
Training (TOT)



Curriculum
Upgradation



Technology
Upgradation



Product
Development



Gender
Promotion

What was done to overcome these challenges

To overcome the challenges, a project was signed with JICA under the name

Project for Skill Development and Market Diversification



Project (PSDMD) Purpose

- Development of the Human Resource for the Readymade Garment Industry through
 1. Training of Trainers (TOT)
 2. Curriculum Development
 3. Technology Upgradation
 4. Market Research
 5. Gender Promotion



Training of Trainers (TOT) and Curriculum Development



Industrial Stitching Machine Operator



Pattern Making



Kaizen 5S

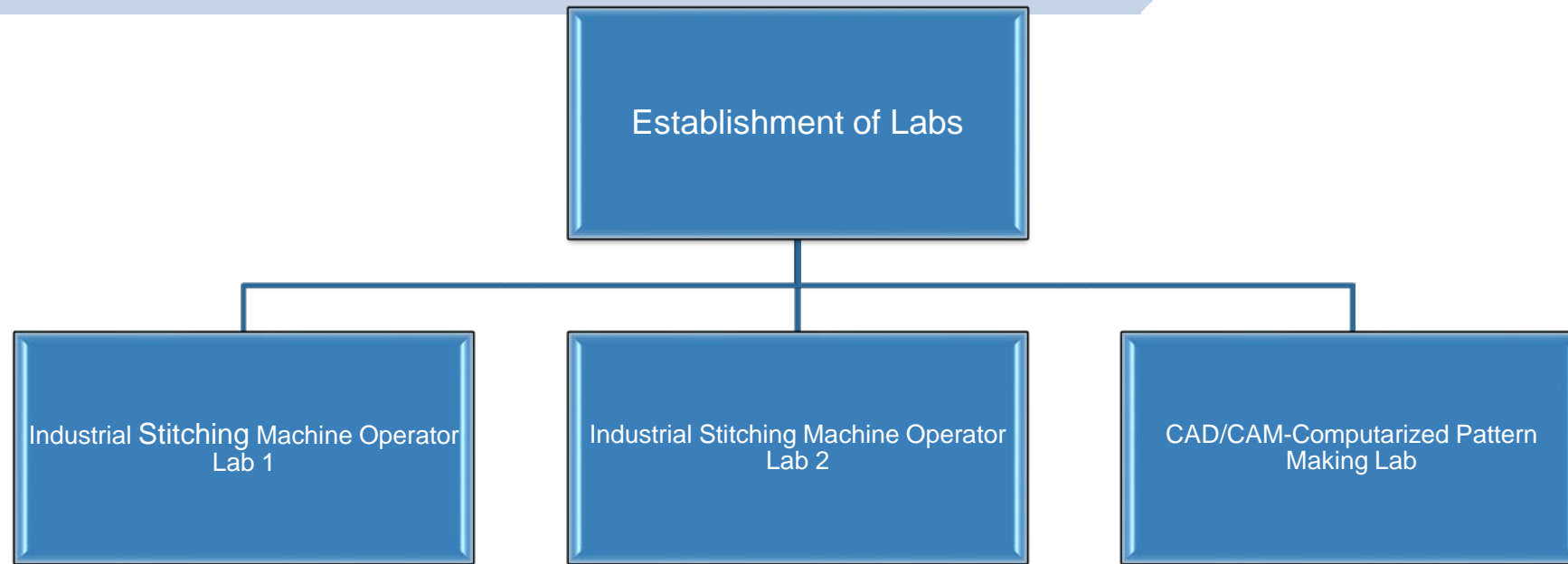


Apparel Planning

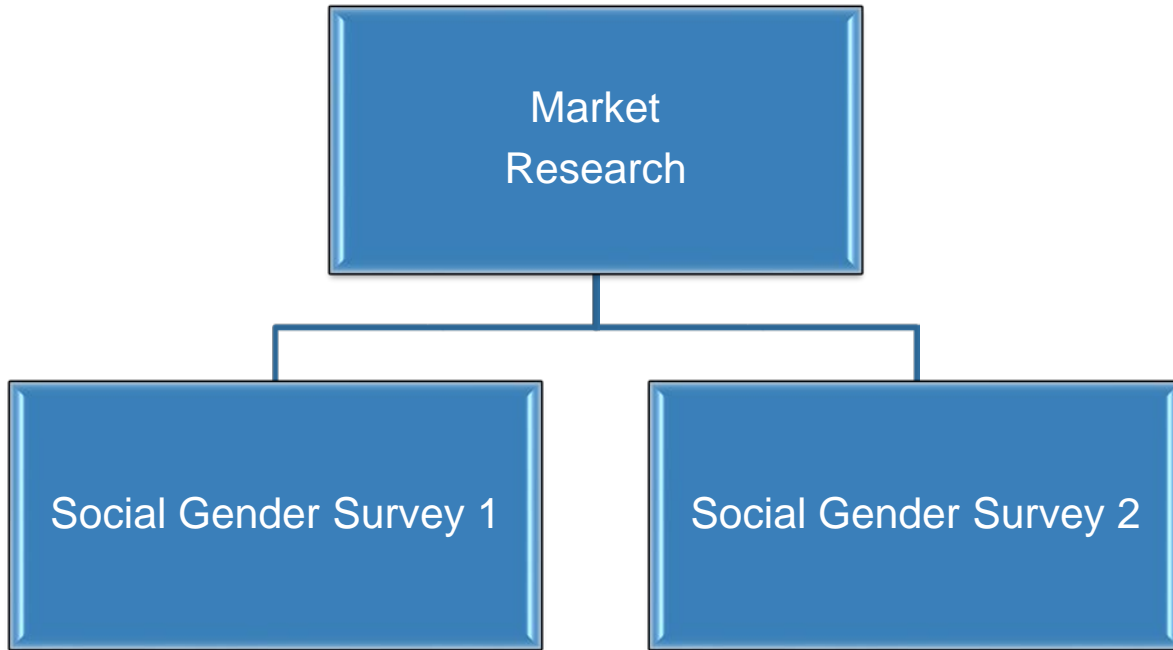


Fashion Designing

Technology Upgradation



Market Research



Implementation Method

- Market Research to find out the Need
- Alignment of Curricula as per the industry Need
- Upgradation of Machinery and Equipment
- Implementation of the training



Management capacity of PRGTTI is strengthened.

To upgrade the management capacity of the PRGTTI management, 15 days training visit to Japan was arranged. Training visit included

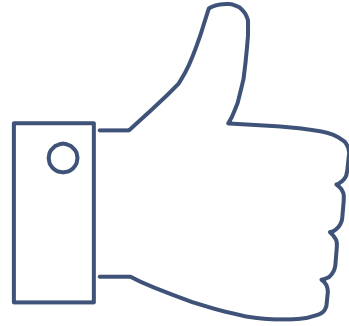
- Management of Training Institute
- Kaizen 5S training
- Pattern Making Orientation in Bunka Fashion School
- Visit to factories to understand their working pattern



Gender Promotion

- Pakistan Has almost 50% women population and 10% is working in the manufacturing industry.
- To understand the issues faced by the women, socio-economic gender survey was conducted.
- Purpose of the survey was to understand the problems faced by women related to training and employment.
- Different workshop and seminars were conducted.
- Development of Career Guidance Book





THANKS!

Agenda 4

Overall project achievement:
FETI presentation

Introduction of FETI



A Female Exclusive Training Institute (FETI) was established at Faisalabad Garment City with the assistance of JICA in November, 2017 in line with Textile Policy.

This is **the 1st ever Female Exclusive Training Institute (FETI) established in the Public Sector**

- Rs. 20 million were allocated through EAD in kind of machinery and equipment by JICA.
- Rs. 26 million were allocated by Ministry of Planning, Development & Reform Govt. of Pakistan PSDP for a period of 24 months.
- After expiry of 24 months, FETI is the part of FGCC and all the expenditure of FETI is borne by FGCC.



FETI Activities to Overcome Challenges

Issue	Measure taken
<p>Social Constrains Family heads hesitated to allow for their females to get technical trainings</p>	<ul style="list-style-type: none">▪Conducted Social and Gender Survey▪Collaborated with community leaders, Imams and Fathers at Mosque and Church▪Invited parents of the prospective students to visit FETI to observe the measure taken to provide safe environment▪Principal and female trainers visited communities to convince families to allow their females to join training leading to job



Recruitment Campaign

FETI Activities to Overcome Challenges

Issue	Measure Taken
Insecure environment Myth about factory environment	<ul style="list-style-type: none">▪ Conducted Seminar on Anti-Sexual Harassment at work place▪ Affiliation with TEVTA for certification▪ Transformed mindset of parents and community leaders by arranging factory visit to show case the conducive working environment▪ Allocation of female nurse
No allocation of stipend:	<ul style="list-style-type: none">▪ Stipend arranged from SMOT program and PSDF training cost
Transportation:	<ul style="list-style-type: none">• Arrangement have been made for pick and drop of students by JICA provided bus and FGCC expense.



Seminar on Anti-harassment



Factory Visit by Parents



Female Nurse

FETI Activities to Overcome Challenges

Issue	Measure Taken
<p>Needs to develop career guidance system in order to send more female graduates to the industry</p>	<ul style="list-style-type: none"> ▪Conducted Seminars on career development, counseling skills, soft skills, assertive communication, mental health and entrepreneurship ▪Developed joint career guidance programme manual for trainers and system in collaborations with PKTI, PRGTTI, Ministry of Commerce (Textile wing) and JICA PSDMD
<p>Needs to enhance collaboration with industry:</p>	<ul style="list-style-type: none"> ▪FETI visited companies with support by JICA PSDMD to enhance collaboration for job placement ▪Collaborated with company for joint female recruitment campaign



Seminar for promotion of female employment



Joint female recruitment campaign with company



Achievements



■ Created Female Friendly Environment at FETI

-> **The number of female students at FETI has Increased!**

(297 females trained)

- Established Day Care Center
- Allocated female nurse in the medical center
- Provided pick & drop
- Implemented Anti-harassment Law to create dignified study environment
- Staff and students are aware of harassment law and conducive study environment



Implementation of Anti-harassment Law



Day Care Centre



Pick & Drop

Achievements

- Enhancement of recruitment and job placement at FETI
-> **Established female recruitment and job placement system and developed human resources!**
- Established collaboration with community and company for female recruitment
- MOU with companies for job placement
- Trainers' ability to support job placement increased through the seminars for promotion of female employment
- Established **joint career guidance system by developing Career guidance programme manual for trainers** PKTI, PRGTTI and JICA team
- Developed educational video documentary focus on female cases (Weave your dreams)



Career Guidance Manual



Career Guidance Session



MOU with Masood Textile Mills



Video Documentary Shooting

Achievements



- Policy recommendations for promotion of women's participation in apparel/textile industry to Ministry of Commerce (Textile Wing) through Task force meetings for women empowerment
 - > **Main points on women participation in manufacturing were reflected in Apparel & Textile Policy 2020-25!** (Vocational training of females in textile sector, establishment of day care center, pick and drop and job placement facilitation)



Task force meetings for policy recommendations

4.1 Women Participation in Manufacturing



Textiles and Apparel Policy 2020-25

4. Human Resource Development

4.1. Women Participation in Manufacturing

4.1.1. To promote the apparel sector, it is imperative that women participation may be encouraged. In this regard, Ministry of Commerce will review the labor laws specially to allow women to work in three shifts.

4.1.2. Ministry of Commerce will take measures in consultation with private stakeholders and concerned government vocational training organizations to initiate mass level female exclusive textiles and apparel training programs especially in apparel stitching.

4.1.3. Ministry of Commerce will consider to link support measures to provide facilitation to the women at workplace such as daycare center, pick and drop, etc.

4.1.4. Ministry of Commerce will further formulate a support scheme for women, disabled and handicapped in textiles and apparel on incremental increase in employment and consider that EOBI and Social Security contributions on incremental increase in employment of such persons are picked up by the Government. However, textiles and apparel Sector will ensure to facilitate such persons to avail this support scheme.

4.2. Productivity and Skill Development

4.2.1. Productivity is an attribute of many combinations, however an important and major share depends on skilled human resource, energy efficiency, technology, etc.

4.2.2. Ministry of Commerce in collaboration with MoFEPT/NAVTTTC and TEVTA will initiate mass level training programs for textiles and apparel value-chain especially in industrial stitching and importantly for women. EDF funded textiles and apparel institutes will also be strengthened.

4.2.3. Textile and apparel associations will be strengthened to build in-house set-ups for technical guidance on productivity and process improvement, energy efficiency, etc.

4.2.4. Ministry of Commerce in collaboration with MoFEPT will extend support to designing institutes to strengthen collaboration with textiles and apparel industry. These institutes will be encouraged to stay ahead and act as a leader for sharing emerging fashion trends and market intelligence with the industry.

Achievements



▪ Enhancement of Training system at FETI

->Developed training system of FETI

Equipment for training is in place

- 58 industrial sewing machines, 8 press units along with portable boilers and 1 compressor is installed by JICA
- Capacity of personnel for maintained and repair equipment was increased.

Training of Trainers (TOT)

- Educated and well experienced staff was hired in mid of November 2017
- TOT started on December 2017 by Japanese experts(stitching, pattern making, quality control and fashion design) and continued online during COVID-19.
- The trainers and management of FETI visited Japan as a study trip (Bunka fashion College, Japan factories and vocational institute) .
- Participation for Fashion show

TOT



Fashion show preparation for kids clothes



Way Forward



- As with the passage of time the remaining challenges and obstacles will be resolved and FETI will emerge as a state of the art institute which will contribute to export of garment by providing female work force.
- And the trained student will contribute well to their families to enhance quality of life.

Agenda 5

Discussion on ensuring sustainability
after project completion

Post-project recommendations from 3 Institutions

- In order to produce "high value-added & high quality textile products," which is the vision of Textile Policy 2020-2025, there is a high need to further train [Middle Managers](#), who understand the actual workplace and teach Productivity Improvement, Quality Control, Kaizen & 5S, and etc.
- As Pakistani clothing companies make the step up from OEM to ODM in the future, it is important to train [Advanced Apparel Technicians](#) in apparel design, pattern making and others.
- Enhance R&D regarding HR requirements and there is a need to develop digital roadmap for the Industry (Trained workforce portal)
- It is necessary to further promote cooperation between vocational training schools, universities, and industry, and establish a [comprehensive human resource development mechanism](#) necessary for all the process of manufacturing [high value-added products](#).


Recommendations for sustainability of PSDMD

- Commitment statement from PKTI, PRGTTI, and FETI
- Signing of MOU between PKTI, PRGTTI, and FETI for Sustainability of PSDMD




Closing Remarks

Mr. Noriyuki Tsuruoka,
Vice Chief Representative
JICA Pakistan Office

 Government of Pakistan
Federal Board of Revenue
Inland Revenue Service

TAXPAYER REGISTRATION CERTIFICATE
(Under Section 181C of the Income Tax Ordinance 2001)


Registration No.	6848291	
Date of Registration	03-Feb-2021	
Type of Person	Company	
Inc. No.	Tax/Com-12/64/2018-IV	
Inc. Date	06-Aug-2019	
Name	PAKISTAN KNITWEAR TRAINING INSTITUTE	
Address	OFFICE NO 160, ALI BLOCK NEW GARDEN TOWN, LAHORE, Lahore	
Tax Office	CTO LAHORE	
Activity Type	Business	


Inland Revenue Service

This is a computer generated certificate and,
hence, no signatures are required.

Displaying of Taxpayer Registration Certificate is mandatory as
provided under section 181C of Income Tax Ordinance 2001.

This is not a valid evidence of being a "filer" for the purposes of clauses (23A) and (36C)
of sections 2 and 181A of the Income Tax Ordinance 2001.

 Date of Print 03-Feb-2021

PARTNER IN PROGRESS  helpline@fbr.gov.pk www.fbr.gov.pk



Online NTN/STRN Inquiry

Printed On: 2/

Registration No 6848291
Reference No 6848291-2
STRN 3277876222678
Name PAKISTAN KNITWEAR TRAINING INSTITUTE
Category Company - Non-Profit Organization
PP/REG/INC No. Tex/Com-12(64)2018-IV
Email inf****til***re.edu.pk
Cell 00923**438**39
Address OFFICE NO 150, ALI BLOCK NEW GARDEN TOWN, LAHORE,
Registered On 03-FEB-2021
Tax Office CTO LAHORE
Registration Status Income Tax: Active , Sales Tax: OPERATIVE

Sr.	Business/ Branch Name	Business/ Branch Address	Pri
1	PAKISTAN KNITWEAR TRAINING INSTITUTE	OFFICE NO 150, ALI BLOCK NEW GARDEN TOWN, LAHORE, Lahore	855000-E support ac support ac
2	PAKISTAN KNITWEAR TRAINING INSTITUTE	OFFICE NO 150, ALI BLOCK NEW GARDEN TOWN, LAHORE, Lahore	329000-M manufactu manufactu

CONFIDENTIAL

No. 1(4)/2020-EDF
GOVERNMENT OF PAKISTAN
MINISTRY OF COMMERCE
(EDF SECRETARIAT)

MINUTES AND DECISIONS OF THE 23rd MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF ADMINISTRATORS OF EXPORT DEVELOPMENT FUND (EDF) HELD ON 20-08-2020 AT ISLAMABAD

The 23rd meeting of the Executive Committee (EC) of the Board of Administrators of Export Development Fund (EDF) was held in the Committee Room of Ministry of Commerce on 20-08-2020 under the Chairmanship of Secretary Commerce/Chairman Executive Committee of EDF Board. The list of participants is attached as **Annexure-I**.

2. The Chair initiated the proceedings and welcomed all the participants of the meeting. Executive Director, EDF with the permission of the Chair and Secretary EDF Board presented the agenda of the meeting which was followed by deliberations by the members on each item. The discussions/decisions are noted as follows:

Agenda Item No. 1	<p><u>Preamble</u></p> <p>Executive Director (ED)-EDF shared the composition of the Executive Committee of the EDF Board along with its powers as per provisions of the EDF Act, 1999.</p>
Agenda Item No. 2(a)	<p><u>Progress Report on 22nd EC Decisions</u></p> <p>a) <u>Contract with Beneficiaries</u></p> <p>ED-EDF briefed the members about the decision taken in the 22nd Executive Committee meeting of EDF Board regarding "Draft Legal Contract" to be shared with Rawalpindi Chamber of Commerce & Industry (RCCI) for their approved project of "Display Centre for Women Entrepreneurs/SME's and Cottage Industry". He informed the members that primary purpose of the legal contract is to safeguard the interests of both parties particularly with regards to assets procured with the support of EDF.</p> <p>He informed the members that the draft legal contract was shared with RCCI and with their input few amendments are being made. The key amendment is linked to Clause P regarding Ownership of Physical Assets as the project is being</p>

1/16

Extracts of Minutes of 23rd EC Meeting

Agenda
Item No. 4

Emergency Assistance to Training Institutes due to COVID-19

(i) Pakistan Knitwear Training Institute, Lahore

The Secretary EDF Board introduced the agenda before the Committee and mentioned that under special conditions due to COVID-19 Institute is unable to pay salaries to their staff and requires Rs. 2 million for the purpose.

6/16

ED-EDF added that Pakistan Knitwear Training Institute, Lahore is an operational institute and already running a project in collaboration with JICA. This institute also cleared the pre-qualification criteria of Punjab Skill Development Fund and trained more than 2,800 students under its programs. This is the highest number amongst all EDF funded institutes who participated under PSDF programs.

The Chair enquired representative of the institute about the present situation and re-opening of classes.

Mr. Adil Butt, representative of PKTI institute explained that institute is closed since March, 2020 and is expected to open after 15th, September, 2020. He also highlighted that PKTI although sent proposal for 3-month support but now six months have passed and the institute is still closed. He emphasized that they need support for salaries primarily to retain the skilled resource which have already be trained with the help of JICA. The Chair confirmed that EDF will pursue the policy of supporting successful projects.

Decision:

The Committee deliberated and decided to approve Rs. 2 million for Pakistan Knitwear Training Institute, Lahore as salary expenditure for 3 months due to prevailing situation of COVID-19.



Mr Muhammad Tayyab Mir
Principal & Secretary, Pakistan Knitwear Training
Institute
Ali Block Garden Town, Lahore, Punjab
Pakistan

01 March 2022
Ref: UNEVOC/PRG/IFT/2022/07

Subject: Partnership with Pakistan Knitwear Training Institute the Bridging Innovation and Learning in TVET (BILT) project

Dear Mr Mir,

The UNESCO-UNEVOC International Centre for TVET sends its compliments and formally welcomes the opportunity to work with Pakistan Knitwear Training Institute on the Bridging Innovation and Learning in TVET (BILT) project. Pakistan Knitwear Training Institute is part of a selected group of nine institutions from Africa, Asia and Europe that were chosen in a competitive process to share knowledge and experiences within the BILT project.

The main purpose of this partnership is to co-develop and pilot the New Qualifications and Competencies Self-Reflection Tool. This tool is intended to allow TVET providers to assess their preparedness to contribute to the Three I's process: identifying new qualifications and competencies, integrating them into curricula and implementing them in adequate learning environments.

From this point forward, Pakistan Knitwear Training Institute will be supported in terms of technical support and guidance throughout the process as well as funds to implement relevant activities.

We shall communicate further with you to discuss the steps for engaging in this project. This will be duly formalized through a UNESCO Implementation Partnership Agreement (IPA).

Once again, thank you for your partnership and commitment to this project, and we will look forward to our upcoming collaboration.

With best regards,

A handwritten signature in blue ink that reads 'Friedrich Huebler'.

Friedrich Huebler
Head of UNESCO-UNEVOC

From: "Lima Júnior, Wilson" <w.lima-junior@unesco.org>
To: <info@pkitlahore.edu.pk>
Cc: "vera.hark" <vera.hark@bibb.de>
Bcc:
Date: Mon, 28 Feb 2022 12:39:41 +0500
Subject: Self-reflection tool co-development - Proposal selection outcome

Dear Mr Muhammad Tayyab Mir,

We are pleased to announce that **your institution has been selected in a highly competitive process to be part of the of group of nine TVET providers from Africa, Asia and Europe that will co-develop and pilot the New Qualifications and Competencies Self-reflection tool** with the BILT project.

At this stage, we kindly ask you to share with us the name, title (please specify i.e., Rector, President, Principal) and contact information of the head of your institution. This information will be used by our Head of Office to officially communicate the outcome of the call for expression of interest.

Following this official communication, we will contact the BILT coordinator indicated by your institution in order to:

- confirm the mutual understanding of the assignment, inputs, expected deliverables and expectation;
- formalize the engagement with your institution
- propose concrete steps on the way forward.

In the meantime, do not hesitate to get back to us, should you need any clarification.

Best regards,

Wilson and Vera on behalf of the BILT team.

Wilson Lima Junior
Project Manager, for BILT
UNESCO-UNEVOC International Centre for TVET
UN Campus, Platz der Vereinten Nationen 1
53113 Bonn, Germany
unevoc.unesco.org
+49 228 534 19209



MEMORANDUM OF UNDERSTANDING (MOU) FOR COOPERATION WITH FETI

This MOU hereto executed on this 10 day of December 2021.

BETWEEN

Institute Name: Faisalabad Garment City Training Centre (FGCTC), Female Exclusive Training Institute (FETI), having its office/premises at Faisalabad Garment City Company 1-1/2 KM Khurianwala, Sahianwala Road, Khurianwala, Faisalabad, Contact Numbers 041-8507208/9, email - nisa_chattha@yahoo.com, hereinafter collectively referred to as "FETI",

AND

Name of the Company: Masood Textile Mills Ltd, having its office at Sargodha Road, Faisalabad, Contact Numbers: 041-8787931-34 email: nasirchaudhry@masoodtextile.com hereinafter collectively referred to as "Private Sector Organization"

1. Purpose and Scope

AND WHEREAS keeping in view their mutual interest, the Parties to this agreement intend to work together and enhance collaborative relationship for the promotion of women participation in the industry and joint function for cooperation through different agreed activities like Factory Visits (Parents & Trainees), Roundtables, Work Shadowing, Internship, Joint Planning Session and Orientation session in order to enhance the women participation in the industry.

NOW THEREFORE this agreement witnesses as follows;

2. Terms & Conditions

- The Duration of this MoU is from Dec 21 to December, 2026
- Nothing in this MoU will affect the statutory responsibilities of the either party and if either party feels that this MoU is no longer appropriate to continue, they can give two months prior notice of termination in writing before the end of the training session thereafter the MoU shall cease.

3. General Objectives

- Carry out joint activity(ies) as mutually agreed between the two parties (training programmes, workshops, Career Counselling, Job fairs etc.)
- Collaborate to develop and execute industry driven women participation enhancement programmes and courses for better productivity of workforce
- Ensure the placements of FETI trainees through on-job trainings, apprenticeships, traineeships, internships and job placements etc.
- Exchange information for monitoring purpose
- Facilitate job placements to promising and talented graduates for improving the employment outcome
- Utilize each other's' existing infrastructure and other facilities for achieving common identified goals
- Facilitate in awareness raising/advocacy programmes, tracer studies, feedback sessions, assessments, site-visits, exhibitions etc organized for the development and uplift of skills and placement in the country

Role of FETI:

Following activities may be conducted on mutually agreed terms and conditions:

- i) FETI will share the contact details of the focal person
- ii) To work closely with Private Sector Organization and its members for skill gap assessments in the industry
- iii) To design, develop, update and provide curriculum and teaching learning resources for the trainings
- iv) To carry out further training activities in trades identified by the association/industry through need assessment to address industrial demand for skilled manpower
- v) To ensure the placement of trainees for on-the-job training/traineeship/apprenticeship/employment as per the company capacity
- vi) To arrange seminars, workshops, symposia, and conferences for awareness raising of industry and academia on Textile sector development in Pakistan

Role of the Private Sector Organization:

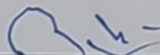
Following activities may be conducted on mutually agreed terms and conditions:

- i) Private Sector Organization will share the contact details of the focal person
- ii) To participate in joint meetings, online collaboration events, roundtables workshops, seminars etc as a major stakeholder of FETI to signify the importance of private sector.
- iii) To facilitate on-the-job-training at the factory premises to the trainees as agreed upon between the parties
- iv) To facilitate FETI in the implementation of competency-based trainings and assessments for a duration as agreed upon between the parties
- v) To periodically coordinate with FETI to share the placement opportunities available with the members and encourage the placement of FETI graduates
- vi) To arrange factory/site visits for FETI trainees including their family members if it is required for better understanding the work environment and productive learning opportunities

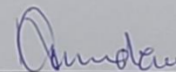
Executed for and on behalf of the Parties on the date mentioned above.

Mr. Reham Bharara
Chairman
FETI, FGCC

Mr. Nasir Ali Zia
Director Industrial Management
Masood Textile Mills Ltd.



Signature of Representative



Signature of Representative

Date 10-12-2021

MEMORANDUM OF UNDERSTANDING (MOU) FOR COOPERATION WITH FETI

This MOU hereto executed on this 14th day of Nov, 2022.

BETWEEN

Institute Name: Female Exclusive Training Institute (FETI), having its office/premises at Faisalabad Garment City Company 1-1/2 KM Khurianwala, Sahianwala Road, Khurianwala, Faisalabad, Contact Numbers 041-8507208/9, email - info@fgcc.pk, hereinafter collectively referred to as "FETI",

AND

Name of the Company: Interloop Ltd, having its office at 1-KM, Khurianwala, Jaranwala Road, Khurianwala, Faisalabad Contact Numbers: 041-4360400 email: corporatcommunication@interloop.pk hereinafter collectively referred to as "Private Sector Organization"

1. Purpose and Scope


AND WHEREAS keeping in view their mutual interest, the Parties to this agreement intend to work together and enhance collaborative relationship for the promotion of women participation in the industry and joint function for cooperation through different agreed activities like Factory Visits, Roundtables, Work Shadowing, Internship, Joint Planning Session and Orientation session in order to enhance the women participation in the industry.

NOW THEREFORE this agreement witnesses as follows;

2. Terms & Conditions

- Duration of this MoU is from December 2022 to December 2023
- Nothing in this MoU will affect the statutory responsibilities of the either party and if either party feels that this MoU is no longer appropriate to continue, they can give one month prior notice of termination in writing before the end of the training session thereafter the MoU shall cease.


Faisalabad Garment City Company, Value Addition City, 1-1/2 K.M. Sahianwala Road,
Khurianwala, Faisalabad. Ph: +92-41-8507208, 8507209, Web: www.fgcc.pk


2

3. General Objectives

- Carry out joint activity(ies) as mutually agreed between the two parties (training programmes, workshops, Career Counselling, Job fairs etc.)
- Collaborate to develop and execute industry driven women participation enhancement programmes and courses for better productivity of workforce.
- Placements of FETI trainees through on-job trainings, apprenticeships, traineeships, internships and job placements in interloop on the basis of availability of position at Interloop.
- Exchange information for monitoring purpose & betterment.
- Utilize each other's' existing infrastructure and other facilities for achieving common identified goals.
- Facilitate in awareness raising/advocacy programmes, tracer studies, feedback sessions, assessments, site-visits, exhibitions etc organized for the development and uplift of skills and placement in the country

Role of FETI:

Following activities may be conducted on mutually agreed terms and conditions:

- i) To work closely with Private Sector Organization and its members for skill gap assessments in the industry.
- ii) To carry out further training activities in trades identified by the association/industry through need assessment to address industrial demand for skilled manpower.
- iii) To ensure the placement of trainees for on-the-job training/traineeship/apprenticeship/employment as per the company available positions or requirement.
- iv) To arrange seminars, workshops, symposia, and conferences for awareness raising of industry and academia on Textile sector development in Pakistan.
- v) Hiring of trainees will be done by FETI on set criteria's by Interloop Ltd that is given below.

Min Edu.	Skill Level	Age Range	Suggested Trade
Matric	S1	18-26	SMT

- vi) 1st batch of training will start from 01- Dec-2022 and batch size will be 30 trainees.
- vii) Training duration will be of two month of each Batch.
- viii) FETI will manage transport for trainees & also ensure the machine/material availability to trainees as per requirement.
- ix) FETI will ensure to handover complete batch to Interloop after the completion of decided training duration & decided skill.




- x) Stipend contribution from FETI will be RS 5000 /Month/Head & remaining from Interloop mentioned below.

FETI will share attendance details of trainee one week before the end of each month, Stipend amount will be paid to each trainee on the basis of 80% attendance in complete batch.

Role of Interloop:

Following activities may be conducted on mutually agreed terms and conditions:

- i) To participate in joint meetings, online collaboration events, roundtables workshops, seminars etc as a major stakeholder of FETI for the betterment.
- ii) To periodically coordinate with FETI to share the placement opportunities available with the members and encourage the placement of FETI graduates.
- iii) To arrange factory/site visits for FETI trainees including their family members if it is required for better understanding the work environment and productive learning opportunities.
- iv) After two months, final assessment will be done by Interloop on mutually decided criteria of FETI (45% Efficiency, 80% Quality and 100% standard method).
- v) On the basis of vacant positions/work force requirement Interloop will hire trained resource from FETI (currently hiring is freeze).
- vi) Interloop will share the required module and operations details of trainees to FETI before the start of each batch.
- vii) Stipend contribution from Interloop will be RS 15000 /Trainee on the completion of two months batch. Stipend amount will transfer to each individual trainee.
- viii) This stipend amount will be paid on successful completion of 2 months period subjected to his/her minimum attendance rule/terms and conditions mentioned in the MOU.
- ix) The stipend payment will be dealt through single location e.g. Plant-1 CASH office. The concerned stipend holder will present Original CNIC along with the Training completion Certificate to the Cash Office.

Executed for and on behalf of the Parties on the date mentioned above.

Person Name: Fakhar-un-Nisa

On behalf of FETI, FGCC

Signature of Representative

Date 14-01-2022

Person Name: Shahid Hameed

On behalf of Interloop Ltd.

Signature of Representative

Hyperlinks

- Career Guidance Programme Manual(English)

https://www.jica.go.jp/pakistan/english/office/others/c8h0vm0000brl8b8-att/career_guidance_en.pdf

- Career Guidance Programme Manual(Urdu)

https://www.jica.go.jp/pakistan/english/office/others/c8h0vm0000brl8b8-att/career_guidance_ur.pdf

- Social and Gender Survey Report

<https://www.jica.go.jp/pakistan/english/office/others/c8h0vm0000brl8b8-att/survey.pdf>



MEMORANDUM OF UNDERSTANDING (MOU) FOR COOPERATION

This MOU hereto executed on this 28th day of September, 2022.

BETWEEN

Institute Name: Pakistan Knitwear Training Institute (PKTI), having its office/premises at, PKTI Building 150-Ali Block New Garden Town, Lahore, Contact Numbers 042-99232364, email - info@pktilahore.edu.pk, hereinafter collectively referred to as "PKTI",

AND

Institute Name: Pakistan Readymade Garments Technical Training Institute (PRGTTI), having its office/premises at, 71-L, Gulberg-III, Near Kalma Chowk Lahore, Contact Numbers 042-99230756-57, email - info@prgtti.pk, hereinafter collectively referred to as "PRGTTI",

AND

Institute Name: Faisalabad Garment City Training Centre (FGCTC), Female Exclusive Training Institute (FETI), having its office/premises at Faisalabad Garment City Company 1-1/2 KM Khurianwala, Sahianwala Road, Khurianwala, Faisalabad, Contact Numbers 041-8507208/9, email - nisa_chattha@yahoo.com, hereinafter collectively referred to as "FETI",

1. Purpose and Scope

AND WHEREAS keeping in view their mutual interest, the Parties to this agreement intend to promote collaborative relationship for enhancing the effectiveness and sustainability of "The JICA Project for Skills Development and Market Diversification (PSDMD) of Garment Industry in Pakistan" as the counterpart institutes, after the end of the project period in November, 2022.

NOW THEREFORE this agreement witnesses as follows:

2. Terms & Conditions

- The Duration of this MoU is from September, 2022 to September, 2025
- Nothing in this MoU will affect the statutory responsibilities of the either party and if either party feels that this MoU is no longer appropriate to continue, they can give two months prior notice of termination in writing thereafter the MoU shall cease.



3. General Objectives

- Conduct regular meetings among the three institutes to share information and maintain a cooperative relationship.
- Carry out joint activity(ies) as mutually agreed between the training institutes (training programmes, workshops, Career Counselling, Job fairs etc.)
- Promote strengthening the relationship between training institutes and the textile industry in order to facilitate on-job trainings, apprenticeships, traineeships, internships and job placements of trainees.
- Collaborate and promote action plan of policy recommendations for promotion of women's participation in apparel/textile industry in collaborations with Ministry of Commerce (Textile Wing), related associations and stakeholders.
- Utilize each other's existing training courses, human resources, infrastructure and other facilities for achieving common identified goals
- Collaborate and facilitate in awareness raising/advocacy programmes in order to enhance the presence of the three institutes, as well as to provide learning opportunities for more trainees.

4. Role of Each Institute:

Following activities may be conducted on mutually agreed terms and conditions:

- i) Each institute will share the contact details of the focal person.
- ii) To design, develop, update and provide curriculum and teaching learning resources for the trainings.
- iii) To carry out further training activities through need assessment to address industrial demand for skilled manpower.
- iv) To arrange seminars, workshops, symposia, and conferences for awareness raising of industry and academia on Textile sector development in Pakistan.
- v) To implement the action plan of policy recommendations for promotion of women's participation in apparel/textile industry in collaborations with Ministry of Commerce (Textile Wing), related associations and stakeholders through institutional collaborations.
- vi) To implement the career guidance programme regularly at FETI, PKTI and PRGTTI to promote job placement for female and male trainees by utilizing and upgrading the career guidance programme manual jointly.
- vii) To promote female recruitment ratio up to 50 per cent at the institutes through enhancing institutional collaborations.



Mr. Mushtaq Mangat
Member Management
Committee

Mr. Rehan Bharara
Chairman

Mr. Sajid S. Minhas
Vice - Chairman

PKTI

FGCC

PRGTTI

Witnesses

Mr. Tayyab Mir
Principal

Ms. Fakhra-un-Nisa
Principal

Dr. Kamran Sandhu
Principal

PKTI

FETI

PRGTTI

Date: September 28, 2022

AND WHEREAS keeping in view their mutual interest, the Parties to this agreement intend to promote collaborative relationship for enhancing the efficiency and sustainability of The JICA Project for Skills Development and Market Identification (PSMD) of Garment Industry in Pakistan, as the contract matures after the end of the project period in November 2022.

NOW THEREFORE the signatories witnesses as follows:

3. Term & Conditions

The duration of this MoU is from September 2022 to September 2025. Nothing in this MoU will affect the existing relationship of the other party and if either party feels that this MoU is no longer appropriate or mutually beneficial, they can give two months prior notice of termination in writing to thereby the MoU shall cease.



MEMORANDUM OF UNDERSTANDING (MOU) FOR COOPERATION

This MOU hereto executed on this 28th day of September, 2022.

BETWEEN

Institute Name: Pakistan Knitwear Training Institute (PKTI), having its office/premises at, PKTI Building 150-Ali Block New Garden Town, Lahore, Contact Numbers 042-99232364, email - info@pktilahore.edu.pk, hereinafter collectively referred to as "PKTI",

AND

Institute Name: Pakistan Readymade Garments Technical Training Institute (PRGTTI), having its office/premises at, 71-L, Gulberg-III, Near Kalma Chowk Lahore, Contact Numbers 042-99230756-57, email -info@prgtti.pk, hereinafter collectively referred to as "PRGTTI",

AND

Institute Name: Faisalabad Garment City Training Centre (FGCTC), Female Exclusive Training Institute (FETI), having its office/premises at Faisalabad Garment City Company 1-1/2 KM Khurianwala, Sahianwala Road, Khurianwala, Faisalabad, Contact Numbers 041-8507208/9, email - nisa_chattha@yahoo.com, hereinafter collectively referred to as "FETI",

1. Purpose and Scope

AND WHEREAS keeping in view their mutual interest, the Parties to this agreement intend to promote collaborative relationship for enhancing the effectiveness and sustainability of "The JICA Project for Skills Development and Market Diversification (PSDMD) of Garment Industry in Pakistan" as the counterpart institutes, after the end of the project period in November, 2022.

NOW THEREFORE this agreement witnesses as follows:

2. Terms & Conditions

- The Duration of this MoU is from September, 2022 to September, 2025
- Nothing in this MoU will affect the statutory responsibilities of the either party and if either party feels that this MoU is no longer appropriate to continue, they can give two months prior notice of termination in writing thereafter the MoU shall cease.



3. General Objectives

- Conduct regular meetings among the three institutes to share information and maintain a cooperative relationship.
- Carry out joint activity(ies) as mutually agreed between the training institutes (training programmes, workshops, Career Counselling, Job fairs etc.)
- Promote strengthening the relationship between training institutes and the textile industry in order to facilitate on-job trainings, apprenticeships, traineeships, internships and job placements of trainees.
- Collaborate and promote action plan of policy recommendations for promotion of women's participation in apparel/textile industry in collaborations with Ministry of Commerce (Textile Wing), related associations and stakeholders.
- Utilize each other's existing training courses, human resources, infrastructure and other facilities for achieving common identified goals
- Collaborate and facilitate in awareness raising/advocacy programmes in order to enhance the presence of the three institutes, as well as to provide learning opportunities for more trainees.

4. Role of Each Institute:

Following activities may be conducted on mutually agreed terms and conditions:

- i) Each institute will share the contact of details of the focal person.
- ii) To design, develop, update and provide curriculum and teaching learning resources for the trainings.
- iii) To carry out further training activities through need assessment to address industrial demand for skilled manpower.
- iv) To arrange seminars, workshops, symposia, and conferences for awareness raising of industry and academia on Textile sector development in Pakistan.
- v) To implement the action plan of policy recommendations for promotion of women's participation in apparel/textile industry in collaborations with Ministry of Commerce (Textile Wing), related associations and stakeholders through institutional collaborations.
- vi) To implement the career guidance programme regularly at FETI, PKTI and PRGTTI to promote job placement for female and male trainees by utilizing and upgrading the career guidance programme manual jointly.
- vii) To promote female recruitment ratio up to 50 per cent at the institutes through enhancing institutional collaborations.



Mr. Mushtaq Mangat
Member Management
Committee

Mr. Rehan Bharara
Chairman

Mr. Sajid S. Minhas
Vice - Chairman

PKTI

FGCC

PRGTTI

Witnesses

Mr. Tayyab Mir
Principal

Ms. Fakhar-un-Nisa
Principal

Dr. Kamran Sandhu
Principal

PKTI

FETI

PRGTTI

Date: September 28, 2022

AND WHEREAS keeping in view their mutual interests, the Parties to this agreement intend to establish a collaborative relationship for enhancing the effectiveness and sustainability of "The HCA Project for Skills Development and Market Oriented (P3M) of Garment Industry in Pakistan" for the period commencing from the end of the project period in November 2022.

NOW THEREFORE the said Parties witness as follows:

1. Terms & Conditions

- The Duration of this MoU is from September 2022 to September 2023.
- Working of this MoU will entail the exclusive responsibility of the signatory party and if either party feels that this MoU is no longer appropriate for reasons they can give two months prior notice of termination to a fellow signatory the MoU shall cease.

別添07

Agenda of the Closing Ceremony and Final Fashion Show

Project for Skills Development and Market Diversification (PSDMD) of the Garment Industry, JICA

Date: Thursday September 29, 2022

Time: 11:00- 13:30

Venue: Shamadan Hall, Serena Hotel, Islamabad

No	Agenda	Time	Remarks
Part 1: Final Presentation of JICA PSDMD Project			
1	Introductory remarks by The Project Team	11:00-11:05	By Mr. Shahbaz Malik of JICA PSDMD Team
2	Speech on behalf of Japan Side 1	11:05-11:15	H.E Parliamentary Vice Minister for Economy Trade and Industry Japan. Mr. Ryuji Satomi
3	Speech on behalf of Japan Side 2	11:15-11:20	Chief Representative, JICA Pakistan Office Mr. Yasumitsu Kinoshita
4	Presentation of "Weave your dream"	11:20-11:40	JICA PSDMD Team
5	Speech on behalf of Pakistan Side	11:40-11:45	Director General, Textile Ministry of Commerce, Textile Wing Mr. Mudassar Raza Siddiqui
6	PKTI Presentation	11:45-11:50	Principal PKTI Mr. Tayyab Mir
7	PRGTTI Presentation	11:50-11:55	Chairman Central, PRGMEA Mr. Sheikh Shafique Jhokwala
8	FETI Presentation	11:55-12:00	Chairman, Faisalabad Garment City Company Mr. Rehan Naseem Bharara
	Preparation	12:00-12:05	
Part 2: Final Fashion Show by JICA PSDMD project			
9	PSDMD Fashion Show	12:05-13:30	1.Opening video about Fashion Show and PKTI part 2.FETI part (Kids) 3.PRGTTI part 4. PKTI part 5. Finale 6. Introduction of three institutes 7. Photo session
10	Lunch	----	

最終成果発表参加者ヒアリングインタビュー結果報告

1. 概要

2022年9月に開催されたファッションショーに参加したC/PのPKTI、PRGTTI、FETIの教員、およびアシスタントの訓練生を対象に2022年10月に本ヒアリングを実施した。協力者に対してファッションショーに参加した感想や参加を通じた自身の成長、ファッションショーのインパクト、各校の教員についてはこれまで受講したTOTでの学びとの関連、そして今後のビジョンについて聞き取りを行った。

ヒアリングは、基本となる質問群をベースにして実施した。ヒアリングはウルドゥー語を用い、会話は録音機器を用いて保存した。

協力者の内訳は以下の表の通りである。

	教員	訓練生	合計
PKTI	3	6	9
PRGTTI	2	3	5
FETI	3	1	4
合計	8	10	18

2. ヒアリング結果

(1) PKTI

【全体】

- ・訓練校としてファッションショーの経験は2回目となる。前回のファッションショーは経験が無かったため何もわからず、上手いかなかったことや反省点が多かった。今回は作品制作から準備、ファッションシューティング、そしてファッションショー本番までの過程のイメージができたため、自発的に動くことができた。

【教員】

- ・今回は他の2校の訓練校も率いてリーダーとしての役割を任命された。プレッシャーや大きな責任も感じたが、その分その役割を任せていただいていることに成長や自信が感じられ、ベストを尽くすことができた。

- ・作品の数も増え、さらに製作のレベルも上がったため、デザインやコーディネートがショーの間際に決定した。そのため、作品製作のスケジュール管理、タイムマネジメントがかなり厳しく、課題だったと感じる。

- ・今回は学生アシスタントの数も増え、総勢20名の大きなチームとなったが、一丸となって素晴らしいチームワークで乗り越えることができた。さらに、PKTIだけでなくPRGTTI、FETIとも一つのチームとして協力することができた。

- ・FETIとのコラボレーションは、初めての試みだったため初めは難しさもあった。密にコミュニケーション取ること、こちらの意図をしっかりと伝えて相談しあうことで納得の

いく作品を協働で作ることができた。FETI チームも大変協力的で感謝をしている。

- ・ショー直前は作業を優先にして集中する必要があったが、配偶者や両親の理解もあり、準備に専念できた。

【訓練生】

- ・JICA 専門家、教員、アシスタントの学生たちで構成された PKTI のチームで一丸となって準備をした経験からチームのマネジメント、時間管理について大きな学びがあった。

- ・ショーの直前は準備で夜遅くなったり、ほぼ毎日学校で作業をする必要があったりしたが、家族からの理解も得られ、応援をしてもらえた。

- ・ファッションショーの経験を通して将来の夢がより具体的になった。(デザイナー、自分のビジネスを立ち上げたい、自身の作品でファッションショーを開催したい等)

(2)PRGTTI

【教員】

- ・ファッション業界で 20 年以上の経験があるが、ファッションショーを通して新たにデザイナーとしての視点が持てるようになったと感じる。今までは自分の顧客の要望に応じて作るだけであったが、自身がどんな作品を作りたいのか、どんな風に作品を見せたいのかと考えるようになった。

- ・ファッションショーの場は、普段着を見せるのではなく、試験的に、トレンドや自分の新しい考えを見せる意義が大きいと感じる。また、訓練生や若い世代に「良いものは何か」を示す場としても重要である。

- ・自分の作品のためにモデルを選ぶことが難しかった。単に身長や見た目を選ぶのではなく、作品の世界観を表現するために、自分の作品を着せたらどのように見えるのかという視点が重要だと学んだ。

- ・経験があるので自分の経験ややり方を信じて、速く、近道をしても何とか作業が終われば良いという考えを持っていた。しかし、鄭専門家の TOT を通して、色々な手順や準備が必要であることを学んだ。実はその場ではすべて理解していないこともあったが、ショーの本番を迎えて自分の作品をランウェイで見たとき、全ての工程・ストーリーがあったからこそ完璧に仕上げることができたと理解した。JICA で学んだやり方が正しいと確信した瞬間で、ぜひ自分の学生たちにも伝えていきたいと思う。

【訓練生】

- ・JICA 専門家との協働作業では、技術だけでなく仕事をする姿勢や道徳的な点からも多くを学んだ。(チーム全員が平等であること、お互いを尊重しながら仕事をする事、感謝の気持ちを忘れないこと、作業の前に一度作業台を整理してから開始すること等)

- ・本番はモデルへの着替えを担当した。コーディネートする予定の小物が見つからなくなるなどハプニングもあったが、臨機応変に対応することができた。モデルもとても親切で、良い関係を築くことができた。

(3)FETI

【全体】

・PKTI とのコラボレーションの前は、ファッションショーがどんなものなのか全く想像ができなかった。作業を進めるうちにこれまでの技術をさらに磨いて作品を完成させる必要があることが分かった。

【教員】

・ショーに向けた作品を作ることで、染めの技術、製品向けのアイロンがけの技術、実践的なステッチング技術を習得することができた。

・教員 3 名の中でも連携をし、上手く作業分担しながら製作を行った。時には意見が異なったり間違いを指摘しあうこともあったりしたが、ファッションショーを成功させるという最終目標に向けて一致団結することができた。

・ファッションデザインの TOT は FETI で開講されておらず、経験がなかったので PKTI のデザインの意図を読み取ることがはじめは困難だった。しかし、メッセージのやり取りや鄭専門家、森専門家、PKTI の教員が FETI に足を運びんで打ち合わせや実践指導が行われたことで作品の完成が実現した。

・繊維業界全体に、訓練校 3 校がこれだけの成果を出すことができる、というインパクトを示すことができた。パキスタンの産業界の中でもファッションショーを行って成果を見せるという取り組み自体が新しい取り組みである。予算規模が小さくても他のステークホルダーとともにこのような機会を継続していくことで、革新的な新しい作品を生み出すことができると考える。

【訓練生】

・自身は子ども服の刺繍の作業を担当した。実際に自分が製作した作品がファッションショーのランウェイを歩く姿を見たときは非常に感慨深かった。

・PKTI が意図しているデザインやディテールに沿って作業を進めるのは最初は難しく感じたが、教員や PKTI からのレクチャーを受けることでどのようなものが求められているのか理解していった。

・イスラマバードの大きな舞台上で FETI や自分の作品が大勢の観客に見ていただける機会は本当に光栄だった。ぜひまたファッションショーのために作品を作りたい。

(4)3 校共通

・製作から成果発表を行うまで、自身が学んだ TOT のカリキュラムを、自身も実践して訓練生に伝えていきたい。

・JICA のサポートがあつて、インターナショナルレベルで仕事できたことに大きな喜びを感じている。作品のクオリティや、洋服の製作・コーディネートなどこれまで自分が経験してきたものとは違う学びがあつた。

・ショーを行うことで、紙の上での講義から実践の場へ自分の技術を披露する場となった。観客からのフィードバックや感想を得られたことに非常に大きな喜びを感じた。ここからブランド化や企業との連携など、影響が生まれていくと感じる。今後の訓練校での指導の中でこうしたファッションショーや成果発表の場をぜひ作って、訓練生たちにもこの経験を味わってもらいたい。