Diagnostic Study on
Sports Wear Cluster, Sialkot

By: Fouzan Muhammad
Assistant Manager, SMEDA RBC Sialkot

Turn Potential into Profits
Small & Medium Enterprise Development Authority
Ministry of Industries, Production and Special Initiatives
Government of Pakistan
http://www.smeda.org.pk

Table of Contents

1. Industry Overview

1.1. International

Internationally the sports wear market has an estimated annual size of US $ 2 billion, with an annual growth rate of 3.5% (FY 2003). As more and more people are becoming health conscious due to increasing age of "baby boomers", high cost of health services, poor eating habits, stress full life, etc the market size is expected to grow by increased rates in the future. The focus is shifting from team sports to individual games including jogging, swimming, tennis, golf, exercising, etc.

Consumers exhibit strong brand loyalties while purchasing sports wear obviously due to visible nature of sports activities. However generic products also have some market share in the lower and lower mid segment of the market. Generics capitalize on their low selling prices, efficient distribution networks, "me too" designs, lower overheads and better customer service.

1.2. National

On national level sports wear sector is also showing a growth trend due to emerging upper middle class and budding rich class. Multinational sports wear brands have already set up their outlets in the main cities. Here, again it's the brand visibility which compels locals to go for these expensive products.

The lower middle and lower segments of market usually buy the non branded local products, mostly related with game of cricket. Size of local market cannot be estimated due to undocumented economy.

2. Cluster Overview

2.1. History and background of cluster

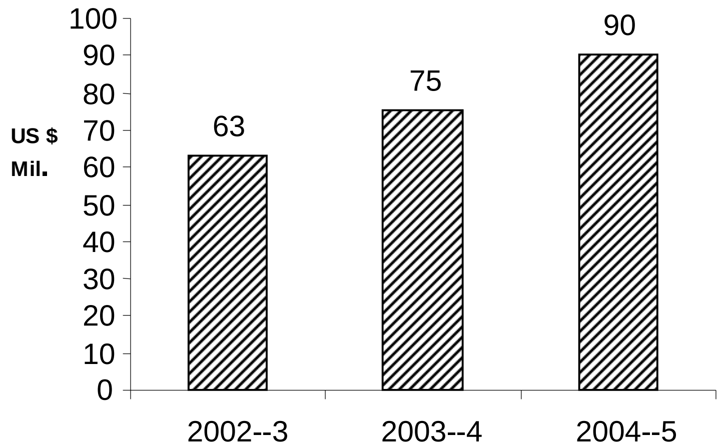
Sialkot is known world over for its expertise in manufacturing and export of sports goods and accessories for the past 100 years or so. The city was a hub of sports goods manufacturing even before the independence. It bravely passed through the turmoil created by fleecing capitalists and investors and proved to the world that the skilled hands can establish and run any business rather than mere power of capital. The products are mostly made for international market and have received worldwide recognition merely because of the care that goes into selection of raw material, designing and manufacturing. International linkages of cluster were developed mostly in the British colonies. Product range being manufactured includes, soccer balls, volley balls, rugby balls, beach balls, exercise balls, cricket balls, hockey balls, baseball balls, tennis balls, shuttle cocks, nets, gloves, hockeys, cricket bats, baseball bats, protective guards, pads, sports wears, etc.

Sports wear cluster was developed as an “off shoot” of sports goods cluster. Initially the international buyers used to buy sports goods from Sialkot and sports wear from South Korea, Taiwan, USA, Germany, UK, Spain, Portugal, Turkey, etc. As the apparel industry diminished or in some cases wiped out from above countries, buyers who were already very satisfied with the quality of sports goods, asked the local exporters to produce sports wear as well. This helped international buyers in reducing their sourcing overheads. Skilled stitchers were abundantly available locally, fabric initially was mostly imported and supplied by buyers, the profit margins were quite huge, supported by friendly government policies, and the sports wear cluster successfully established itself on international level within a very short span of time. Another characteristic of cluster is that all the firms engaged in manufacturing & exporting sportswear, are also producing sports goods. One would hardly find any firm that is 100% into sports wear. This has helped to leverage out risks into more than one product lines.
Main buyers are the same brand names which source sports goods, however a large number of not so well known brands which cater the niche markets also source from the cluster.

2.2. Current Scenario of the cluster

Cluster’s exports were US $ 90 million during the FY 2004—05. The average growth rate for the past 3 years is 16%. However its share in international trade is a meager 4.5%. Around 10,000 plus strong and skilled workforce is engaged directly with the cluster.

Addidas, Nike, Micassa, Puma, Mitre, Select, Umbro, Lotto, Diadora, Decathlon, Wilsons, etc are some of the world renowned brands sourcing most of their supplies (sports goods and sports wear) from Sialkot.



The articles being exported are track suits, football, boxing, cycling, motto sports uniforms, shorts, T shirts, wind breakers, Judo/karate kits, causal wear, stockings, etc.

2.3. Key turning points for the cluster

Ever since the sports goods cluster entered the international markets, the local entrepreneurs put in a lot of emphasis on building strong linkages with buyers. After linkages, second important aspect is the skilled workforce; there was a “Uniform Factory” which was established by the British government during 1930s to supply uniforms kits and accessories to British army stationed in sub continent. During its peak period it had 3000+ work force including stitchers, cutters, press men, packers, accountants, administrators, etc. After the partition the factory was closed and the machinery was sifted to a small town in north of Islamabad. Some of the workforce moved along the factory while the majority decided to stay back. Some of these workers went to UK, Middle East, Lahore, Karachi etc, while the ones left back were hired by the sports goods manufacturers to make low end sports wear for local market. As the sales in local markets at that time (and still today) were very low, and export had not started yet, these skilled workers diversified their skills towards leather gloves manufacturing which was a growing business. Lately with the introduction of leather garments sector, many of these ended up in stitching leather garments. By the time sport wear exports were beginning to register a noticeable figure, during early 1980s, the city had an abundant supply of skilled work force capable of making any garment the customer wanted.

This continuous shifting from one trade to other enabled the workers to gain cross functional skills involved in stitching, i.e. it improved flexibility to match the need of the cluster; hence the core competency of supplying to niche market developed despite the fact that other cities of the country had strong textile base and skilled work force.

3. Analysis of Business Operations of Principle Firms

3.1. Raw Materials

Following are the main raw materials or inputs used.

- **Fabrics**: Cotton, Polyester cotton, Polyester, Nylon, Spandex, Lycra, etc base fabrics both knitted and woven. Apart from these fabrics some proprietary fabrics are also supplied directly by the buyers and/or imported.

- **Accessories**. Zippers, buttons, fusing, eyelets, snaps, etc. Mostly these are of foreign origin.

- **Sundries**: Labels, hang tags, poly bags, marking taps, embroidery patches, thread, etc.

Local fabrics are mostly purchased from Faisalabad, Lahore, Karachi and Gujranwala. Medium and large firms buy directly from manufacturers for large orders, where as small and cottage firms buy from local dealers and stockiest. Large and medium firms also buy from local dealers for small orders. Dealers also keep stock of imported fabrics and accessories. Some manufacturers also import directly.

3.2. Production Operations

3.2.1. Pattern Making

Production operations begin with making the pattern of the garment. Pattern making is usually done manually as expert pattern makers are available easily, however some firms (20) have installed their own CAD based pattern making machines. Pattern made on CAD is of superior quality and results in enormous savings of fabrics. There are 2 CFCs in the cluster which provide CAD based pattern making facilities, one is installed by SMEDA and operated by VTI, other by EPB and LPDI respectively.

Small exporters usually prefer manually made patterns due to its cheaper costs and the fact that they are mostly making standardized products.

3.2.2. Cutting

Fabric is laid down in layers whose number depends upon the order size. In case of CAD pattern the nesting has already been done by computer and the “nested paper sheet” is laid on the top fabric layer and fixed by safety pins. Electric cutters are used to cut the fabric along the tracing lines. Cuttings are bound in bundles and stored accordingly.

For manually made patterns, each part of the pattern is separately traced on the top fabric layer, keeping the fabric wastage minimum, and then cutting is done by electric cutters.

Small and cottage level industries do the cutting with scissors; they can manage it because the order size is quite small.

3.2.3. Stitching

Medium and large firms follow “chain” system of stitching. In this system one garment is made on a number (4—6) machines; each worker is stitching only some portions of garment. In this method the average productivity of worker is around 5—6 times more than traditional style. It also results in job specialization and reduces the quality problems.

Small and cottage size units still follow the traditional one machine one garment approach. This puts an additional burden on the costs of production in the form of lower worker productivity, longer lead time, higher rate of rejections, worker fatigue, etc.

Outsourcing of stitching to vendors is also a common practice especially amoung large firms. Usually basic articles (easy designs) which fetch low export price are outsourced. There are around 100 plus vendors who provide these facilities. These vendors have their stitching facilities mostly out of Sialkot municipality limits and in some case outside the district also. They reap the benefits of cheap labour (mostly rural women) and low cost of operations (electricity) that is available in far flung villages. Some of these vendors also stitch high end sports wear.

3.2.4. Finishing

3.2.4.1. Trimming:

Extra threads, oil stains, loose fabric portions, etc are removed. This is a labour intensive job and is mostly carried out by low/semi skilled workers with in the exporting unit.

3.2.4.2. Pressing:

It’s an important part of the finishing process. Good factories use steam irons but small/cottage use traditional irons. Steam iron press setup has higher capital as well as operating costs, but the quality of press is far better.

3.2.4.3. Packaging:

It's carried out according to customer requirements.

3.3. Quality Assurance

Quality holds an important place in the entrepreneurial culture of Sialkot. Ever since the city entered international markets, this value is being strengthened day by day. Almost all the units manufacturing & exporting sports wear are ISO 9000:2000, CE registered. Apart from QMS requirements, every effort is made to produce goods on time and free of defects. During the production operations, quality checks are maintained at cutting, stitching and finishing stages.

3.4. Sales/Marketing setups

Most of the companies have there separate sales departments to look after international sales. These departments also carry out functions of merchandising.

Main activity in international sales is attending trade fairs in EU and USA. Usually owners attend the fairs themselves. Meetings with buyers and potential customers are also held during and after the trade fairs. Due to high costs of attending these fairs and problems in getting visas, small and cottage level units owners seldom participate in international fairs; their emphasis to contact potential customer through email or fax.

3.5. Financing

Financing from banks is easily available at very competitive rates. Firms usually go for ERF based loans which are provided by State bank of Pakistan through commercial banks at very nominal rates. At the moment markup rate for ERF loan is 9.00% pa. This loan is available for a period of 6 months, on order to order basis.

Apart from this leasing facilities are also being offered by banks and leasing companies for purchase of machinery and equipment.

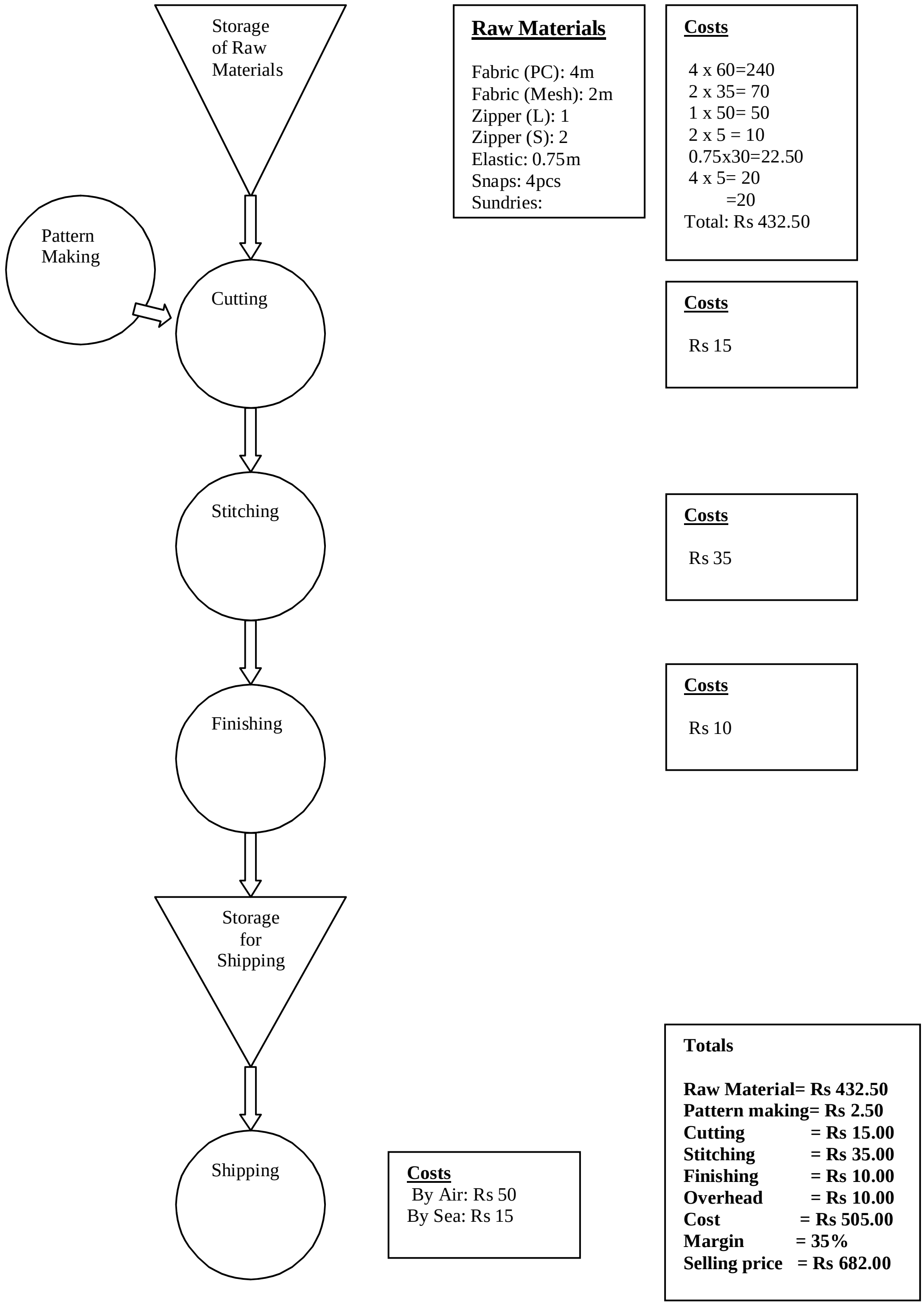
3.6. Social and Regulatory environment

As far as the domestic laws of the country are concerned, firms don't face much difficulty in complying with them. But at the international scenario new rules and regulations keep on coming every now and then. It began with mandatory implementation of QMS (i.e. ISO 9000) and has now moved on to Social accountability standards namely SA 8000 and WRAP. As far as environmental standards are concerned, the cluster in near future doesn't foresee any threat because it doesn't produce such wastages.

3.7. Human Resource

Shop floor level HR is easily available in the cluster, although average wage level has been increasing every year. Lower and middle management staff is also easily available but unfortunately the turnover rate especially in middle management is very high. Upper management tasks are performed by the owners, who, in most of the cases are not appropriately educated and trained. They learn from interaction with foreign buyers, middle management and shop floor workers.

4. Value Chain (Track Suit)



5. Support Institutions & Associations

5.1. SMEDA

Small and medium enterprise development authority was formed in October 1998 with a sole purpose of developing SMEs in the country. It has a Regional business center (RBCs) in Sialkot. SMEDA provides following services to SMEs

i) Short training programs for lower and middle management.
ii) Marketing advice.
iii) Technical advice.
iv) Facilitation in arranging finance from banks.
v) Legal Services
vi) Business plan development.
vii) Common facilities centers.

5.2. EPB

Export promotion bureau has a mandate to promote local products in international markets. It has reserved a special quota for SMEs (20%) in all the international trade exhibitions, trade delegations, trade conferences which it arranges. It has a regional office in Sialkot.

5.3. PSIC

Punjab small industries corporation is a provincial department which supports the establishment of small and cottage industries in the province of Punjab. It offers helps in following areas

i) Offering credit facilities to small and cottage industries (new and existing businesses).
ii) Establishing industrial areas for small industries.

It has a regional office in Sialkot. Some 3 years back it established and Export processing zone (EPZ) with the help of SCCI in Sialkot, but unfortunately not even a single factory has been set there.

5.4. VTI

Vocational training institute provides training to shop floor level workers in stitching and pattern making. It is specifically meant for poor people who cannot afford the fee of such training. SMEDA has installed latest CAD for garments pattern making at this institute. Students are also trained on this CAD and then they find good employment in big units having the said facility.

5.5. PHMA

Pakistan hosiery manufacturers association is one of the main associations of sports wear exporters. It has around 500 members out of whom only 123 are actively involved in business. Association provides following services to its members

- Dissemination of information about international trade fairs
- Issuance of visa recommendation letters.
- Processing of R&D fund claims.

The head office of PHMA is located in Karachi and zonal office in Lahore. Sialkot is a branch office. The secretariat is under-staffed.

Activities of association revolve around a single person (a large business owner) who is quite influential and powerful in local business community. In the past PHMA Sialkot initiated an effort to establish following institutions:

- Textile testing laboratory
- Textile college.

Unfortunately it failed to get enough support from the government in this regard. Government offered to share 50% of the total cost of the project, but PHMA couldn’t muster its members’ support for paying the balance amount so the projects were shelved.

5.6. PREGMEA

Pakistan readymade garments manufacturers and exporters association is the second major association. It has 380 members out of which 89 are active. Sialkot office of PREGMEA is a branch office. Secretariat in this case is also under staffed and housed in a single room office. Recently PREGMEA acquired some land from government and has started building its new office there. Activities of this association revolve around a bunch of people (5) who all belong to large firms. PREGMEA provides following services to its members.

- Dissemination of information about international trade fairs
- Issuance of visa recommendation letters.
- Processing of R&D fund claims.
- Lobbying with government to safeguard interests of its members.

PREGMEA is actively pursuing the establishment of textile testing laboratory and a textile college in the city, but so far has received a very cold response from the government.

5.7. SCCI

Sialkot chamber of commerce & industry is the largest association of exporters of all sectors in the city. Around 30% of members of PHMA & PREGMEA are also its members. SCCI has a very good reputation of carrying out several projects for the development of people and city. The thrust of these initiatives has been on social development, education, civic infrastructure development, etc. Following are the projects which SCCI has initiated and implemented successfully along with support from government and international donors.

- Elimination of child labour from soccer ball industry.
- Establishment of dry port.
- Universal primary education program.
- Sialkot public school.
- SOS village
- Sialkot medical complex.
- Sialkot International airport (under construction)
- The Light (school for mentally handicapped children).
- Social welfare services complex.
- Tannery zone.
- Sialkot city development package: Building and renovation of city roads. Exporters contribute 0.25% of FOB value of their shipments towards this fund.

5.8. Private BDS providers

Cluster is unfortunate in this respect. Quality and availability of private BDS has been very poor. Majority of consultancy firms provide services in ISO 9000: 2004, ISO 13485, EN 46000, CE, GMP, SA8000, etc certifications. Around 10 firms provide accountancy and taxation services out of which only 1 is a CA firm. There is an absence of BDS in productivity management, marketing and sales, HR development, software, etc.

6. SWOT Analysis

6.1. Strengths

- Dynamic and reliable linkages in international markets due to long history of working in international markets.
- Focus on niche marketing by providing customized products.
- Entrepreneurial culture directed towards exports.
- Flexibility in production runs with quick turnaround time.
- Reliance on other complimentary products.
- Strong logistics infrastructure
    - Sialkot dry port
    - Sialkot international airport (under construction)

6.2. Weaknesses

- Low process productivity.
- Cut throat price competition amoung SME exporters.
- Limited distribution channels.
- Concentration in few geographic markets (international and local).
- Absence of internationally accredited textile testing lab.
- Absence of training facilities for workers and middle management.
- Shortage of skilled labour in future.
- Weak associations.

6.3. Opportunities

- Subsidy of 6% on FOB value for R&D activities.
- Extremely low rate of mark up on working capital loans (9.00%).
- Very low income tax rate (1.00% of total annual sales).
- Post WTO boom international apparel trade.
- Attitude of end consumers changing towards health & fitness.
- Free/preferential trade agreements with major importing countries like EU & USA.
- Emerging middle class in domestic market.

6.4. Threats

- Decreasing purchasing power of end consumers (international).
- Entry of large discount retailers in sportswear market (international).
- Imposition of social, environmental, technical & compliance barriers to trade by foreign importing nations.
- Domestic/international political situation.

7. Cluster Vision, Targets and Implementation

7.1. Vision

To increase export sales to US $ 200 million during next 3 years by providing quality products, through existing & new distribution channels, searching new geographic markets and enhancing productivity. To develop local sales channels inorder to cater high—medium income consumers segment.

7.2. Targets

7.2.1. Year 1

- 2 awareness workshops on network formation.
- Formation of 2 networks with initial objective of joint marketing.
- Identification of private BDS providers.
- Steering committee for cluster development program.
- Training need assessment of cluster.
- Training programs on Export marketing and Productivity improvement.

7.2.2. Year 2

- Joint activities by networks
  - Participation in international trade fair.
  - Hiring of marketing BDS for market diversification plan development including local outlets.
- Formation of 4 new networks
- HR need assessment of PHMA & PREGMEA.
- Capacity building plan of PHMA & PREGMEA
- Capacity building of PHMA & PREGMEA.
- Need assessment survey on establishing textile testing laboratory
- Need assessment survey on Textile College.
- Training programs on branding in local markets and SA8000/WRAP.

7.2.3. Year 3

- Appointments of NDAs in mature networks of year 1 & 2.
- Based upon findings of need assessment survey on textile testing laboratory, preparing a business plan.

7.3. Strategy

A 2D strategy has been designed to achieve above targets. First dimension strategy shall focus on the micro level and 2nd on macro.

7.3.1. Strategy at micro level

Micro level will focus the networks only. Initially focus will be on formation of networks at least two during the first year. Capacity building exercise of networks will be carried out specifically highlighting the issues of economies of scale, skills & scope, marketing, etc.

As far as marketing focus is concerned, capacity building shall be done emphasizing the “choice of channel” and “logistics”. New distribution channels shall be evaluated and explored.

In operations it will be the “process focused” strategy, concentrating the areas such as “aggregate planning techniques”, “ purchase management procedures”, “ergonomics” and “bench marking out put levels” with national best practices.

Self sustainability of networks would be the ultimate objective of above mentioned initiatives.

7.3.2. Strategy at macro level

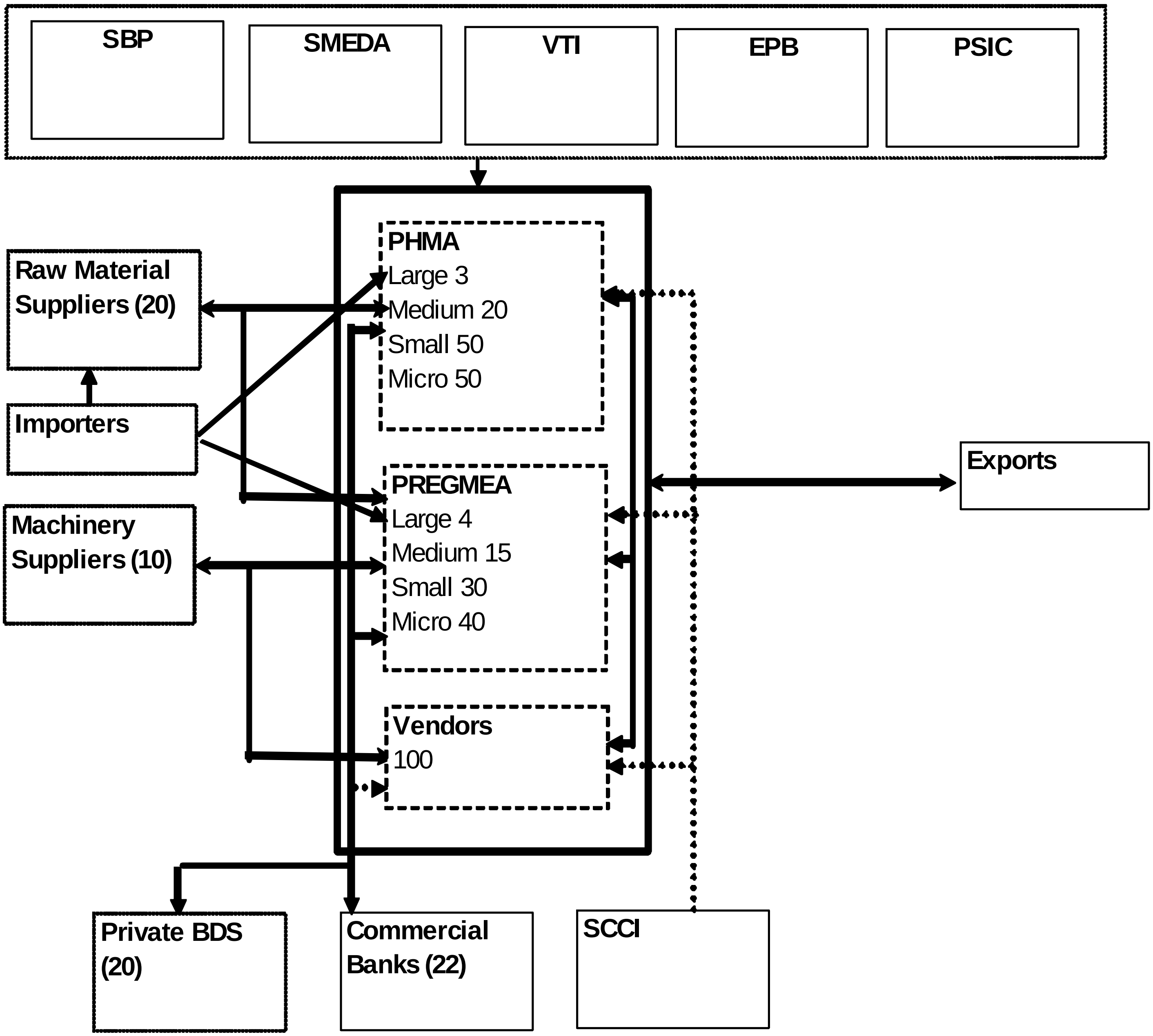
This level will focus the development of cluster as a whole. It will start with capacity building of two associations namely PHMA & PREGMEA. These associations shall be used as launching pad for all future cluster development initiatives.

Focus areas would be infrastructure development, including textile testing laboratory, textiles college and identification of private BDS providers.

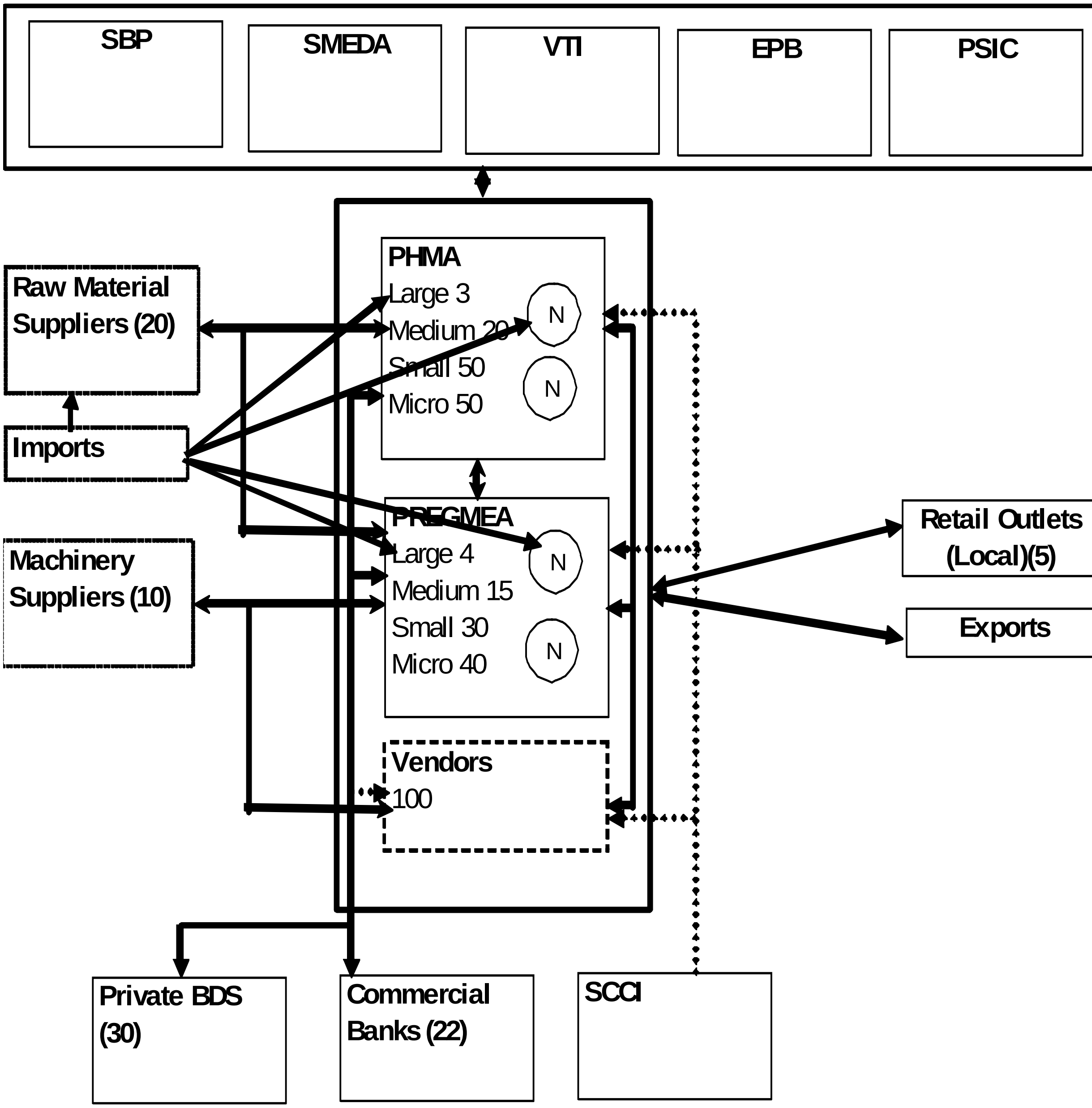
Strong coordination will be build between the two associations such that the efforts have strong thrust and greater sustainability.

8. Cluster Map

8.1. Current Cluster Map



8.2. Future Cluster Map



9. Cooperation Matrix

9.1. Present

	PHMA	PREGMEA	SCCI	EPB	SMEDA	SBP	VTI	Raw Mat Supp	PSIC	Comm. Banks	Vendors	Principle firms	Private BDS
PHMA	x	0	2	3	2	2	0	0	0	0	0	4	0
PREGMEA	0	x	3	3	2	2	1	0	0	0	0	4	0
SCCI	2	3	x	4	5	4	3	0	3	0	0	2	0
EPB	3	3	4	x	2	3	0	0	0	0	0	2	0
SMEDA	2	2	5	3	x	4	5	2	4	2	2	3	0
SBP	2	2	3	3	4	x	0	0	0	4	0	3	0
VTI	0	1	3	0	5	0	x	0	2	0	2	2	0
Raw Mat. Supp	0	0	0	0	2	0	0	x	0	3	3	4	0
PSIC	0	0	3	0	4	0	2	0	x	1	0	1	0
Comm. Banks	0	0	0	0	2	4	0	3	1	x	1	5	0
Vendors	0	0	0	0	2	0	2	3	0	1	x	4	0
Principle firms	4	4	2	2	3	3	2	4	1	5	4	x	2
Private BDS	0	0	0	0	0	0	0	0	0	0	0	2	x
	13	**15**	**25**	**18**	**33**	**22**	**15**	**12**	**11**	**16**	**12**	**36**	**2**

Scale

0	1	2	3	4	5
NIL	Bad	Fair	Good	V.Good	Excellent

9.2. Future

	PHMA	PREGMEA	SCCI	EPB	SMEDA	SBP	VTI	Raw Mat Supp	PSIC	Comm. Banks	Vendors	Principle firms	Private BDS
PHMA	x	5	4	4	5	4	3	3	3	0	3	4	3
PREGMEA	5	x	4	4	5	4	3	3	3	0	3	4	3
SCCI	4	4	x	4	5	3	3	3	3	0	3	4	3
EPB	4	4	4	x	5	3	3	2	2	2	2	4	4
SMEDA	5	5	5	5	x	4	5	3	4	3	3	4	4
SBP	4	4	3	3	4	x	0	2	0	4	2	4	0
VTI	3	3	3	3	5	0	x	0	2	0	2	4	3
Raw Mat. Supp	3	3	3	2	3	2	0	x	0	4	4	4	0
PSIC	3	3	3	2	4	0	2	0	x	1	3	3	0
Comm. Banks	0	0	0	2	3	4	0	4	1	x	3	5	0
Vendors	3	3	3	2	3	2	2	4	3	3	x	5	0
Principle firms	4	4	4	4	4	4	4	4	3	5	5	x	4
Private BDS	3	3	3	4	4	0	3	0	0	0	0	4	x
	41	**41**	**39**	**39**	**50**	**30**	**28**	**28**	**24**	**22**	**33**	**49**	**24**
Improvement	***28***	***26***	***14***	***21***	***17***	***8***	***13***	***16***	***13***	***6***	***21***	***13***	***22***

Scale

0	1	2	3	4	5
NIL	Bad	Fair	Good	V.Good	Excellent

10. Tentative Action Plan

10.1. Year-wise

Year1			Expenses							
Sr#	**Activity**	**Finish date**	**PHMA**	**PREGMEA**	**SMEDA**	**UNIDO**	**EPB**	**Networks**	**Total**	**Implementer**
1	2 awareness workshops	Oct-05	4,000	4,000	8,000				**16,000**	SMEDA
2	Training need assessment of cluster	Nov-05			5,000				**5,000**	SMEDA
3	Training program "Export Marketing"	Dec-05			5,000				**5,000**	SMEDA, SCCI, PHMA, PREGMEA
4	Creation of 2 networks	Jan-06						20,000	**20,000**	SMEDA
5	Identification of private BDS providers	Jan-06			5,000				**5,000**	SMEDA
6	Joint activities of networks (website development, catalogues, brochures)	Mar-06				50,000		100,000	**150,000**	Networks, CDA
7	Steering committee	Mar-06							**-**	Assns.SMEDA
8	Training program "Productivity Improvement"	May-06			5,000				**5,000**	SMEDA, SCCI, PHMA, PREGMEA
			4,000	**4,000**	**28,000**	**50,000**	**-**	**120,000**	**206,000**	

Year2			Expenses						Total	
Sr#	**Activity**	**Finish date**	**PHMA**	**PREGMEA**	**SMEDA**	**UNIDO**	**EPB**	**Networks**		**Implementer**
1	Hiring marketing BDS by networks	Sep-06				100,000	100,000	50,000	**250,000**	EPB
2	HR need assessment of Assns.	Sep-06				10,000			**10,000**	SMEDA
3	Formation of 4 new networks	Oct-06						80,000	**80,000**	SMEDA
4	Participation in Int'l Trade Fair by 2 networks	Nov-06				100,000	200,000	200,000	**500,000**	Networks, EPB
5	Training program "Branding in Local Markets"	Nov-06			10,000				**10,000**	
6	Need assesment survey Textile college	Dec-06	10,000	10,000					**20,000**	Private BDS
7	Capacity building plan of Assns.	Dec-06				20,000			**20,000**	SMEDA
8	Need assesment survey Textile Lab	Feb-07	10,000	10,000					**20,000**	Private BDS
9	Capacity building of Assns	May-07	100,000	100,000	50,000	300,000	300,000		**850,000**	Private BDS
10	Training program "WRAP/SA 8000"	Jun-07			10,000				**10,000**	SMEDA, SCCI, PHMA, PREGMEA
			120,000	**120,000**	**70,000**	**530,000**	**600,000**	**330,000**	**1,770,000**	

Year3			Expenses						Total	
Sr#	**Activity**	**Finish date**	**PHMA**	**PREGMEA**	**SMEDA**	**UNIDO**	**EPB**	**Networks**		**Implementer**
1	Appointments of NDAs in mature networks of year 1 & 2	Sep-07						60,000	**60,000**	Assns.
2	BP development for Textile Lab	Oct-07	50,000	50,000					**100,000**	Private BDS
			50,000	**50,000**	**0**	**0**	**0**	**60,000**	**160,000**	

10.2. Theme-wise

10.2.1. Sensitisation

Activity	**Theme**	**Year**	**Finish date**	**PHMA**	**PREGMEA**	**SMEDA**	**UNIDO**	**EPB**	**Networks**	**Total**	**Implementer**
2 awareness workshops	Sensitisation	1	Oct-05	4,000	4,000	8,000				**16,000**	SMEDA
				4,000	**4,000**	**8,000**	**0**	**0**	**0**	**16,000**	

10.2.2. Capacity Building of Cluster

Activity	Theme	Year	Finish date	PHMA	PREGMEA	SMEDA	UNIDO	EPB	Networks	Total	Implementer
Training need assessment of cluster	Capacity Building of Cluster	1	Nov-05			5,000				**5,000**	SMEDA
Training program "Export Marketing"	Capacity Building of Cluster	1	Dec-05			5,000				**5,000**	SMEDA, SCCI, PHMA, PREGMEA
Training program "Productivity Improvement"	Capacity Building of Cluster	1	May-06			5,000				**5,000**	SMEDA, SCCI, PHMA, PREGMEA
Training program "Branding in Local Markets"	Capacity Building of Cluster	2	Nov-06			10,000				**10,000**	
Training program "WRAP/SA 8000"	Capacity Building of Cluster	2	Jun-07			10,000				**10,000**	SMEDA, SCCI, PHMA, PREGMEA
				0	**0**	**35,000**	**0**	**0**	**0**	**35,000**	

10.2.3. Networking

Activity	Theme	Year	Finish date	PHMA	PREGMEA	SMEDA	UNIDO	EPB	Networks	Total	Implementer
Creation of 2 networks	Networking	1	Jan-06						20,000	**20,000**	SMEDA
Joint activities of networks (website development, catalogues, brochures)	Networking	1	Mar-06				50,000		100,000	**150,000**	Networks, CDA
Hiring marketing BDS by networks	Networking	2	Sep-06				100,000	100,000	50,000	**250,000**	EPB
Formation of 4 new networks	Networking	2	Oct-06						80,000	**80,000**	SMEDA
Participation in Int'l Trade Fair by 2 networks	Networking	2	Nov-06				100,000	200,000	200,000	**500,000**	Networks, EPB
Appointments of NDAs in mature networks of year 1 & 2	Networking	3	Sep-07						60,000	**60,000**	Assns.
				0	**0**	**0**	**250,000**	**300,000**	**510,000**	**1,060,000**	

10.2.4. Institution Strengthening

Activity	Theme	Year	Finish date	PHMA	PREGMEA	SMEDA	UNIDO	EPB	Networks	Total	Implementer
Identification of private BDS providers	Institution Strengthening	1	Jan-06			5,000				**5,000**	SMEDA
Steering committee of Assns.	Institution Strengthening	1	Mar-06							**-**	Assns.SMEDA
HR need assessment of Assns.	Institution Strengthening	2	Sep-06				10,000			**10,000**	SMEDA
Capacity building plan of Assns.	Institution Strengthening	2	Dec-06				20,000			**20,000**	SMEDA
Need assessment survey Textile Lab	Institution Strengthening	2	Feb-07	10,000	10,000					**20,000**	Private BDS
Capacity building of Assns	Institution Strengthening	2	May-07	100,000	100,000	50,000	300,000	300,000		**850,000**	Private BDS
				110,000	**110,000**	**55,000**	**330,000**	**300,000**	**0**	**905,000**	

10.2.5. Infrastructure Development

Activity	Theme	Year	Finish date	PHMA	PREGMEA	SMEDA	UNIDO	EPB	Networks	Total	Implementer
Need assessment survey Textile college	Infrastructure Development	2	Dec-06	10,000	10,000					**20,000**	Private BDS
BP development for Textile Lab	Infrastructure Development	3	Oct-07	50,000	50,000					**100,000**	Private BDS
				60,000	**60,000**	**0**	**0**	**0**	**0**	**120,000**	