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THE CHINA TEXTILE GARMENT TECHNOLOGY DEVELOPMENT CENTRE

LP/CPR/85/055

CHINA

SUBCONTRACT NO. 88/18
Amendment No 1

Final report: Technology Input Subcontract

Based on the work of D.A. Hague

United Nations Industrial Development Organization
Vienna

3/2

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ABBREVIATIONS

UNIDO	United Nations Industrial Development Organisation
CTA	Chief Technical Adviser
CAD/CAM	Computer Assisted Design/Computer Assisted Manufacture
TPR	Tri-Partite Review
CDS	Computerised Descriptive Sewing Data
TRM	Tri-partite Review Meeting
CTGTDC	China Textile Garment Technology Development Centre
US\$	United States Dollar
RMB Y	Renminbi Yuan

EXCHANGE RATES

During the period of the mission, 23 September to 13 December 1991, the following exchange rate prevailed:

US\$1 = RMB Y 5.20

I. INTRODUCTION

The work covered by this report was requested by the Project Management at the Tri-partite Monitoring Meeting held in Hangzhou on 31 March 1990, and the meeting approved the request. The amendment No. 1 to the UNIDO Contract No. 88/18 between UNIDO and Fielden House Limited, was issued and signed in March 1991.

The duration of the work was three man-months, from 23 September to 13 December 1991, and was carried out by one consultant, Mr P W Davies.

II. PROGRAMME

The contract requirements were for the services of an expert in the area of pattern design and grading. In a letter to UNIDO, the project management had requested a change in the expert from the previous input, in order to obtain a different approach. This was achieved by substituting Mr P W Davies for Mr A Davies who was the original nominee for this post.

The programme for the assignment was agreed with the CTA, and was arranged to meet the requirements of the project management. The main features of the programme were to be two Advanced Pattern courses of three weeks duration each, interspersed with visits into industry following up on trainees and carrying out assignments with Centre staff.

Any modifications to the programme would be made during the CTA's visit, which was scheduled for the 6th and 7th week of the assignment.

The final programme was:-

Weeks 1 & 2 Visit factories and assess the capability of the industry.
Ensure that all arrangements for the course were made, and complete final preparations.

Weeks 3,4 & 5 Run an Advanced Pattern course for 16 persons, covering:-
Pattern Design and Development
Drafting of patterns
Construction Techniques
Machinery development
Principles of CAD/CAM systems.

- Weeks 6 & 7 CTA visit and TPR meeting.
Modification of second half of programme to meet recommendations of the TPR meeting.
- Weeks 8,9 & 10 Run an Advanced Pattern course for 16 persons in the Ningbo/Fenghua region.
(This was in response to a request by the Director of the Fenghua Textile Clothing Bureau.)
In addition, the expert selected one company and supervised the making of video recordings of operations for later analysis.
- Weeks 11 & 12 Working with the Centre staff to analyse the video recordings through the CSDS system.

III. IMPLEMENTATION

It had been assumed that the Centre would recruit participants for an Advanced Pattern course from those persons in the industry who had already attended the Basic Pattern courses run previously or from those who had reasonable experience of pattern production, particularly for men's outerwear. Unfortunately, most of the participants were inexperienced, which made the work of the expert very difficult.

The course was completed successfully but it is felt that much more could have been achieved had the correct level of participants been recruited.

It was firmly stated that all participants for the second course must be experienced in the menswear industry. This was accepted and, in fact, details of each participant were provided before the commencement of the course.

The second course was much more successful than the first, partly due to the fact that all participants were of the appropriate standard prior to the course and partly because the attitude towards training appears to be much better in Fenghua County. The county is a little away from the mainstream of activities, and any training event provided in the county is greeted with much enthusiasm.

It had been decided at the TRM that an attempt should be made to practise the staff in the use of the Computerised Descriptive Sewing Data system, which was installed in 1989, and appeared to have had little use.

An opportunity presented itself for a sub-project to be arranged in conjunction with the Pattern course in Ningbo/Fenghua. The Director of the Fenghua Textile Clothing Bureau, Mr Situ Hongxun, and his deputy, Mr Fu Ping Yi, visited the Centre and requested assistance in the improvement of manufacturing methods.

It was, therefore, agreed that Mr Davies would travel to Ningbo on the Friday before the Pattern course commenced, and visit a number of factories in order to identify which one would make the best subject for study. Centre staff would then make video recordings of all operations and return to Hangzhou to analyse the operations and process them through the CDS system.

There was no problem in identifying a suitable factory for study, but the Centre staff assigned to carry out the work exhibited their lack of experience and lack of enthusiasm, thus making a relatively simple task quite difficult.

On completion of the Pattern course, Mr Davies returned to Hangzhou, and tried to work with the Centre staff on the analysis of the video recordings of the operations for the remaining two weeks of his assignment. Again, the lack of enthusiasm from the staff meant that by the beginning of the second week, Mr Davies was working alone - the staff having found excuses to be absent.

The objectives of this sub-project had been defined as:-

- gaining experience in the observation of manufacturing techniques
- analysing and developing a programme of implementation of new methods and techniques
- presenting to the company under review, a report on how to improve its situation
- establishing the capability of the Centre to undertake such a project
- enhancing the credibility of the Centre in the provision of a much needed consultancy service in techniques to improve methods to European standards.

This part of the assignment proved to be particularly frustrating, particularly as it had been pointed out to both the management of the Centre and to the staff, by Mr Eraneva and the CIA, that this was the very last mission of an expert under the sub-contract, and every opportunity should be taken to glean information from the expert.

It had been the intention, on completion of the analysis, to hold a meeting between the management of the subject factory, and the Centre staff to discuss areas for improvement and to make arrangements for consultancy assignments to take place in order to effect any improvements found necessary. Unfortunately, the date selected for the meeting was after the departure from China of Mr Davies and the representatives from Fenghua stated that if Mr Davies would not be at the meeting, then they would not attend as they had no confidence in the Centre staff.

This lack of confidence in the Centre was expressed on more than one occasion - particularly in Ningbo/Fenghua. It was stated that there is much work to do in improving methods of manufacture and training, but the factories wanted outside assistance and not the assistance of the Centre.

IV. CONCLUSION

As stated in the same paragraph of the Final Report for the first phase of the sub-contract, the input of technology went quite well, but many of the same problems were present:

- Resistance by the industry to the Centre. (NB not to the concept of a Centre, but more to the inexperienced and disinterested staff employed by the Centre.)
- Poor working conditions in the temporary accommodation occupied by the Centre, thus creating another poor image.
- Poor attitudes on the part of some (most) of the staff of CTGIDC.

The overall effect of this latest input of technology will again be difficult to assess; however the feeling is that as far as the staff of the Centre are concerned, very little of the knowledge that should have been gained will ever be put to use. Fortunately those participants from industry who attended the training courses have been well trained, and should be able to make useful contributions to their factory performances.

The management and consultancy staff of Fielden House Limited are unused to failure, and we are saddened by the fact that despite the considerable efforts of our staff, sometimes working in difficult conditions, the outcome is that the China National Textile Garment Technology Development Centre is not as capable as it should be to serve an industry which is in desperate need of the introduction of new concepts and methods of manufacturing clothing.

We have always felt that the very limited amount of man-time allotted to technology input by external consultants was much too short. With the problems experienced, particularly with the qualifications and attitudes of the staff of CTGTDC, it is possible that any additional time would also have been wasted.