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THE CHINA GARMENT TECHNOLOGY DEVELOPMENT CENTRE

DP/CPR/85/055/11-01

CHINA

Technical report: Third visit of the
Chief Technical Adviser*

Prepared for the Government of the People's Republic of China
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of Don A. Hague
Chief Technical Adviser

Backstopping officer: J.P. Moll, Agro-based Industries Branch

United Nations Industrial Development Organization
Vienna

* This document has not been edited.

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ABBREVIATIONS

TGTDC	Textile Garment Technology Development Centre
UK	United Kingdom
FRG	Federal Republic of Germany
PESR	Pilot/Experimental Sewing Room
MSTIU	Marketing Service and Technical Information Unit
CAD/CAM	Computer Aided Design/Computer Aided Management
PAC	Project Appraisal Committee
PPER	Project Performance Evaluation Report
TPR	Tri-partite Review
MTI	Ministry of Textile Industry
CTA	Chief Technical Adviser
NPD	National Project Director

Exchange rates:

During the period of this mission, 2 October - 23 October 1988, the following exchange rate prevailed:-

US \$1 = RMB¥ 3.71

I. INTRODUCTION

The mission began on 2 October 1988 in Hong Kong and lasted for three weeks:-

2 - 4 October - Hong Kong
4 - 19 October - Hangzhou
20 - 22 October - Beijing

The objectives of the mission were to:-

- prepare a detailed work plan
- advise on the equipment and select equipment to be produced by UNIDO.
- assist with selection and placement of Fellowship programmes
- assist in defining specific roles of other experts
- provide technical information and give lectures where relevant
- advise on carrying out training activities
- assist with overseas liaison
- take part in tripartite review meeting.

All objectives were met, although no lectures were given - instead meetings were held in factories participating in the Production Engineering programme.

Very little has happened since my last visit, with the exception of the commencement of the Technology Input sub-contract.

The Tri-partite Review meeting took place on Tuesday 11 September and full minutes of this meeting are being prepared by Dr K S Stephens, SIDFA.

One request by Dr Stephens was that the CIA should review the Project Document in the light of the considerable number of amendments made. This has been done, and a new updated version of the Project document has been written. It incorporates all the amendments made in the first two CIA reports and this removes the necessity of having to refer to three separate documents.

The activities had got well behind schedule, and the rewriting of the ACTIVITIES section of the Prodoc resulted in the biggest change. It has been strongly pointed out to the project management that should there be any further time slippage in the implementation of the project activities, then it will be doubtful if the activities (and therefore the project budget) can be completed within the life of this project.

This concern is also shared by Dr Stephens.

An illustration of the degree of slippage may be made by considering the activity "Mid-term Tripartite review meeting". This was originally No 18 and scheduled for November 1987. It was amended to No 16 and rescheduled to November 1988. The latest amendment places it at No 8 and it has just taken place in October 1988.

The project management have been requested to improve the quantity and quality of reports. All activities should be reported:-

- to industry through the Bulletin
- to UNDP/UNIDO/MTI and CIGETE in order to appraise those monitoring the project of project activities

II. RECOMMENDATIONS

1. Some consideration should be given to using some of the unspent funds on BL51 to fund a short Study Tour for managers from industry to Hong Kong. The project management have been requested to produce accurate costings. It is felt that exposure to high activity, well managed factories could be an incentive to implementing improvements recommended by TGIDC staff.
2. Reports should be submitted by the project management on all project activities. This is to ensure that the various participating agencies are made aware that the TGIDC is alive and beginning to function.
3. Consideration should be given next year to extending the maintenance contract on the CAD equipment in order to ensure that maximum benefits are gained from the updating of the software.

III. STUDY TOURS AND FELLOWSHIPS

A. STUDY TOURS

Study Tour A was completed almost one year ago, but the final report from the personnel involved is still awaiting completion.

The project management have had another change of mind regarding Study Tour B. It is now requested that Study Tour B and Study Tour C should be provided for 4 and 3 persons respectively, and that both these tours should take place in August 1989.

B. FELLOWSHIPS

There have been considerable delays in organising the Fellowships that had been planned, due to many factors - language training, delay in processing nominations, in Hangzhou, Beijing and Vienna, plus delays incurred by national agencies in actually organising the programmes.

It has been strongly stressed to the project management, that even with the best will in the world, a time scale of six months must be anticipated between selection and completion of nomination forms, and commencement of the programme.

It has been requested that a six month count-back system is operated from each Fellowship start date. This has also been worked into the Work Plan.

At the present time, the Fellowship status is:-

Miss Chen - on Fellowship (V)
Miss Yu - should start Fellowship (ii) November 1988
Mr Yu - should start Fellowship (iv) November/December 1988.
Mr Xia - should start Fellowship (iii) in January 1989
Mr Du - was nominated for Fellowship (XIV) but was unable to travel because of sickness. The Fellowship had been taken out of sequence anyway, so now back in its original position - July 1989, there should be sufficient time for Mr Du to recover.

The four members of staff sent to Japan at Government expense are still on Fellowship.

The TPR requested that six persons should be nominated for Fellowships during 1989. The nominations for these Fellowships will be completed and despatched within the next two months.

IV. EQUIPMENT

Mr Moll and the CIA spent some time during the mission evaluating the tenders so far received for the equipment to be purchased by UNIDO.

Decisions were taken regarding most of the items, and Mr Moll undertook to start the purchasing procedures on his return to Vienna.

During the evaluation it was discovered that two items of equipment, requested by project management, had already been bought, and these were removed from the equipment list.

Again it has been pointed out that if equipment is requested from UNIDO, then it should not be purchased from local funds without informing UNIDO as a matter of urgency. Failure to do this will result in duplication of equipment, and unnecessary expenditure.

An additional vehicle has been provided from Government funds, also an electronic typewriter.

The stopwatches required for the Production Engineering activities were supplied, but proved to be not quite suitable. The main problem is that the sweep hand takes almost 3 seconds to zero, and is therefore useless for "flyback" timings of operations and elements.

Replacement watches, with mechanical flyback mechanism were ordered, but due to a misunderstanding in Beijing, the replacement watches were returned to the manufacturer. Efforts are now being made to recover them. They will probably arrive before the end of the Production Engineering activity, but not soon enough for the majority of work to be done using the correct equipment.

V. BUILDINGS

The building of the new Centre is even further behind schedule.

The building site has not yet been cleared, and when the CTA left China, some 40 families were still housed in the condemned buildings on the site.

It has been stated that the families will be moved and building will commence by the end of October. It was similarly promised in September 1987 that building would commence in January 1988.

The project management are still confident that the building can be completed by October 1990, in fact the target date has been given as August 1990.

The temporary accommodation is functioning as well as can be expected, but the lack of space has brought problems which have repercussions in other areas of the project; particularly staffing and selection for Fellowships.

VI. EXPERTS/SUBCONTRACT

A. EXPERTS

UNIDO have been requested to identify and recruit the two experts not included in the Sub Contract. The CAD Expert (11-03) is required for 2 man months in June and July of 1989 and the Design Expert (11-02) for 1 man-month in November 1989.

B. SUBCONTRACT

The first input from the subcontract is now half completed. A Production Engineer, Mr G Walsh, from Fielden House has run a training course for Production Engineers, complete with supervised in-company projects. This phase went very well, and a total of twelve students were trained.

The second phase, carrying out studies leading to improvements in the operations of three factories, to be used as models for the industry is not going so well.

There have been a number of reasons for problems arising:-

- Managers were sent as students on the training course, and now cannot find the time to function as Production Engineers
- Factory problems - shortage of materials, orders etc and building programmes interfering with the preparatory work
- Use of untrained staff for taking of timings

The CIA conducted a meeting of all the managements of the three participating factories and spelled out the shortcomings of the project.

The original intention of producing three "model" factory illustrations by the end of the experts mission has now been modified. In the Shirt Factory and the Childrenswear Factory, information will be gathered and assembled into reports, to be presented to management by the 16 December when the expert goes on leave to the U.K.

These reports will be discussed at meetings in January when the expert returns for his last month. Plans for implementation will be drawn up and monitored by TGIDC staff and subsequent subcontract experts.

The other factory, the Pilot Plant, is working towards the successful implementation of the project, and the expert has been instructed to concentrate on this factory so that it can be used as a model situation.

The second expert, covering Management, is scheduled to join the project mid April 1989.

VII. CONCLUSIONS

The progress of the project to date has not been satisfactory - which fact was reflected in the PPER. There are a number of reasons. These were mentioned in the last CIA report, and the untimely demise of the NPD Mr Shen Yan has caused additional difficulties.

I have had long and very frank discussions with the Director, Mr Pan Fan Ping, and Assistant Director Mr Cheng Xiao Ming, and pointed out the hazards presented by delays. The greatest hazard would be the suspension of the project until the problems caused by the delayed building programme are dealt with.

Mr Pan and Mr Cheng are well aware of the need for the project management to take firm control and keep the project moving to laid down schedule of activities, and have promised to do their utmost to ensure that no further slippage is allowed.

My thanks to all those people whom I met during this mission. There is still considerable enthusiasm for the project which must be channeled to ensure progress is positive and timely. A full list of names is given at Appendix 1.

I would like to record my personal sadness at the untimely death of Shen Yan, the late National Project Director. Over the years I had come to regard him as a very competent colleague and also a friend. He will be missed by all of us engaged in the project.

LIST OF PEOPLE

HANGZHOU

Pan Fang Ping	-	TGIDC
Cheng Xiao Ming	-	TGIDC
Zhou Xiao Ming	-	CICETE
Li Wen Ling	-	CICETE
Gong Maosong	-	F E R & td OF Z.P.
Zhao Wan Xing	-	Light Industry Dept, Z.P.
Dr K S Stephens	-	UNIDO
J P Moll	-	UNIDO
Zhou Kong-Shui	-	Hangzhou Shirt Mill
Wang Lu Ming	-	" " "
Shang Jiang Ping	-	Hangzhou Childrenswear Factory
Zhou Ping	-	Zhejiang Garment Research Institute Testing Factory
Xie Yong	-	-do-

BELJING

Dr K S Stephens	-	UNIDO
Ms Caterina Bernadelli	-	UNIDO
Zhu Xing	-	Dept of Foreign Affairs, Ministry of Textile Industry
Huang Zhao Pei	-	Dept of Science & Technology, Ministry of Textile Industry

DEPARTMENT	NAME	SEX	LANGUAGE	STUDY TOUR		FELLOWSHIP	
				NO.	DATE	NO.	
Director	Pan Fang Pin	M		A	10/87		
Dep. Director	Zhang Ren Mei	F					
Asst Director	Cheng Xiao Ming	M	E	A	10/87		
Chief of Admin	Han Li Cheng	M					
<u>Admin</u>	Ni Yao Ming	M					
"	Sheng Da Hai	M					
"	Pan Gen Quan	M					
"	Zhang Jing Ling	F					
"	Chiao Rui Quing	M					
"	Shi Mei Ju	F					
"	Cheng Tian Bao	M					
"	Zhou Jian Jie	F					
"	Zhou Ming	F	E				
"	Fan Zi Xiang	M					
"	Cheng Xiao Yan	F					
"	Zhu Wei Min	M					
"	Gao Hong Wei	M					
"	Xie Xue Hua	M	E				
"	Cheng Jun Sheng	M					
"	Liang Zhi Ming	M					
PESR	Yu Mei Ju	F					
"	Xia Jian Gang	M	G			(iii)	1/89
Testing	Lang Fu Ting	M	E			(xiii)	10/89
PESR	Du Jian Hua	M	E			(xii)	7/89
Testing	Ying Chun Hong	F					
"	Shun Hao Dong	M					
"	Yang Jin Xian	F					
PESR	Weng Yuan Feng	F					
Testing	Yu Jie	M	E			(iv)	11/88
"	Wu Wan Miao	M	E			(xiv)	7/89
PESR	Zhao Wan Ting	F					
Design	Li Zao Qin	F					
"	Zhang Xin Lu	M					

Design	Huang Ying Fang	F			
"	Tang Jie Fang	F			
"	Li Jia	M	E	(vii)	8/89
"	Pan Yan	F	E	(i)	9/89
"	Yu Hui	F	E	(ii)	11/89
"	Zhu Li Pin	F			
"	Zhen Hong Ming	F			
"	Xu Xun	M			
"	Sheng Jin Rong	M			
"	Sheng Peng	F			
"	Tan Yong Hua	F			
"	Zhong Hui Xia	F			
"	Sheng Wei Min	M			
MSTI	Sheng Guo Xian	M	J		
"	Shi Shun Xie	M			
"	Lu Hui Min	F			
"	Wong Xin Fa	M			
"	Ding Bai He	F			
"	Xu Li Nong	F			
"	Cheng Chun Fen	F	E	(v)	9/88
"	Liang Hong Jun	M			
Admin	Xu Zhi Kun	M			
Design	Hu Jun Jie	M			
"	Guan Juan	F	J	Japan	2 yrs 88&89
"	Cheng Jing Buo	F	J	"	"
"	Ca Yuan Yuan	F	J	"	"
"	Shen Gen Di	F	J	"	"



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PROJECT BUDGET/REVISION

3. COUNTRY CHINA	4. PROJECT NUMBER AND AMENDMENT DP/CPR/85/055	5. SPECIFIC ACTIVITY
10. PROJECT TITLE THE CHINA TEXTILE GARMENT TECHNOLOGY DEVELOPMENT CENTRE		

15. INTERNATIONAL EXPERTS (functional titles required except for line 11-50)	16. TOTAL		17. 1987		18. 1988		19. 1989		20. 1990	
	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
11-01 CHIEF TECHNICAL ADVISER	4.25	51,000	.75	10,700	1.5	16,700	.50	6,900	1.5	16,700
02 GARMENT DESIGN EXPERT	1	12,700					1	12,700		
03 CAD EXPERT	2	15,900					2	15,900		
04										
05										
06										
07										
08										
09										
10										
11										
12										
13										
14										
15										
16										
11-50 Short term consultants PREPARATORY ASST.	1.4	17,206								
11-99 Sub-total - International experts*	8.65	96,806	.75	10,700	1.5	16,700	3.5	35,500	1.5	16,700
21. REMARKS BL 11-50 completed in 1985, therefore \$17,206 will not appear in annual totals										

* If more than 16 experts are required check here and attach continuation sheet 1A. This sub-total must include all experts.



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PROJECT BUDGET/REVISION

4. PROJECT NUMBER	16. TOTAL		17. 1987		18. 1988		19. 1989		20. 1990	
	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
OPAS EXPERTS (functional titles required)										
12-01 _____										
12-02 _____										
12-03 _____										
12-99 Sub-total-OPAS experts [Ⓢ]										
ADMINISTRATIVE SUPPORT PERSONNEL										
13-00 Clerks, secretaries, drivers										
13-50 Freelance interpreters (non-UNDP projects)										
13-99 Sub-total-Administrative support personnel										
UN VOLUNTEERS (functional titles required)										
14-01 _____										
14-02 _____										
14-03 _____										
14-04 _____										
14-99 Sub-total-UN Volunteers [Ⓢ]										
15-00 Project travel		1,220		-		400		600		220
16-00 Other personnel costs (including UNIDO staff mission costs)		22,000		4,000		8,000		4,000		6,000
NATIONAL EXPERTS (functional titles required)										
17-01 _____										
17-02 _____										
17-03 _____										
17-04 _____										
17-05 _____										
17-99 Sub-total-National experts [Ⓢ]										
19-99 TOTAL - PERSONNEL COMPONENT		120,026		14,700		25,100		40,100		22,920

[Ⓢ]If additional individual budget lines are required, check here and attach continuation sheet 1A. These sub-totals must include budget lines listed on page 1A.



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PROJECT BUDGET/REVISION

4. PROJECT NUMBER	16. TOTAL		17. 1987		18. 1988		19. 1989		20. 1990	
	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
SUBCONTRACTS	19	190,000			6	50,000	8	89,600	5	50,400
21-00 Subcontracts										
TRAINING										
31-00 Individual fellowships	97	298,200			5	15,390	50	153,600	42	129,210
32-00 Study tours: UNDP group training	12	96,192	5	40,080	-	-	7	56,112	-	-
33-00 In-service training										
34-00 Non-UNDP group training										
35-00 Non-UNDP meetings										
39-99 TOTAL - TRAINING COMPONENT	109	394,392	5	40,080	5	15,390	57	209,712	42	129,210
EQUIPMENT										
41-00 Expendable equipment										
42-00 Non-expendable equipment		544,000		20,000		350,000		174,000		
43-00 Premises										
49-99 TOTAL - EQUIPMENT COMPONENT										
MISCELLANEOUS										
51-00 Supplies		51,582						30,000		21,582
55-00 Hospitality (non-UNDP projects)										
56-00 Support costs ICC and DC projects only)										
59-99 TOTAL - MISCELLANEOUS COMPONENT										
SURPLUS/DEFICIT										
81-00 Surplus/Deficit (ADM/FS use only)										
99-99 PROJECT TOTAL										
^c COST SHARING (UNDP/IPF projects only)										
^c NET UNDP CONTRIBUTION		1,300,000		74,780		440,490		543,412		224,112

^c For information only - not for PAD input