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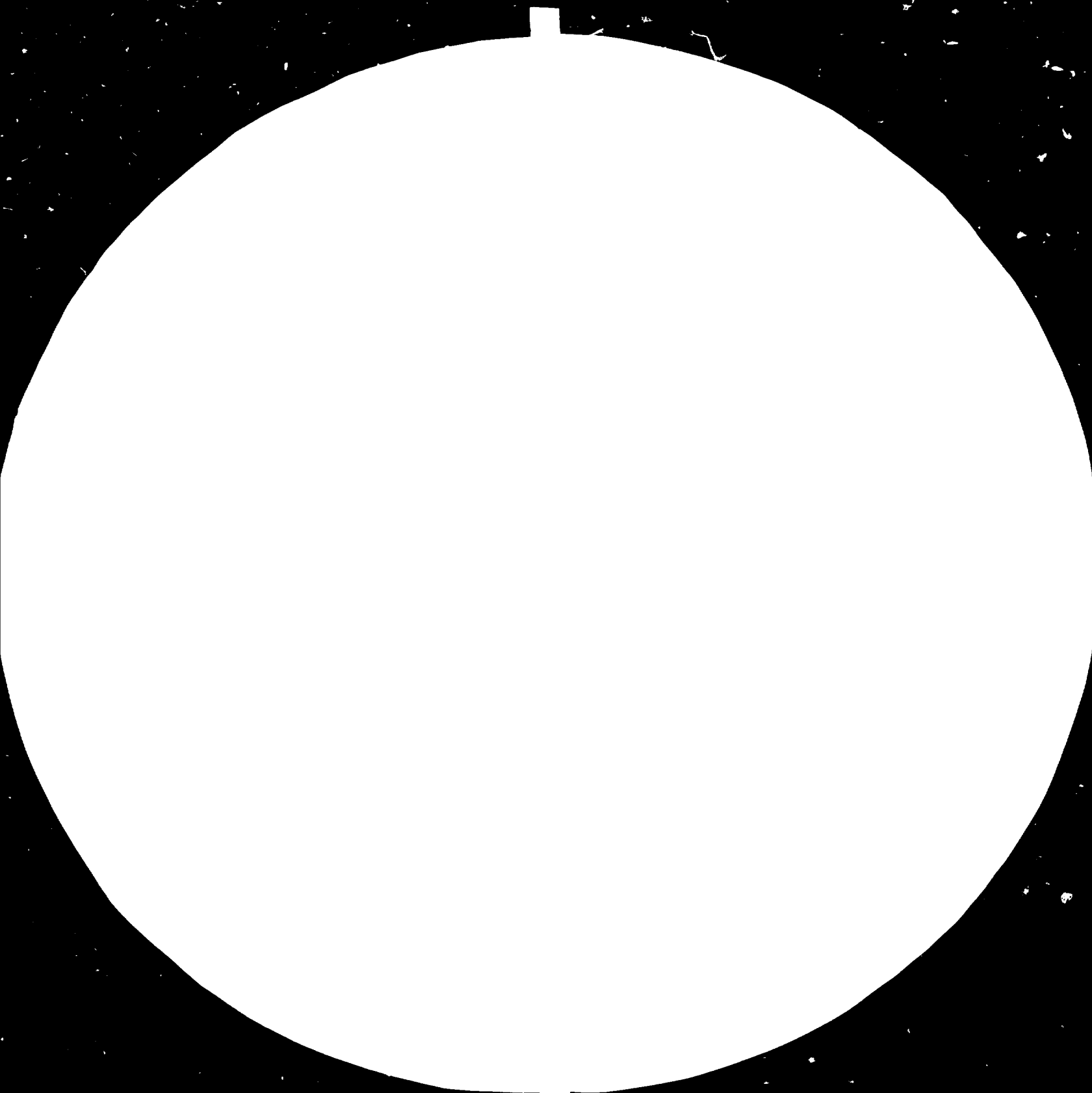
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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT TERMINAL REPORT

Turkey.

INDUSTRIAL PROJECT PREPARATION, EVALUATION

AND IMPLEMENTATION

DP/TUR/79/024

E. Mine BULDAM

February 1983

cf. 12598

TERMINAL REPORT:

DP/TUR/79/024

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DYB = Turkish State
Investment Bank

Prepared by Project Coordinator E.Mine BULDAM.

This project terminal report is concerned with the Industrial Project Preparation, Evaluation and Implementaion No:DP/TUR/79/024 which was signed between Turkish Government and UNDP and was put in force on April 17, 1981.

A)OBJECTIVES AND THE LOGIC OF THE PROJECT:

BACKGROUND INFORMATION

The State Economic Enterprises (SEE) play an important role in the development of the Turkish Economy. At present, DYB is the only bank in Turkey that extends long term investment credits for financing the SEE's investment projects. Efficient use of scarce resources in the economy depends on well-prepared projects as well as their full appraisal and proper implementation. Preparation of investment projects and their implementation is under the responsibility of the SEEs. However, better fulfillment of these tasks by the SEEs is also important for DYB, since this will contribute to the best use of scarce investment funds in the economy and ensure the timely repayment of loan extended to them by the DYB.

In order to be in a better position to appraise project proposal submitted by the SEE's, DYB frequently assists the SEE's to prepare the investment proposal and to improve their presentation. In addition DYB is involved in controlling and following the implementation of investments undertaken by the SEE's in order to ensure the timely availability of investment funds and the repayment of loans.

In order to carry out its responsibilities the DYB thus depends on the SEE's capabilities to prepare well-studied projects and to implement them. The adoption of sound methodologies, procedures and control mechanisms is therefore of great importance. DYB has in the past developed a project preparation model for the use by SEE's and since 1968 initiate annual training courses in the field of project preparation, appraisal and implementation in order to upgrade the SEE s capabilities in these subjects.

The increasing number of project proposals submitted by the SEE's to the DYB may necessitate the adoption of different methodologies, concepts and procedures within DYB and towards the SEE's. A detailed study of the problems faced by the SEE's and the DYB in project preparation and evaluation may therefore be needed.

As far as the DYB's capabilities in project evaluation are concerned, modern techniques and criteria are presently used for the appraisal of projects by the Bank. However, DYB should be equipped with newly developed programming systems so that the project appraisal staff of the Bank could carry out a comprehensive sensitivity analysis and compare the appraisal results of the investment projects under the changing circumstances. Also the time involved in assessing the revised appraisal results through the annual reviews of the investment projects should be shortened.

The computer programme currently being developed by UNIDO in line with its Manual for the Preparation of Industrial Feasibility Studies may be a solution to this problem. Besides, improved techniques and procedures have to be worked out for the use by the DYB staff in the supervision and follow-up of the SEE's investment projects.

In addition to these methodological and conceptual inputs it will be further necessary to upgrade the skills of SEE staff in project preparation and implementation. Therefore the number of training courses in project preparation should in future be increased too. Other stages of the project development cycle may need to be covered in special seminars. Since it should in all cases be endeavoured to provide the SEE's with practical solutions to their current problems with relation to investment projects it is suggested to study individual SEE's and to draw generally valid conclusions for presentation in workshops or seminars.

Fellowships should be provided to the DYB staff to enable them to follow and be familiar with the recent developments abroad in the field of project appraisal and investment follow-up and control.

High level technical meetings between DYB and other investment and development banks abroad should be organised with the aim of exchanging experiences in project preparation, appraisal, implementation, follow-up and in project training procedures thus contributing to broadening the functions of DYB and increasing the important role of the Bank in the country.

Possible ways of improving the existing information system within the DYB and between the Bank and SEEs should be searched which will ensure the regular and timely flow and better use of the project information.

In order to enable the DYB to carry out its appraisal function properly and to increase the efficiency in training of the SEE staff, DYB has to be provided with the necessary office and teaching equipment:

Consequently the IMMEDIATE OBJECTIVES of the project can shortly be summarised as follows:

-To develop a training unit within DYB in order to enable the Bank to provide better training for personnel employed in the Government sector in all areas of investment and business operations.

-To offer assistance to SEEs in their identification and preparations of projects through the provision of information and advice.

-To improve the coordination between the SEEs and DYB to enable better use of available financial sources.

-To provide a wide range of management training for the SEEs and ensure that new improved techniques are effectively applied.

As was stated in the original document the basic DEVELOPMENT OBJECTIVE of the project is, in order to ensure the optimum use of scarce resources "to upgrade the process of identification, preparation, evaluation and implementation of industrial projects and their execution". This would be achieved through the further development of DYB training facilities and extension of services for SEEs.

EXECUTIVE SUMMARY OF PROJECT ACTIVITIES

The activities to be carried out by the project are given in Annex II. Here a brief information shall be provided on the activities carried out and the output produced in line with the project budget items:

1) EXPERTS: (Consultancies)

Under this activity the following has been realised during the project period:

11.01-Consultant in Project Preparation and Appraisal:

This post of 9 m/m has been carried on by two consultants namely Mr.J. Barnerias and Dr.J.Majumdar who were at the Bank during August-October 1981 (3 months) and November 1981-April 1982 (6 months) respectively. Mr.J.Barnerias worked on the Project Evaluation Guideline of the Bank and Dr.Majumdar continued the work by studying three projects prepared by the SEEs and later selected one iron and steel project as a case study. This work has also been envisaged in the objectives of the project, that SEEs should be provided with practical solutions to their current problems with relation to investment projects and individual SEEs would be studied to draw generally valid conclusions for presentation in workshops or seminars. He carried out the work with a group of experts from the Bank and the SEEs. He studied the project at all stages starting from the preparation to the management of the project. This was also an activity foreseen in the project. Dr.Majumdar also partly analysed and discussed this project with the participants from the SEEs during his lectures in the third DYB Project Implementation and Management Seminar. Dr.Majumdar's report has recently reached the Bank and is being studied. A similar type of work shall be carried out by DYB experts on some other investment projects.

The contributions of both experts on project preparation and appraisal have been very beneficial, by giving new dimensions to the present activities of the Bank in this field.

11.02-Consultancy in Project Implementation:

This activity has been cancelled due to nonavailability of an international expert and a cut made in the project budget. However the Bank has been able to obtain a consultancy service in this field from an expert provided by OECD, and also partly from Dr.Majumdar during his stay in the Bank.

11.03-Feasibility in Management Information Systems:

For this activity of 3 m/m, Mr. John Walker has been in the Bank at July-October 1982. During his stay Mr. Walker has studied the present management information system in DYB as well as between SEEs and DYB. His final report has not reached the Bank yet.

11.04-Ad-Hoc Consultancy:

As far as this activity is concerned the following consultants visited the Bank:

a) Mr. R. Kitchen from the University of Bradford, Project Planning Center lectured in our Fifteenth Project Development and Appraisal Course on the subject of "Social Cost Benefit Analysis" on 23-25 November 1981.

b) Dr. P. Hawranek came to the Bank between dates 12-26 December 1982, to set the micro computer Apple III and train a group of DYB experts assigned to work with him on setting the computer Apple III and to study the computer program COMFAR developed by UNIDO in line with its manual for feasibility studies. His second mission started on February 2 and will last February 18, 1983. At the end of his first mission it was seen that some modifications have to be made to the COMFAR (Computer Model for Feasibility Analysis) program. The group has recently worked together with Mr. Hawranek on the output tables and schedules in order to find the technical errors and inconsistencies of the program. The parties agreed on the amendment and adjustment of some of the aspects of the program in order to provide the most efficient use of it in the DYB approach of project appraisal. DYB experts are still working on the program until the third version of the program is received and it is expected that the program will be fully implemented by the end of 1983.

General Comments:

In general it has to be stated that the consultancy services have been very beneficial for the activities of the Bank. However their missions could not start at the times planned at the project document. This is due to:

- (i) The starting of the implementation of the project was delayed until October 1980 and it started to be effective after the meetings held in Vienna where details of implementation were discussed.
- (ii) Nonavailability of experts for the activities stated, caused the first field work start at August 1981 with 17 months delay.

- (iii) The budget revisions and a cut down of \$ 50,000 made in the project. We believe that the Bank experts will successfully continue the work they started with the consultants.

TRAINING

Under this heading, the information shall be provided on:

a) Training programs implemented by the Bank during the project in the fields of project and investment operations.

b) Fellowships and study tours realised under the project.

a) Training programs implemented by the Bank:

- (i) The current annual course of 8 weeks on "PROJECT DEVELOPMENT AND APPRAISAL" would to be held twice a year and extended in length to include some practical training as to the project document. As an achievement the number of courses given in a year has been increased to twice a year since 1981 and the program has been modified and extended to ten weeks. Along with this, the successful participants of the courses through OECD fellowships have been sent to advanced project courses in the University of Bradford and for practical training to the companies that the SEEs had business links.

Also one of the targets of the project was to increase the number of SEE personnel trained by these courses and the target number was set as 70. Since the courses are increased to twice in a year as mentioned above and the number of participants in a course were decreased to about 40 gradually from 50-60 of the previous years to increase the efficiency of the course. But still the result achieved is beyond the target. (Annex-I shows the training programs implemented during the project and the number of participants as to years and subjects). In 1980, 52 participants completed the single course, in 1981, 118 participants completed the two courses and in 1982, 82 participants completed the two courses. Therefore during the 3 years of the project, 267 public officers were trained in "Project Development and Appraisal Courses".

- (ii) Among the activities planned, there were also seminars for senior and middle managers to be held on specific topics to allow for a free interchange of ideas, problems and suggestions between DYB and the SEEs.

DYB put this into action by implementing a seminar on "PROJECT MANAGEMENT AND IMPLEMENTATION TECHNIQUES" which in 1981 was given partly in English and partly in Turkish and which was given completely in English in 1982 with the participation of a UNIDO expert Dr. J. Majumdar. The Bank is planning to run this seminar internationally in the future if funds will be made available and perhaps to increase the number of courses run within a year to overcome the increasing demand from the SEEs and other Public Agencies. A total of 66 public personnel has participated in these seminars during the project (Annex-I).

(iii) Training of Trainers Seminar:

The expanding training programme of DYB brought out the necessity to conduct a seminar for DYB experts lecturing in the courses and seminars. The "Training Techniques and Methodology for Trainers" seminar has been held between 22-26 February 1982 by the UNIDO consultant Gunnar Larssen.

We should once more state here that the consultancies and the training equipment supplied by the project has had a great role in the substantially increasing the quality of the training programs run by the Bank. DYB started to become more effective in meeting the requirements of the SEEs with its increased teaching capabilities.

(iv) International Courses and Seminars:

Another output reached with the support of this project, which was not envisaged in the project document is the Implementation of International Courses. As a result of the discussions and meetings made with the representatives of the World Bank Economic Development Institute (EDI), DYB will be running a course of 7 weeks between February 14, 1983 and April 2, 1983 in Istanbul on Energy/Power Projects Course. This regional course is a joint activity of EDI, UNDP, and DYB and 36 participants from 15 countries will be participating.

The pre-studies of another course on Infrastructure Projects, which will be held in Ankara to Turkish Public Officers (middle-management level) in the second half of 1983 in collaboration with EDI and SPO, are also completed.

This point, where DYB's cooperation is welcomed in implementing training programs has been reached with the help and assistance provided through this project.

study visits and field work for the project:

As stated above in the title of the project, it was anticipated that high level technical meetings would be organised between DYB and similar investment and development Banks abroad to exchange experiences in all stages of project activities and in project training programmes and it was expected that the technical cooperations to be set after these meetings will contribute to broadening the functions of DYB and increase the important role of the Bank in the country.

To achieve this goal, the two STUDY VISITS below are undertaken during the project period:

(i) Far East Visit:

A group of 3 DYB staff (executive and expert level) visited the similar Investment and Development Banks at the Far East between October 1 and 17, 1980, namely Malaysia, Thailand and the Philippines. As was mentioned in our previous progress reports, project preparation, evaluation and appraisal works and training activities carried out by them are discussed by the experts in the visiting team while senior managers exchanged view on possible technical cooperation between the Banks. Among the institutions visited we can name Asian Development Bank (ADB), MIDF (Malaysian Industrial Development Finance Berhad), PDCP (Private Development Cooperation of the Philippines), Bank Pembangunan Malaysia Berhad and ADFIAP (Association of Development Finance Institutions in Asia and Pasific). As to the outputs obtained from this study visit, the most important was the proposal made to DYB to join the ADFIAP (Association of Development Finance Institutions of the Asia and Pasific). DYB became a member to the ADFIAP in the beginning of 1982 and is being represented in their annual meetings. As a result of technical meetings between these Banks, DYB staffs are being invited to participate in ADFIAP training programmes (at ADFIAP's expense). Three DYB experts were invited in 1982. (Also another DYB expert has been sent to Malaysian Industrial Development Finance Berhad (MIDF) to study the activities of MIDF on project appraisal and training).

(ii) Indian and Korean Development Finance Institutions Visit:

The second study-visit is made between 8-23 December 1982 by two DYB-staff (excutive and expert level) to the Development Finance Institu-

tions in India and Korea. The institutions visited are IDBI (Industrial Development Bank of India) and ICICI (Industrial Credit and Investment Corporation of India) in India and KDB (Korean Development Bank) and KLB (Korean Long Term Credit Bank) in Korea. Principles of technical cooperation are discussed with high-level managers of these institutions while the experts exchanged views at technical level on project appraisal, follow-up, training, research, loans and sources. As a result of relations established after this visit a DYB expert has been invited by ICICI to Bombay and he will be going to visit the ICICI by the end of February 1983.

The above mentioned study visits realised by the implementation of the project can be considered as the first contact of DYB with other Development Banks. We can summarize some basic outputs and benefits gained through this activity as follows:

- After the Development and Investment Banks abroad were visited and their functions and implementations were observed, DYB started as an attempt for amending its present establishment law. It is aimed that by amending the present law, the Bank shall be able to play a more effective role in the development of the country.
- DYB has been invited as a member to the ADFIAP and with the approval of its Managing Board and government has been a full member and is being represented at its Annual Meetings since 1982.
- As a result of this activity of the project, DYB has started to follow closely the activities in the field of development banking which has been undertaken by other development banks.
- As a result of the technical cooperation set after these visits, ADFIAP and member institutions invited DYB experts to their training programs. One DYB expert visited MIDF through UNIDO project.

So it must be emphasised that all these developments and activities are realised by the implementation of this project.

DYB used two FELLOWSHIPS from this project.

- (i) An expert from the Training and Research Group of the Bank joined the "Group Training Program for Industrial Training Managers" conducted

by UNIDO and the Austrian Government at Vienna between 4-29 October 1982. As the number of courses given by DYB increased and the subjects extended, DYB management decided also to develop the capabilities of its staff in the Training Group, on the implementation of better training programs. The program was found very useful and if funds will be made available, other members from the group will be sent to the same program or alike in the coming years.

- (ii) Another expert from the Project Appraisal and Supervision Group was sent to Malaysian Industrial Development Finance Berhad (MIDF) to study banking activities carried out by the MIDF and exchange views on the techniques and methods used by both institutions.

EQUIPMENT:

Under this heading two major groups can be noted:

- 1) Equipment provided to increase the present training capability of DYB.

The list of equipment already provided and shall be provided are given in Annex-IV. The equipment delivered has been used at our project activities and training programs. They enabled the lecturing staff to improve their lecturing techniques which consequently increased the efficiency and quality of our training programmes. It will also be very helpful in the implementation of regional or international training programs using the Bank's facilities and training staff.

- 2) Micro-computer Apple III:

As mentioned at the beginning of this report, one of the objectives of the project was that DYB would be equipped with newly developed programming systems so that the project appraisal staff of the Bank could carry out more comprehensive studies. It was stated in the revised project document that the computer programme currently being developed by UNIDO in line with its Manual for the Preparation of Industrial Feasibility Studies would be helpful to carry out the above mentioned task.

To realise this, an Apple III micro-computer is provided to the Bank at December 1982 and Dr. P. Hawranek from UNIDO, Vienna came DYB to set the machine and guide a group of DYB experts in using the machine and the program. DYB has been the first Development Bank where this program is put into implementation. The group is still working on some modifications to the program. We believe that after the program is put

into use, DYB will achieve considerable progress in its project appraisal and follow-up work. In accordance with the view of UNIDO, we hope that after the successful use of the program of Apple III, DYB staff can also assist some other SEEs or Development Finance Institutions abroad in teaching the use of this programme.

The equipment delivered and the equipment ordered but not so far delivered are listed in Annex IV.

C) ACHIEVEMENT OF IMMEDIATE OBJECTIVES:

The achievement of the activities has been explained in the previous pages briefly. But if we should summarize them again:

- a) The functions of training unit within DYB has been increased and developed. In order to enable the Bank to provide better training for the personnel employed in the Government Sector, this unit is supported by the experts from the project appraisal and supervision groups of the Bank in the implementation of training courses. The training capabilities of the lecturing experts have been developed and the quality of the courses have been increased with the aid of training equipment supplied by the project.
- b) The SEEs and other public agencies have been provided with the necessary information and advice in their project identification studies.
- c) The Public Enterprises have accepted DYB as a center providing training on certain topics of project identification, appraisal and follow-up.
- d) As a result of the technical cooperation established with similar investment and development banks abroad, the international relations of the Bank have been substantially increased and DYB has been recognised internationally (this has been broadly explained on page 8 and

D-E) UTILISATION OF PROJECT RESULTS AND FINDINGS:

We can analyse the utilisation of the project results and our findings under the following headings:

- Consultancies obtained from the project.
- Training equipment supplied through the project.
- Study visits and fellowships.

All of the above items have been explained in detail in Part 2 of the Report. But as was discussed and appreciated in the Tri Partite Review Meeting in 1982, the objectives of the project were ambitious as set in the project document. A project of three years we believe was too short to reach the macro and comprehensive results. As a beginning, it should be noted that a considerable progress has been made in the project. As was explained in Annex III, the arrival of the consultants through the project were delayed due to some factors already mentioned. However it is important to note that we will be able to implement most of the recommendations made by these experts after the project has ended. The report of the consultancy 11.01 has been received in January 1983 and the report of consultancy 11.03 has not been received yet. DYB benefited a lot during their working at the Bank, but the important part of the results expected from these consultancies will be obtained after this point.

The same is also valid for the training equipment. As noted several times in this report, DYB put the equipment received into use as soon as they arrived and as a result of this, the quality and the efficiency of the training programs were increased. Nevertheless, there are still other equipment ordered but not delivered yet (Annex-IV). We are in the hope that after the delivery of all the items in the equipment order list and after they are put into use, our training programs will be much more efficient.

The results obtained through fellowships and study-visits have also been explained clearly in the above pages.

F) RECOMMENDATIONS:

Although this was the first project of DYB, which was signed between the Turkish Government and UNIDO, the results should be considered as extremely successful.

As mentioned before, the objectives set were in the nature of long-term targets. However considerable progress and success have been achieved as a beginning. At present DYB is the only bank in Turkey that extends long-term investment credits for the SEEs to finance their investment projects and also the only institution in Turkey which provides training in the subjects related to projects.

The importance of the role of DYB is increasing gradually in connection with the services it provides to the SEEs. Therefore the technical assistance provided to DYB has and will have a wide repercussion on all SEEs as well as on the economy. However as it will be appreciated the macro objectives set in the project are rather long-term and comprehensive.

Hence it shall not be possible to achieve these long-term objectives by the implementation of a single project, further activities have to be taken.

Looking at the results accomplished, we believe that this project should be continued by successive sub-projects. So that, the overall targets can be fully achieved. Therefore, being a Centre, DYB shall be in a better position to exercise its wide role on SEEs in the fields of project preparation, appraisal, follow-up and project training.

The good relations and mutual understanding developed among DYB, UNIDO and UNDP should not be ended with the termination of this first project. In fact, we consider this project as a first step for our future cooperation. Therefore we believe that all parties should try to continue and broaden their relations which have been nicely established under this project.

To this aim, several contacts should be done and technical meetings be held among UNIDO and DYB in Vienna or in Ankara. They should also inform each other in their international activities.

In short DYB believes that the continuation of the relations established under this project will be beneficial to all parties.

ANNEX-I

TRAINING PROGRAMS IMPLEMENTED BY DYB
DURING THE PROJECT PERIOD

	Date	Participants	Public Enterprise	Total
13 th Project Development and Appraisal Course ^(X)	22 Sept - 28 Nov., 1980	62	29	1980 62
14 th " " " " "	16 Feb - 18 April, 1981	61	27	
15 th " " " " "	22 Sept.- 21 Nov., 1981	57	24	1981 116
16 th " " " " "	22 March- 21 May, 1982	41	22	
17 th " " " " "	4 Oct. - 10 Dec., 1982	46	26	1982 67
			Sub Total	267
1 st Project Management and Implementation Techniques	2 - 13 Jan., 1980	15	11	15
2 nd " " " " "	21 Jan.-6 Feb., 1981	29	18	29
3 rd " " " " "	1 - 17 February 1982	22	19	22
			Sub Total	66
Training of Trainers Seminar	22 - 26 February 1982	15	DYB Experts	15
		Total trained during the project.		348
		Total Trained in 1980		77
		" " in 1981		147
		" " in 1982		124
			TOTAL	348

(X) The successful participants of these courses are sent abroad for advanced or further practical training through fellowships provided.

ANNEX-II

COMPERATIVE TABLE

	1980		1981		1982	
	(Original Document)		revision		revision	
	<u>m/m</u>	<u>\$</u>	<u>m/m</u>	<u>\$</u>	<u>m/m</u>	<u>\$</u>
10. PROJECT PERSONNEL						
11. EXPERTS						
11.01 Consultant in Proj.Pre. Appraisal	18	90.000	9	54.200	9	56.664
11.02 Consult in Proj.Imple.	3	14.400	6	36.300	-	-
11.03 Management Information Ex.	3	14.400	3	17.400	3	17.100
11.04 Ad-Hoc Consultants	9	45.600	2	12.600		10.130
11.51 Short Term Consultant					0.2	3.052
11.99 Sub-Total	33	164.400	20	120.500		86.946
15.00 Experts Travel		3.900		3.000		445
16.00 Other Personnel Costs		3.300		3.300		
19.00 Total Personnel Component		171.600	11.0	126.800	13.9	87.391
30.00 TRAINING						
31.00 Fellowships				20.400		15.387
32.00 Study Tours				20.500		15.448
39.00 Total Training Component		40.800		40.900		30.875
40.00 EQUIPMENT						
49.00 Total Equipment Component		38.527		84.337		84.337
50.00 MISCELLANEOUS						
53.00 Sundries				3.174		2.608
59.00 Misc.Comp.				3.174		2.608
99.00 GRAND TOTAL		250.927	13.9	255.211		205.211

ANNEX-IV

EQUIPMENT

Delivered Items:

- 1) PHILIPS, Stereo Cassette Recorder (2 units)
- 2) KODAK, Carousel SAV 2020 Projector with accessories
- 3) Overhead Projector, 213 Delux A4
- 4) Rolladaptor A4.
- 5) Tripod Screen Starello, 150 X 150 cm.
- 6) Tripod Screen Starello, 180 X 180 cm.
- 7) Stencil Duplicator, RR1 0505
- 8) Stencil Cutter, RR 22025
- 9) Projection Table, 213
- 10) HP-38E Pocked Programmable Calculator (Hand Held, 15 units)
- 11) HP-37E Pocked Programmable Calculator (Hand Held, 5 units)
- 12) Multimatic Sorter 5-20 complete.
- 13) Xerox 3107 Plain Paper Copier with Reduction (A3 to A4) and Transparency Features Complete.
- 14) Mini-computer, Apple III
- 15) IBM Programmable Typewriter.
- 16) Calculator, Canon-Canola L-1217 (20 units)

Undelivered Items:

- 1) Spare Parts for Rank-Xerox 3107
- 2) Spare Parts for Rex-Rotary sorter
- 3) Spare Parts for IBM MC 82 type-writer.
- 4) Simultaneous Translation Equipment.
- 5) IBM Planner Board (defective)
- 6) Rank-Xerox 2350 Portable Copier.
- 7) 2 Tape-recorder
- 8) 1 Video-recorder
- 9) IBM Selectric III Typewriter

ANNEX-IV

EQUIPMENT

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- 1) PHILIPS, Stereo Cassette Recorder (2 units)
- 2) KODAK, Carousel SAV 2020 Projector with accessories
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