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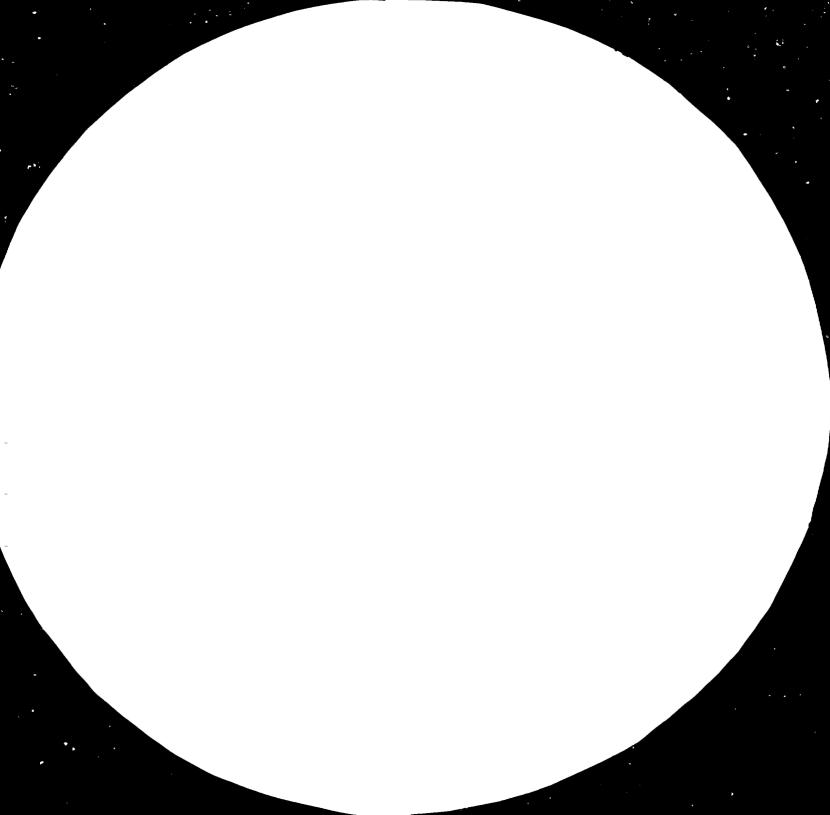
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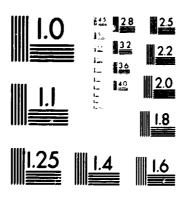
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APPLICATION OF RESEARCH RESULTS IN EASYCARE
COTTON FABRICS IN THE TEXTILE INDUSTRY.

DP/IND/82/011
INDIA

Technical report: Third review of project\*

(No. 3)

Prepared for the Government of India
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of T.A. Marsland, Chief Technical Adviser

United Nations Industrial Development Organization Vienna

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### 1.0 INTRODUCTION

The purpose and prime aims of this third CTA visit were:

- (i) To attend the second Tripartite Review Meeting held in New Delhi on 15 March 1985.
- (ii) To review project progress.
- (iii) To assist in resolving any matters impeding the continued progress of the project.
- 1.1 Originally planned in the Project Work Plan for the period March/April 1985, this third CTA visit was not activated until a confirmed date for the TRM had been received by UNIDO. An arranged start date of 8 March was delayed to the 12 March owing to the cancellation and subsequent reinstatement of the project visit. It is unfortunate that this delay allowed no time for an appraisal of the project progress to be made prior to the TRM taking place.

#### 2.0 TRIPARTITE REVIEW MEETING

The minutes of this meeting and the decisions arrived at will be communicated in the normal manner, it is therefore not the intention to pre-empt this communication in the following text, but rather to refer only to those matters having a direct bearing on CTA activities during the visit. Notes made at the time of the meeting are included herewith as Attachment II - for information only.

#### 2.1 Market Research Activities

Although ATIRA had received Ministry of Commerce approval sanctioning the use of UNDP funds for this purpose, this had not been communicated to UNDP or to the Department of Economic Affairs - consequently no guidance could be given on this matter.

ATIRA's position - stated in the last CTA visit report has not changed; external funds would be required to support a large scale test marketing of products and the market research activities of the retained National Organization.

At the meeting it was stated by Mr. Grewal (DEA) that whilst the Government would agree in principal to the payment of fees from UNDP sources, it would not agree that such funds could be utilised for the supply of fabrics and garments for the field marker test.

Since the scale of field market testing was deemed to be a decision of the retained National Organization, it was not possible to estimate beforehand the cost of supplying fabrics and garments — and therefore to quantify the funds required for the total market research activity. Confronted with this dilemma, Dr. M. Kamal Hussein (SIDFA) instructed that subcontractor's Terms of Reference for two scenarios — small and large scale, should be drawn up during the CTA visit.

#### 2.2 Budget Expenditure

The meeting's attention was drawn to the fact that the UNDP Project Expenditure was considerably below that budgeted. This particularly applied to the following:

Budget lines 11-01/62 - International Professionals

Budget line 32 - Training (Study Tour)

Budget line 42 - Non-expendable Equipment.

Dr. M. Kamal Hussein stated that it was UNDP's intention to carry out a budget review during April 1985 and that in view of this, there would be no point in this being done during the present CTA visit.

#### 2.3 Study Tours

Mr. Grewal (DEA) advised the meeting that the Government of Ladia was insistent that future Study Tours should be restricted to a maximum period of one month. In consequence, there was a need to reschedule the Second Study Tour planned for June/July 1985 - during the present CTA visit.

# 2.4 Project Dissemination

It was pointed out that at the present time, no plans had been prepared for the dissemination of project information on completion. It was considered advisable that this fact should be brought to UNIDO's attention and that plans should be prepared during the next CTA visit - in the meantime, appropriate UNDP funding should be allocated during the forthcoming budget revision.

#### 3.0 PROJECT PROGRESS

The project work is proceeding well and is on target according to the approved work plan - in respect of work content and time.

Currently, Stages 4.2, 4.3, 5.1 and 5.2 are in progress. Local wearer trials and the evaluation of these - supported by laboratory evaluations have been completed, whilst those for Trouserings and Dresswear are proceeding. In the absence of the Data Processing Equipment, the information gathered from both wearer trials and laboratory evaluations have been manually processed and are presented in tabular form - a commendable effort to the credit of the project team.

## 3.1 Project Results

During the review period, the following results have been produced.

UNIDO Project Progress Reports (1) April-September 1984.

(2) October-December 1984.

Study Tour No. 1 Report.

Government of India Report - Quarter Ending September 1984. Government of India Report - Quarter Ending December 1984. Project Progress Report (Project Findings) - December 1984.

2nd TRM Background Paper - February 1985.

Publications:

Easycare Finishing of Polyester/Cellulosic Blands - January 1985.

The only coreseeable hinderance to the Projects continued progress, is the uncertainty of the Market Survey Activity - which, with a degree of cooperation from the parties involved can now be resolved.

## 4.0 MARKET SURVEY ACTIVITY

From the TRM discussions, it has been assumed that there is general agreement in principle for the use of UNDP funds to support the costs of the National Marketing Organization. At the same time, it is understood that such funds will not be available to support the cost of fabrics and garments to be used in the Organization's test marketing of project products.

As explained in the previous visit report, ATIRA's financial capability of supporting this cost is extremely limited. At the meeting it was suggested that it would not be unreasonable for such support to come from industry, in response to which it was pointed out that the Local Ahmedabad - Industry was in an extremely depressed condition and unlikely to comply with such a request. Dr. T. Radhakrishnan has suggested that the Indian National Textile Corporation maybe prepared to materially support the project and has undertaken to make enquiries to this effect with the Ministry of Commerce.

It was on account of the uncertainty of the scale of field testing to be undertaken - which will be dependent on the source of funding, that the TRM decided that Specifications for two scenarios should be prepared, these being specific to a small or large scale field testing.

- 4.1 The difficulty created by this decision is that it is not possible to define or quantify a small or large scale field testing of garments or articles. Since it is not possible to define, it becomes impossible to specify, essential if Terms of Reference are to be prepared against which subcontractors are to submit meaningful proposals and cost estimates.
- 4.2 From 4.1 above, it is obvious that a more logical and reasoned approach should be made to the preparation of the Terms of Reference for a National Marketing Organization if further obstacles and impediments to the Projects' progress are to be avoided.
- 4.3 From discussions with the Project Executive Authorities, a 75% certainty of accuracy in the field test results is perfectly acceptable for project purposes. Applying this percentage to the probable variables of field test responses, it is calculated by ATIRA Statistical Section that 180 samples are required for each product that is to be subjected to the test market.

This would entail the manufacture of approximately 600 items at an estimated total cost of R's 30,000 which equates to the financial capability of ATIRA funding, and is therefore the only scenario that can be specified at this point in time.

Terms of Reference have therefore been drawn up for the Marketing Activity embodying a field test of this number of items. The estimated cost of fees for the National Marketing Organization is US\$ 8,000. A copy of the prepared T.O.R. is presented with this report as Attachment I.

#### 5.0 SECOND STUDY TOUR

In accordance with the Government of India's instructions, the proposed study tour programme has been amended to extend over a period of four weeks, compared to the six weeks previously planned. It is believed that this has been accomplished without serious detriment to the training aspects of the tour.

A revised tour itinerary is in the course of preparation in UNIDO and will be communicated to the project when all visits and dates have been confirmed.

## 6.0 EQUIPMENT

Although no equipment deliveries have been effected during the review period, it is confirmed by UNIDO that all items of outstanding equipment are on order and that delivery will take place by mid-1985.

Further project comments regarding the equipment are listed below - for appropriate action:

## (i) Sewing Machines.

Replacement parts for items damaged in transit have been received but are not the correct parts, although correct 'parts numbers' were quoted on advising of the transport damage. ATIRA have since forwarded photographs of the parts required, but have not received any confirmation that action is being effected.

#### (ii) Ricoh Plain Paper Copier.

A request (initiated September 1984) has been made for an accessory kit for this machine, todate no confirmation has been received that this item is on order. During debriefing, it has been confirmed that this is on order.

#### (iii) Spectrophotometer.

ATIRA have written via UNDP-Delhi stipulating that it is essential that the Bausch and Lomb's Spectronic 2000 should have both transmittance and reflectance capabilities. Whiist this is believed to be the case, it is stressed that in the event of this not being so, the order should be cancelled and placed elsewhere - if necessary, for a micro-processor controlled single beam spectrophotomer having the same performance as the B+L Spectronic 2000.

#### (iv) Data Processing Equipment.

Delivery of two of three packages containing this equipment has been effected, ATIRA have been advised by the transporting agency that the third container is in road transit from New Delhi to Ahmedabad.

# 6.1 Ancillary Project Equipment

Since specifying and ordering the Data Processing Equipment, the suppliers have introduced modifications permitting greater storage and the use of Basic Language - both of which increase the adaptability of the equipment. ATIRA have requested such ancillary equipment to upgrade the model received to these levels. UNDP have sanctioned this, instructing that these should be obtained on a Field Purchase Order, subject to UNIDO approval.

## 6.2 Equipment Spare Parts

ATIRA are in danger of losing the benefits of project equipment through the oversight of not having ordered a 2 years supply of spare parts, when placing of original order. It would be appreciated by the project staff if this oversight could be rectified by the ordering of spare parts for those items of equipment still to be received.

#### 7.0 REVIEW OF BUDGET EXPENDITURE

UNDP-Delhi are to undertake a Financial Budget Review during

April 1985. The need for this has arisen as the budgeted expenditure

for several activities has fallen short of that planned, or has not been

utilised. The main activities necessitating review are:

# 7.1 International Professionals - Lines 11-01 - 52

# Senior Consultant. 11-01

The project visits have not been as frequent or as long duration as originally planned. It is estimated that a total of six weeks for the current year and for 1986 will satisfy project requirements.

# Flame Retardancy Consultant. 11-51

During the first CTA visit the need of such an expert could not be reconciled with the proposed plan of work and was omitted in the revised Work Plan - which was approved at the First TRM in February 1984.

# Marketing Consultant. 11-52

This input has not been utilised todate as it was recognised and recommended during the First Technical Review Visit that this activity would be more ably performed by a National Organization, and the corresponding input transferred to Line 20.21 - Subcontracts.

#### 7.2 Training Line 30-32

The original plan of work called for three Study Tours, this was reduced to two in the revised Worl Plan on the elimination of Flame Retardancy as a project activity.

Under utilisation of funds for this purpose has been further incurred as a result of the Government of India reducing Study Tour periods from eight to six weeks, and more latterly from six to four weeks.

#### 7.3 Equipment Line 40-42

It is understood that the UNIDO input has been increased from US\$ 134,000 to 155,000. The delay in utilising this input has been occasioned by the cancellation of the Gel Permeation Chromatograph and the non availability of the Garment Curing Oven. On account of this, the budgeted input for equipment was not utilised as budgeted.

Taking into account the Spectrophonometer and Minimum Application
Equipment which are on order, there will be a remaining balance of approximately
US\$ 7,000 which will cover the purchase cost of the additional items of
equipment mentioned in 6.0/6.1 above.

## 8.0 DISSEMINATION OF PROJECT INFORMATION

The Project Objectives require that the technology developed, and information gained by ATIRA during the project work, should be disseminated to industry in India and other developing countries via the medium of National and International Seminars.

Discussing this aspect of the project work during UNIDO debriefing, it was pointed out that the cost of supporting an International Seminar would be beyond the financial resources available to the project. Similarly the cost of supporting overseas Work Shops conducted by ATIRA staff would have to be ruled out for the same reason.

As domestic dissemination is the prime objective of the project, and of most direct interest to the Indian Government, it is suggested that this activity should be restricted to India and that the best means of disseminating the information would be for such seminars to be held in Ahmedabad, Bombay and Delhi. Dissemination in this manner would be at an estimated cost of US\$ 7,500 excluding the invitation of foreign lecturers.

ATIRA are requested to give consideration to this proposition, and if in agreement should make a formal request to the Government of India for the reallocation of such UNDP funds to this activity.

#### 9.0 RECOMMENDATIONS

The following recommendations are presented for approval and action in the interests of the continued progress of project work and the attainment of intermediate and final objectives.

#### 9.1 National Marketing Organization

The appointment of such an organization should be proceeded with without further delay; thereby enabling the subcontract assignment to commence May/June 1985 as per approved work plan.

The subcontract TOR for the assignment should be specific as per Attachment I, and not vague and ill defined as would be the case had the resolution of the TRM been adopted.

#### 9.2 Dissemination

That in view of the comments contained in 8.0 above, ATIRA should reconsider it's views on dissemination, and formally make a request to the Indian Government for the deployment of UNDP funds for this purpose - noting that this would be taken up as Indian Rupees.

Alternatively, if it is considered that International Seminars or Overseas Workshops are essential to the completion of the project, ATIRA could make application to the Indian Government for the deployment of T.C.D.C. (Technical Co-operation Among Development Countries) funds for this purpose.

## 9.3 Equipment

That ancillary items of equipment as outlined in 6.1 and 6.2 above are procured. UNIDO approve the purchase of these items and are forwarding Field Purchase Orders for this purpose. ATIRA to complete, specifying the items required and forwarding through the normal channels for such orders. The items approved are:

- (i) Data Processing Equipment.
  - (a) Basic Language Package estimated cost \$ 1300.
  - (b) Additional Hard Disk Storage estimated cost \$ 400.
- (ii) Spares for Equipment on Order.

UNIDO are to effect the procurement of a two year supply of spares for the Minimum Application and Spectrophotometer equipment on order. This situation cannot however, be rectified on equipment received and commissioned.

#### 9.4 Next CTA Visit

As per the approved Work Plan, this should be scheduled for October/ November 1985. A prime task should be the preparation of plans for the Project dissemination.

#### 10.0 CONCLUSIONS

The project has made satisfactory progress during the period August 1984 - March 1985 and is on schedule according to the approved Work Plan. Given that the matter of funding the Nation Marketing Organization is speedily resolved and that the field testing of project products is accepted at the specified levels. There should be no impediment to it's continued progress.

#### ATTACHMENT I

#### TERMS OF REFERENCE

#### For: National Marketing Organization - Textile Fabrics and Garments

#### 1.0 Background Information

ATIRA (Ahmedabad Textile Industry's Research Association) with UNDP and UNIDO assistance is engaged in a Government of India supported project to improve the off-take of predominantly cotton fabric from the textile industry by the introduction of new easycare chemical finishes to the industry. To this end, ATIRA has developed chemical easycare finishes for four major product areas, namely - Shirtings, Sheetings, Trouserings and Dresswear, establishing the most suitable fabric constructions by extensive laboratory evaluation and local wearer trials.

## 1.1 Project Aims

To introduce to the textile industry new chemical finishes imparting easycare properties to 100% cotton and low polyester/cotton blend fabrics and garments. These new finishes are designed to upgrade the performance and consumer acceptance of such products-stimulating a demand for these in the domestic market, and the subsequent development of an export trade. It is anticipated that the development of these markets will susbtantially increase the total off-take of fabric from the industry.

## 2.0 Subcontract Assignment

It is considered that the presentation of technical and performance information to the industry will not in itself provide sufficient stimulus for industrial organisations to enter this field of manufacture. And that there is a need for this to be augmented by a professionally conducted test marketing of at least two of the products (Shirtings and Sheetings) and the provision of commercial and market information for both domestic and potential export market areas for all project products.

#### 2.1 Subcontract Role

It is envisaged that the duties of the Subcontract or in fulfilling his role will be required in two stages as described below. At all times, the organization will work in close collaboration with ATIRA senior staff, particularly in respect of activity timing and content.

#### Stage 1:

- (1) To familiarise themselves with the aims and objectives of the project and the progress todate including the results of Local field wearer trials undertaken on products produced during the project work.
- (2) To assist and advise ATIRA in the evaluation of results obtained from the initial localised wearer trials in so far as these have a bearing on the subsequent field trial to be undertaken.
- (3) To advise ATIRA on the style and design of products to be used in the field investigation.
- of Mens Shirts (Two Products) and Bed Sheets (One Product). This exercise is expected to provide both performance and commercial assessment of the products acceptance by a would be purchasing public. It is anticipated that the field test market trial will involve the distribution of approximately 600 articles to 200-400 test consumers. Owing to ATIRA's constitution, and to ease the task of conducting the field test the articles will be distributed to the test consumers on a no charge basis.
- (5) To prepare a brief report, stating their recommendations in respect of the above to ATIRA (6 copies) for submission to the appropriate authorities.

#### Stage 2:

- (1) To conduct a market field test of the above products.
- (2) Analysis of field test responses.
- (3) Conduct a Market Survey for the Domestic and Export markets for the project products. This latter to be conducted as a desk exercise covering the countries of France, Germany, U.K. and U.S.A.

- (4) The organisation will be expected to prepare a report setting out the findings of their subcontracted assignment and their recommendations to the government on further action which might be taken (six copies required). Presenting the information in collaboration with ATIRA in a manner that it serve as a briefing document to the industry.
- (5) To assist ATIRA in the dissemination of project information by the presentation of papers at National and International Seminars to be held at ATIRA (say two occasions).

# 2.2 Subcontract Outputs

The Outputs of the subcontracted assignment will be two reports, namely:

### (1) Interim Report

A brief interim report in keeping with 2.1 Stage 1 (5) above. To be presented within six weeks of commencing the Stage 1 of the assignment.

## (2) Final Report

Prepared in accordance of 2.1 Stage 2 (4) above, containing the results of the field test trials and the findings of their investigations of potential domestic and export markets in all relevant respects i.e. Market size, Distribution Patterns, Trade Tariffs, Piece Structures etc. etc. The report to be presented by the end of June 1986 latest.

#### 2.3 Subcontract Inputs

It is anticipated that the efforts aportioned to the assigned tasks will be of the following order

Stage 1 - 4 man-weeks maximum.

Stage 2 - 24 man-weeks maximum.

## 2.4 Input Timing and Locations

	Timing	Location
Stage 1	2nd Quarter 1985	ATIRA, Ahmedabad
Stage 2	1st/2nd Qtr 1986	ATIRA, Test Market Area. Home Base

## 2.5 Payments

All payments will be in Indian Rupees. It is intended that payment for the assignment will be effected in stages, namely

- (1) On signing of Contract 20% of total Fees.
- (2) On submission and acceptance of the Interim Report 20% of total Fees.
- (3) On submission and acceptance of the Final Assignment Report 60% of total Fees.

# 2.6 Language

English.

# 3.0 ORGANIZATION QUALIFICATIONS

The organization should have demonstrable experience in the conducting of market research assignments in India and Western export markets, for textile fabrics and garments. In addition, the organization should have the capability of conducting field test trials as required in this project assignment. It is therefore expected, that the organization will have inlouse expertise in the fields of - Market Research, Market Analysts and Market Economists - having experience of domestic and Western developed textile markets.

# 4. RESPONSE ACTION

Organizations in tendering for this subcontracted assignment should submit their detailed proposals for the work along with a breakdown of their total costs for undertaking the specified work. Such tender documents should be received by 1 May 1985 at the following address.

Dr. M. Kamal Hussein Senior Industrial Development Field Adviser United Nations Development Programme 55 Lodi Estate New Delhi 110 003

Note: Organizations submitting tenders are requested to exclude their charges for participating in the presentation of their findings at ATIRA Seminars. Such charges (including travel, subsistence etc.) should be shown as a separate item on the basis of 'as per occasion'.

## ATTACHMENT II

Notes of the Tripartite Review Meeting held on 15 March 1985 at UNDP - Delhi

#### Present were:

Dr. M. Kamal Hussein - SIDFA

Mr. Balwan Singh - Programme Officer

Mr. Grewal - Department of Economic Affairs

Dr. T. Radhakrishnan - Director ATIRA

Mr. J.R. Modi - Project Co-ordinator

Mr. T.A. Marsland - Chief Technical Adviser

#### Item

- 1. Dr. T. Radhakrishnan
  - elected to chair the meeting.
- Regret expressed that Ministry of Commerce was not represented at the meeting.
- 3. Project Progress
  - reported by Mr. Modi
  - Progress Report and Background Paper refers.
- 4. Project Marketing Component
  - Dr. Radhakrishnan referred to importance of this as an integral part of the project and necessary to sell the technology to industry.
  - Dr. Hussein questioned whether it was appropriate that ATIRA should undertake this work whether it would not be better to terminate the project now that the technology had been developed and proved subsequent discussion concluded that this was unadvisable as it was doubtful whether industry would take this up without further validation of the technology by way of further market response and survey of potential home and export markets.

- Dr. Radhakrishnan/Mr. Modi reported that Ministry of Commerce had approved by Letter Conversion of UNPD \$ fund to Indian Rs for the retention of Indian National Organization to undertake the Market Research Work.
- Dr. Hussein and Mr. Grewal advised the meeting that since the
  Ministry of Commerce had not advised their respective organizations

   no action could be contemplated at this stage, both nowever
   acceded to the suggestion that an Indian Organization should
   undertake the work.
- Dr. Radhakrishnan advised of the options now available to ATIRA namely, as expressed in last visit report:
  - (i) UNDP funds utilised for the support of a Suitably Sized manufacture of fabrics and garments. Mr. Grewal (DEA) stated that such use of \$ funds would be contrary to Government policy.
  - (ii) Utilisation of ATIRA funds (R's 30,000) for the manufacture of much smaller quantity of garments for field testing and UNDP to supply payment for the marketing component. (Comment made that with the present depressed state of the Indian Sector, little material help could be expected from this quarter).
- In response to Dr. Aussein's comment that Industry should materially support the Project. Dr. Radhakrishnan undertook to approach the Ministry of Commerce for National Textile Corporation (NTC) material support, on 25 March.
- In conclusion Dr. Hussein stated that mid-April should be deadline for resolving the marketing component in it's entirety, and that in readiness for this terms of reference for sub-contractors should be drawn up to cover both eventualities.

#### 5. Project Extension

- Subsequent to Mr. Modi's project briefing, Dr. Hussein drew attention to the fact that the project was behind schedule according to the original project document. Although a revised completion schedule had been stated in the project work plan and subsequently agreed at the first Tripartite Review Meeting - UNDP could not take action on this without a formal letter from ATIRA to this effect. Mr. Modi subsequently agreed to initiate this latter action.

## 6. Budget Expenditure

- The meeting's attention drawn to the fact that expenditure was below that budgeted. Although partly due to the rescheduled completion date, it was evident that there would be substantial savings on several items lines, namely:

Senior Consultant
Other Consultants (Flame retardancy)
Study Tours

UNDP would reflect these changes when revising the project budget at the end of April 1985. Whilst doing this, UNDP would reschedule a suitable amount on the appropriate sub-contractors budget line.

#### 7. Equipment

- Mr. Modi acquainted the meeting with an update of equipment received and on order. Reporting that only 2 of 3 packages had been received for the computer equipment, the meeting requested that both ATIRA and UNDP should make enquiries as to the whereabouts of the third packages.

Dr. Radhakrishnan replied that since the specifications were drawn up for the data processing equipment, technical innovations had now become commercially available for providing a Basic language facility for the equipment — and that this was now in more common usage than the Fortron originally ordered.

Dr. Hussein suggested that this and various spares for the Ricoh copier should be taken care of by ATIRA raising a 'field purchase order'.

#### 8. Study Tour

- Mr. Grewal announced that it was the Indian Government's instruction that Study Tours should be limited to a total period not exceeding one month, consequently Mr. C.S. Rao's tour should be reduced accordingly.

#### 9. Dissemination

- The Project Document calls for the National and International dissemination of the project work via seminars. Mr. Modi drew meeting's attention to fact that if these were held overseas - no provisional funding had been made for this - and that study tour savings should be held in reserve for this eventuality.

