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THE CHINA GARMENT TECHNOLOGY DEVELOPMENT CENTRE

DP/CPR/85/055/11-01

CHINA

Technical report: Fifth 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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TABLE OF CONTENTS

PAGE NUMBER

<u>PAGE NUMBER</u>	
	ABBREVIATIONS
1	I INTRODUCTION
1	II RECOMMENDATIONS
1	III STUDY TOURS, FELLOWSHIPS AND TRAINING
3	IV EQUIPMENT
4	V BUILDINGS
4	VI LIAISON WITH INDUSTRY
5	VII STAFFING
5	VIII SUB CONTRACT
6	IX TRIPARTITE PROJECT MONITORING MEETING
7	X GENERAL

APPENDICES

1. LIST OF PERSONS MET
2. MINUTES OF TRIPARTITE PROJECT MONITORING MEETING
3. REVISED PROJECT BUDGET
4. ESSENTIAL ITEMS OF EQUIPMENT
5. REPORT ON ACTIVITIES MADE SINCE TPR 1989
6. LIST OF STAFF OF C.T.G.T.D.G.

ABBREVIATIONS

TPR	Tripartite Review
CTGIDC	China Textile Garment Technology Development Centre
CTA	Chief Technical Adviser
UNIDO	United Nations Industrial Development Organisation
UNDP	United Nations Development Programme
MTI	Ministry of Textile Industry
FRG	Federal Republic of Germany
SDL	Shirley Developments Limited
CAD	Computer Aided Design
USA	United States of America
PPER	Project Performance Evaluation Report

Exchange rates:

During the period of this mission, 25 March to 8 April 1990, the following exchange rate prevailed

US \$1 = RMB ¥ 4.71

I. INTRODUCTION

The mission began on Sunday 25 March and ended on Sunday 8 April 1990.

The objectives of the mission were to:-

- check progress of project
- advise and assist project management as necessary
- take part in a Tripartite Monitoring Mission (Note of this was only received on arrival in Hangzhou)

In spite of the relatively short duration of the visit, all objectives were met, and once again I am pleased to be able to report that no drastic action has been required in order to keep the project on schedule.

II. RECOMMENDATIONS

1. The Study Tour for Managers to Hongkong should be definitely planned for early 1991.
2. A Training Programme should be prepared outlining Centre training courses up to the middle of 1991, and budget prepared with it.
3. Active cooperation of industry organisations such as the Import/Export Corporation and the China Silk Corporation to promote the work of the Centre.
4. All methods possible should be sought to accelerate the building programme.
5. Communications between the various agencies should be improved.
6. Some international magazines should be purchased through Import/Export Corporation. Cost to be taken from BL41.

III. STUDY TOURS, FELLOWSHIPS AND TRAINING

The project management report that they are keeping to the Work Plan prepared at the end of 1988, and revised recently (in order to run over into 1991). In spite of keeping to the schedule for the commencement of documentation for each Fellow, delays in starting are still taking place. The project management feel that Vienna is partly responsible for these delays, as the documentation is being completed in Hangzhou according to plan. Whichever agency is responsible, whether MTI, UNDP in Beijing, UNIDO in Vienna or the host country agency, it would be appreciated if steps could be taken to ensure that Fellowships start at the time for which they are planned otherwise very serious "knock-on" effects will be (and are being) experienced in the attempts to implement the project.

A. STUDY TOURS

It is proposed that the following tours take place in 1990:-

STUDY TOUR B - 4 persons visiting France and Italy in April/
May for 4 weeks, studying garment design and
product development

STUDY TOUR C - 4 persons visiting USA and Japan in
October/November for 4 weeks, studying garment
production and testing and the development of
fabrics.

The Study Tour for Managers, mentioned in my last two reports, still has not been organised, and it is now being suggested that this should take place in 1991 and should be for 10 persons (managers from very carefully selected factories) to visit Hongkong for 1 week and carry out an intensive programme of factory and institution visits.

B. FELLOWSHIPS

There are eight Fellowship Programmes planned for 1990, some have already commenced and hopefully the remainder will commence on time. The fact that an extension in time for the completion of the project has been agreed should not lead anyone towards a complacency in implementing activities on time.

The lack of returning Fellows has been given as one excuse for not having a full training programme in action already, therefore it is crucial that external training be completed on time.

Mr Xia Jian Gang, who was sent to FRG to study Production Engineering (Fellowship (iii)), has not returned to China after approximately one year of absence, and reports would indicate that Mr Xia has found himself an industrial sponsor in FRG and is currently studying in Aachen. His failure to return has seriously delayed the start of any positive Production Engineering until Mr Yu Jie returns from his Fellowship.

C. TRAINING

Some in-house training has been carried out by experts within the sub-contract and also by the staff of Software Systems whilst installing management systems software. Unfortunately this training appears to be seen only as part of staff development and not as a technique to be applied to the task of improving industry. Once the experts have completed their work, the staff do not use the recently acquired ability to pass information on to industry, and unless this is done, the purpose of the Centre will change from a service to industry, to a self perpetuating "ivory tower".

IV. EQUIPMENT

Most items of equipment listed in the Project Document (and added later at the request of the project management), have now been delivered or ordered.

Further requests for equipment were made at the Tripartite Monitoring Meeting and these have been assembled into a list for inclusion if the extension budget is approved.

There is a tendency to request testing equipment when it is already available within the organisation at the Zhejiang Textile Corporation Laboratory at Chang Ming Si Lane. This Laboratory will be housed within the Centre's new building and so duplication of equipment would be unnecessary and wasteful. A complaint was raised against Shirley Developments Ltd (SDL) about the fact that one item arrived with broken parts. Mr Moll pointed out that shipping damage was hardly the fault of SDL, and in any case the company had replaced the damaged parts free of charge.

One other item of SDL equipment developed a problem but SDL responded promptly to a telex by despatching an amended instruction book immediately.

I was disturbed to find in the Summary of the last TPR meeting (October 1989), which I did not attend, that under the section (e) Problems of Implementation, item (2) stated:-

"The equipments stipulated in the project document seem unable to meet the requirement for producing output 6 - pilot/experimental sewing room".

This implies a criticism of the equipment list in the project document.

I would like to set the record straight by pointing out that the original equipment list in the original project document, consisted of UN inputs which covered some high value technically advanced equipment, and Government inputs which listed considerable quantities of standard sewing and pressing equipment to be purchased from Government funds. (67 separate items). At the request of the project management, this extensive list was reduced to a few items for three reasons - lack of funds; also because without the new building, lack of storage space; plus the fact that the original concept of trying to earn money by making garments had been abandoned.

This amended equipment list was incorporated into the amended project document. Since that time, the C.T.A. has been continually active in modifying requests for equipment; and wherever savings have been made through wise purchasing and discounts, additional equipment has been provided.

The majority of the equipment provided so far has seen very little use.

V. BUILDINGS

In my last report, I stated that the driving of the 70 piles to support the main structure of the building would probably take place between May and July 1989. In fact the piles were driven in November 1989. This has further delayed the building programme and the latest completion date estimated is August 1991. I am somewhat sceptical that this will be achieved as the second item listed in the programme, Completion of concrete base layer by end March 1990, had not been started by 30 March 1990, as the piles were still being reduced to the lower basement level.

A meeting took place on 30 March between Mr Zhou Wan Xing, Light Industry Bureau, Zhejiang Province, the project management and the C.T.A. at which the strongest possible points were put to Mr Zhao about the consequences of any further delays.

These points were raised again at the monitoring meeting on 31 March.

A further meeting took place on Tuesday 3 April of the governing board of the CTGDC and the project management reported to me that the board had accepted these points and had made a commitment to do everything possible to accelerate the building programme to ensure the timely completion of the buildings.

VI. LIAISON WITH INDUSTRY

At the various meetings during the mission, it became apparent that either insufficient effort was being applied to "sell" the services of the Centre to industry, or whatever effort is applied is not very effective.

At the tripartite meeting it was recommended that the Centre should establish strong links with the Import/Export Corporation which, it is reported, is very interested in potential savings in imported fabrics which could be achieved if the factories could be made more efficient.

An accidental meeting between myself and Mrs Nancy Fox, an Import consultant from the USA, resulted in the discovery that none of the factories with which Mrs Fox deals know about the CTGDC. A surprising and disturbing fact considering the number of Newsletters published every two weeks.

I arranged a meeting between Mrs Fox, Pan Fan Ping, Wu Zai Fu and Cheng Xiao Ming, where the management responded well by "selling" the Centre to Mrs Fox who promised to persuade her factory colleagues to use the services of the Centre.

A suggestion was made and accepted that a Quality monitoring team from the Centre could, for a small fee, save Mrs Fox considerable expense and time by reducing the time of her own monitoring visits to China. Mrs Fox later told me that she would encourage her clients to use the CAD facilities of the Centre - any fees could be charged to the customers in the USA.

This single meeting should have convinced the project management of the potential of liaising with such organisations as the Import/Export Corporation, the China Silk Corporation etc. in order to be put in contact with the many other foreign buyers and consultants who appreciate the value of technical support to the industry, and who are able to exert some influence to persuade the industry to accept assistance from the Centre.

VII. STAFFING

Despite constant requests made over the period of the project to date, staff without any experience of the garment industry are being recruited or assigned. Whilst there are some members of the staff who have industrial experience, the majority have not and if these are ever to earn the credibility and respect of the industry they serve, a great deal of training and project work has to be carried out.

The staff of the Centre, both trained and untrained, seem to be lacking in motivation to carry out the work that the Centre has been established to do. This state must be changed rapidly before stagnation sets in.

It is true to say that the working conditions are not ideal but the example should be taken from the foreign experts whose working conditions also are not ideal, but they are still highly motivated and overcome considerable obstacles in order to achieve their objectives.

It was requested at the TPR meeting that a Training Programme for industry should be drawn up. This is vital for four reasons:-

1. It starts to disseminate technical knowledge to the industry
2. It should provide another source of income to the Centre
3. It should justify the existence of the Centre and raise its credibility
4. It will keep the staff busy at their specialisations and keep them developing their skills.

The staff are the most valuable assets the Centre has. All the sophisticated equipment that money can buy is useless unless there is properly trained, properly directed and properly motivated staff to make it function for the benefit of the Chinese Garment Industry.

VIII. SUBCONTRACT

The sub-contract is nearing completion. At the moment, Mr H L Mayhew of Fielden House Ltd is completing an input of 2 man-months on Sewing Machine Operator Instructor Training. A detailed account of his work will be included in his own mission report. This will leave three man-months to complete.

The project management requested Fielden House to delay the fielding of the last expert until the end of 1990. This has been agreed. It has also been agreed that the unassigned one man-month should be carried out by Mr A Davies (on Styling and Product Development) in addition to the two man-

months already assigned, making a mission of three man-months.

Mr Davies should commence his mission by 24 September 1990. This will allow the three man-months to be completed by the end of 1990.

A request for an extension to the sub-contract by three man-months, to be delivered in late 1991 to coincide with the opening of the new building, was agreed at the Monitoring meeting.

IX. TRIPARTITE PROJECT MONITORING MEETING

This meeting was held on Saturday 31 March 1990 and a copy of the minutes taken by the C.T.A. are attached at Appendix 2. The morning session was largely given to the presentation of a report on the Centre's activities since the last meeting and a detailed discussion. The main points which emerged were:-

1. Very few training course participants have been recruited from other provinces.
2. Very few training activities had been run by Centre staff - the main emphasis had been from the sub-contract experts.
3. No programme of training courses has been planned.
4. Distances between the Centre and potential customers were seen as a major difficulty.
5. The Work Plan and Training Programme should reflect the achievement of project outputs.
6. The Centre management estimate that the Centre is 75% self supporting.
7. A budget should be prepared with the Training Programme.
8. There are some problems in convincing the industry to accept the services of the Centre.

The afternoon session concentrated on the proposed project extension. It was generally agreed that it was vital that support for the project should be given until the Centre could be housed in its own new building. It was, however, pointed out that the absolute limit of five years for the life of a project would be reached by the end of 1991. Detailed discussions were held on the Revised Project Budget, and all revisions were agreed by the meeting except BL42, Non-Expendable Equipment. The meeting did not have the time available to discuss each separate piece of equipment, and so the project management and C.T.A. were charged with completing that Budget time for essential items of equipment to be purchased in 1990.

This was done and the proposed Budget Revision is at Appendix 3, with the new equipment list at Appendix 4.

Mr Moll requested the project management to arrange the next TPR meeting for 22 October 1990. The C.T.A.'s next scheduled visit is at this time and suggested dates are 7 October to 4 November 1990, to allow preparatory work to be completed for the meeting and also some time after to complete any tasks generated by the meeting.

X. GENERAL

A. PPER

It is too early to submit the PPER for this project as it is not due until July. Also the short duration of this mission and the additional work created by the TPR meeting (both before and after) did not allow more than a cursory glance at the PPER forms. I have agreed with the project management that I will draft as much as I can of this document for them to complete in time for a July submission.

B. REPORTING AND COMMUNICATIONS

The very last sentence of my last report stated that "I am frequently the last person to find out about changes in project activities".

This statement still is valid eleven months after being made. I did not know that a TPR meeting took place in October 1989 until I arrived and was given a Summary of the meeting. I also was not aware that a TPR meeting was scheduled for March 1990.

With telephone, telex and facsimile systems now so effective around the world, I find it difficult to accept that communications between the various agencies should be anything but excellent. Sadly this is not the case. Even within the UN system, frequently documents are not processed and distributed in a reasonable time.

C. PLANNING

Planning, particularly course activities, is an area which could benefit from some improvement.

The planning and arranging of venues and timings appears not to receive too much attention. If a factory has promised its premises for a particular course at a particular time, then that promise should be confirmed in writing. Course starting dates should be arranged bearing in mind that most factories are obliged to close down during "power shedding" periods. Course tutors, particularly expatriates, should not be informed on the day the course starts, that they will have to work Saturday and Sunday in order to maintain a schedule which, if properly planned, could have avoided the problem.

If planning falls down with the current low level of activity, then if a busy training programme is introduced, chaos will reign.

D. CONCLUSION

There are many items which need the attention of the project management and I am sure that these will be addressed. Some motivating is necessary to achieve the level of dynamism required from this project, but the project is heading in the right direction.

My thanks to all my friends and colleagues for making this mission a hard working but enjoyable one. A list of persons met is at Appendix 1.

LIST OF PERSONS MET

HANGZHOU

Pan Fan Ping	-	CTGTDC
Cheng Xiao Ming	-	CTGTDC
Zhang Renmei	-	CTGTDC
Wu Zai Fu	-	CTGTDC
Lon Feiyu	-	CTGTDC
Zhou Min	-	CTGTDC
Dai Da Ming	-	Light Industry Bureau of Zhejiang Province
Zhao Wan Xing	-	" " "
Zhang Enyuan	-	Foreign Economic Relations & Trade Bureau of Zhejiang Province
Zhu Xing	-	Ministry of Textile Industry
Zhang Xi Wei	-	UNDP
P Cuevas-Cancino	-	UNDP
J P Moll	-	UNIDO
Lin Shu Mei	-	Textile Information Institute, M.T.I.
Nancy Fox	-	Import Consultant, USA
H L Mayhew	-	Consultant, Fielden House Ltd.
B Clarke	-	Director, Software Systems Ltd
A Novacki	-	Director, Software Systems Ltd.

MINUTES OF TRIPARTITE PROJECT MONITORING MEETING

DP/CPR/85/055

31 MARCH 1990 - HANGZHOU - 0930

The meeting was attended by the following persons:-

UNDP, Beijing

UNIDO, Vienna

Ministry of Textile Industry, Beijing

Foreign Economic Relations & Trade

Bureau of Zhejiang Province

CTGIDC

Mme Zhang Xi Wei, Programme
Officer

Mr P Cuevas-Cancino, Consultant

Mr J P Moll, Backstopping Officer

Dr Zhu Xing

Mr Zhang Enynan, Deputy Director

Mr Pan Fan Ping, Director, NPD

Mr Cheng Xiaoming, Dep. Director,
Dep. N.P.D.

Mme Zhang Renmei, Dep. Director

Mr Wu Zaifu, Dep. Director

Mr Lou Feiyu, Equipment Assistant

Ms Zhou Min, Project Secretary

Mr D A Hague, C.T.A.

No agenda had been prepared for this meeting.

The Chair was taken by Mr Pan Fan Ping who welcomed everyone and made a general opening statement. He then requested Mr Cheng Xiaoming to present the report on activities since the last T.P.R. meeting in October 1989. This report is attached.

Some questions were asked and discussion was held about the details of the report.

Zhu Xing asked if any participants on training courses had come from other provinces. The response was a little vague and seemed to indicate that only 1 or 2 persons had attended from other provinces. Mr Moll said that the meeting had only heard about the training courses and activities run by the sub-contract experts. He asked about the courses and activities that had been run by Centre staff.

Cheng Xiaoming replied that some activities had been carried out but these were mainly concerned with "design" and "research". It was inferred that there were no plans to draw up a programme of activities, and the Centre was waiting for the return of some of the Fellowship students. Mr Moll asked when the Centre was going to give training courses without experts' assistance. It was stated that no courses were planned at the moment, but the Centre had been invited to give a one day Management Seminar in Ningbo in June. Mr Hague made the comment that the Centre must not become complacent. It is vital for the staff of the Centre, as part of their development, to give training courses as soon as possible after training by

the experts or on Fellowships, in order to consolidate their abilities.

He went on to say that two items needed the immediate attention of the project management. These are:-

1. The need to increase the level of activity from the very low present levels.
2. To overcome the problems associated with distances between the Centre and potential clients. If these cannot be overcome, then the Centre can have no claim to be a "national" centre.

Mr Cuevas-Cancino supported these two points, and went on to ask if a Training Programme could be produced by June. Cheng Xiaoming replied that it could and that they would use the Fielden House programme as a model. Mr Cuevas-Cancino then asked if the programme could then be appended to the Work Plan, which would give the Work Plan much greater depth as, at the moment, the Work Plan appears only to reflect the main project activities as stated in the Project Document. Cheng Xiaoming agreed that this could be done.

Mr Moll asked if the Centre was self-supporting. Mr Pan replied that at the moment the Centre was 25% supported by the Government. Mr Hague asked about the sources of income. Mr Pan replied that this came from the work on developing new products, design etc. Mr Hague suggested that when the Training Programme is drawn up, a budget should be prepared and linked to the planned activities.

Mr Moll asked about the earning capability of the CAD equipment.

Mr Hague replied that during his discussions with the project management, it seemed as if there was a problem in convincing industry to accept a CAD service. Industry maintains that it is cheaper to use low-cost manpower to play lay markers - even if it takes several man-days, then to pay for very fast computer generated markers.

Mr Pan said that a lot of time has been used to instal the equipment properly and train the staff. Some difficulties are being experienced in serving the local industry; indeed, many of the local factories, because they produce the same product constantly, they do not have a big need for this type of assistance.

Mr Cuevas-Cancino said that he liked the way that the Centre was thinking but did not see any positive move towards achieving the objectives - there is nothing in the Work Place to achieve the project outputs, and he strongly suggested that this received some attention.

Mr Hague volunteered to draft out an outline which could then be appended to the "Calendar" Work Plan.

LUNCH

Mr Pan opened the afternoon session by thanking all for the useful contributions and suggested that the project extension should be discussed. In particular he felt that some agreement should be reached on increasing some project inputs:-

- C.T.A. visits in 1991
- Transferring two experts (BL11-02 and BL11-03) into 1991.
- Adding more expertise for Pattern design/Grading production
- Increasing equipment - e.g. garment "testing testers".

He felt that the equipment should be discussed in more detail.

In the original Project Document only 14 Fellowships were listed. This was later raised to 16 but apart from C.T.A. reports, no formal documents exist. (N.B. this is not strictly correct, as all the various amendments to the original Prodoc were incorporated into a Revised version at the request of Dr K Stephens at the TPR meeting in October 1988).

It has been decided that 16 Fellowships should be confirmed and formalised. The Fellowships should be increased in duration. There have been a few cases already where requests have been received from the host organisation to extend a Fellowship in order to improve the training. The budget for Fellowships should, therefore, be increased in order to facilitate this.

Mr Pan informed the meeting that the Centre had produced two books as well as the fortnightly Bulletin.

There were no problems with Textile Testing activities. Garment testing just started late in 1989. Some assignments have been completed, and work is going on in the establishment of a Garment Quality Testing Standard Centre. There have been some problems with the Shirley Developments Ltd (SDL) equipment, but this is now being rectified.

Some development work has been undertaken: for example, the staff have been asked to combine marketing needs with design - i.e. "Marketing need plus design work plus production plus business".

Mr Pan undertook to improve the Work Plan and went on to say, "We know the task is hard, and we are very worried. It is important to utilise the equipment and to improve self-financing".

Mr Moll raised two points:-

1. The equipment damage was not the fault of SDL. This happened during shipment, and indeed SDL have been most helpful in replacing the damaged parts free of charge.
In future, if any obvious shipping damage is discovered, it must be reported to UNIDO as soon as possible in order for an insurance claim to be raised.
2. Regarding the Fellowships extension, from six months to nine months; he could not agree. It would be better (and more cost effective) to ensure language training in China was adequate so that the best could be obtained from each Fellowship. He went on to say that he would agree to extending any Fellowship "for special purposes only". He suggested that it may be advantageous to try to place more fellows in Hongkong where the costs are lower, and some language difficulties can be overcome.

Mr Moll expressed the view that placements into highly prestigious establishments are not necessarily the best and some thought should be given to a more practical approach.

Mr Pan said that he partly agreed with Mr Moll but that he could foresee problems.

Mr Moll complimented the Centre on the publishing of the Newsletter and suggested that in order to speed up the publication, a Desk Top Publishing System should be added to the equipment list. This was agreed by all.

Mr Hague suggested that to complement the publishing system, a high volume, good quality photocopier should also be included. When the Centre was putting on a lot of training courses, the present photocopier would not be able to produce the volume of training handouts required.

Mr Moll asked about the Summary of the October 1989 TPR meeting which had not been circulated to either himself or Mr Hague, before either of them had arrived in Hangzhou.

Cheng Xiaoming stated that the Summary had been issued by UNDP in Beijing.

Mme. Zhang (UNDP) told Mr Moll that a copy had recently been sent off to him in Vienna.

Mr Cuevas-Cancino asked the Centre management if they were interested in an exercise to reduce the number of publications without significantly reducing the amount of information held in the library.

Cheng Xiaoming replied that of course they were interested but as the Centre received only just over 30 publications, it would not be worth pursuing at this time.

Mr Moll suggested that a list of international fashion magazines is produced, and if this is sent to him he will arrange for subscriptions.

Cheng Xiaoming requested that "Books of Standard" should be provided.

Mr Hague offered to send a list of appropriate B.S.I. (British Standards Institute) standards relating to the testing of textiles and garments, on his return to the U.K.

There then followed a lengthy discussion on the project budget and the proposals to increase it to cover the period of extension to the end of 1991. BL 11-03 was reduced from 2 man-months to 1 man-month because the Centre felt that it was strong enough to develop CAD systems without a lot of help from outside.

All other increases were approved except BL 42, which the project management and C.T.A. were charged with the task of finalising the equipment list on essential items only and including the estimated cost into the budget. The list of equipment is attached.

During the discussion about BL 21.00, Subcontract, C.T.A. asked to be excused because of conflicting interest - he is also an employee of Fielden House the sub-contractor. He returned to the meeting only to clear up a query on the man-time already provided by the sub-contractor.

Mr Cuevas-Cancino made the closing remarks on behalf of UNDP and emphasised the following:-

1. There must be a greater dissemination of information regarding the abilities of the Centre.
2. The Centre should establish close working links with the Import/Export Corporation in order to exert some pressure on the industry to accept the services of the Centre.
3. There should be an additional part to the Work Plan which links activities to outputs.
4. The use of the equipment and justification for the equipment should be detailed and strengthened.
5. The management of the Centre must produce a strong justification for the extension of the project.

He felt that the Centre was dynamic and directed towards achieving the objectives, and he was impressed by the professionals he had met. He strongly recommended the continuation of the cooperation with the C.T.A. and the subcontractors, and also recommended that the Centre should establish a system of self-evaluation.

Mr Pan Fan Ping closed the meeting at 18.35 by thanking all the participants for their contributions throughout what had been a very long hard days' meeting.

Country CHINA	Project number and amendment DP/CPR/85/055/I	Specific activity J13102
Project title The China Garment Technology Development Centre		

	TOTAL		1988		1989		1990		1991		1992	
	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$
INTERNATIONAL EXPERTS												
11-01 Chief Technical Adviser	5.4	98,388	1.9	7,018	0.5	11,370	1.5	25,000	1.5	25,000		
11-02 Garment Design Expert	1.0	15,000							1.0	15,000		
11-03 CAD Expert	1.0	10,000							1.0	10,000		
11-04												
11-05												
11-06												
11-07												
11-08												
11-09												
11-10												
11-11												
11-12												
11-13												
11-14												
11-15												
11-16												
11-50 Consultants	1.4	27,806	1.4	27,806								
11-51												
11-52												
11-53												
11-54												
11-55												
11-99 Sub-total international experts	8.8	151,194	3.3	64,824	0.5	11,370	1.5	25,000	3.5	50,000		
Remarks												

UNIDO

PROJECT BUDGET / REVISION

Page 2

Project number DP/CPR/85/055/1	TOTAL		1988		1989		1990		1991		1992	
	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$
OPAS EXPERTS												
12-01												
12-02												
12-03												
12-99 Sub-total OPAS experts												
ADMINISTRATIVE SUPPORT PERSONNEL												
13-00 Clerks, secretaries, drivers												
13-50 Freelance interpreters												
13-99 Sub-total Adm. support personnel												
UN VOLUNTEERS												
14-01												
14-02												
14-03												
14-04												
14-99 Sub-total UN volunteers												
15-00 Project travel		1,491		349				271		871		
16-00 Other personnel costs		46,143		7,170		2,973		8,000		28,000		
NATIONAL EXPERTS												
17-01												
17-02												
17-03												
17-04												
17-05												
17-99 Sub-total National experts												
18-00 Surrender prior years' obl.		(11,482)		(11,482)								
19-99 TOTAL PERSONNEL COMPONENT	8.8	187,346	3.3	60,861	0.5	14,343	1.5	33,271	3.5	78,871		

UNIDO

PROJECT BUDGET / REVISION

Page 3

Project number DP/CPR/85/055/1	TOTAL		1988		1989		1990		1991		1992	
	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$
SUBCONTRACTS												
21-00 Subcontracts		237,901		71,600		75,701		50,400		40,200		
28-00 Surrender prior years' obl.												
29-00 TOTAL SUBCONTRACTS		237,901		71,600		75,701		50,400		40,200		
TRAINING												
31-00 Individual fellowships		298,324		34,184		71,465		110,000		82,675		
32-00 Study tours; UNDP group training		128,284		40,922		11,597		64,515		11,250		
33-00 In-service training												
34-00 Non-UNDP group training												
35-00 Non-UNDP meetings												
38-00 Surrender prior years' obl.		(1,300)		(124)		(1,176)						
39-99 TOTAL TRAINING COMPONENT		425,308		74,982		81,886		174,515		93,925		
EQUIPMENT												
41-00 Expendable equipment		2,500						1,250		1,250		
42-00 Non-expendable equipment		628,176		299,386		229,025		98,000		1,765		
43-00 Premises												
48-00 Surrender prior years' obl.		(11,544)				(11,544)						
49-99 TOTAL EQUIPMENT COMPONENT		619,132		299,386		217,481		99,250		3,015		
MISCELLANEOUS												
51-00 Sundries		6,182		2,879		1,803		750		750		
55-00 Hospitality (non UNDP projects)												
56-00 Support costs												
58-00 Surrender prior years' obl.		(47)		(29)		(18)						
59-99 TOTAL MISCELLANEOUS COMPONENT		6,135		2,850		1,785		750		750		
99-99 PROJECT TOTAL	8.8	1,475,822	3.3	509,679	0.5	391,196	1.5	358,186	3.5	216,761		
Support costs												
GRAND TOTAL		1,475,822		509,679		391,196		358,186		216,761		

APPENDIX 4

ESSENTIAL ITEMS OF EQUIPMENT

ITEM	TARGET PRICE \$
1. TENSILE TESTER	24,000
2. DESK TOP PUBLISHING SYSTEM (COMPLETE WITH P.C. & LASER PRINTER)	12,000
3. HIGH VOLUME PHOTOCOPIER	20,000
4. SINGLE NEEDLE EMBROIDERY MACHINE (KNEE OPERATED)	1,500
5. LOCKSTITCH FLATBED SEWING MACHINE WITH FANCY STITCH CONTROL	1,350
6. AUTO LOCKSTITCH BUTTONHOLE MACHINE(FOR KNITTED WOOLLENS)	3,250
7. KNITTING MACHINE WITH LINKING FACILITY	
- 5 needles per inch	3,250
- 9 needles per inch	3,250
8. BAGGINESS TESTER FOR KNITTED FABRICS	570
9. MANUAL BURST STRENGTH TESTER	1,100
10. FACSIMILE (FAX) EQUIPMENT	3,200
11. HANDHELD YARN/THREAD TENSION METER	1,000
12. TEXTILE AND GARMENT STANDARDS (B.S.I./I.S.O.)	1,500
13. FOLDERS/GUIDES/ATTACHMENTS	1,500
TOTAL	<u>77,470</u>
SPARES @ 15%	11,629
TOTAL	89,090
CONTINGENCY @ 10%	<u>8,909</u>
GRAND TOTAL	<u>98,000</u>

The China Textile Garment Technology Development Centre

31 March 1990

UNDP PROJECT DP/CPR/85/055

BRIEF REPORT ON ACTIVITIES MADE SINCE TPR 1989

This brief report is prepared for the project monitoring meeting which is due on 31 March 1990 at the project site.

A. FELLOWSHIP PROGRAMMES

There have been four Fellows who commenced their Fellowship Programmes since the last TPR meeting held on 5 October 1989. They are:-

- Mr. Li Jia who went to UK on 18 October 1989, studying garment design and product development.
- Mr. Wu Wen Miao who went to UK on 17 January 1990, studying textiles and garments testing technology.
- Mr. Shun Hao Dong who went to UK on 7 February 1990, studying production engineering and training techniques.
- Miss. Tang Jie Fang who went to Hong Kong on 19 March 1990, studying garment design and product development.

In addition, other two Fellows to Japan have completed two-week training in Lectra CAD systems principles and maintenance which took place from 27 October to 7 November 1989.

B. SUBCONTRACT EXPERTS

1. The last phase of 5 m/m Production Management Expert mission was completed by Mr. Geoff Walsh, which included a Cutting Room Management training course. The Technical Report on the whole mission has been issued by UNIDO. The mission was finalized on 20 October 1989.
2. A 2 m/m Quality Control Expert mission was carried out

by Mr. Alwyn S. Harkness from 16 October to 8 December 1989. The major activities of this mission consisted of :-

- Visits to garment factories and selection of one factory for an in-company project;
- In-company training and consultancy project at Hangzhou Underware factory;
- A general training course in Quality Control for garment industries;
- A seminar for CTGTDC staff.

The expert's Technical Report has been completed and issued.

3. A 2 m/m Garment Industrial Training Expert mission by Mr. Harry L. Mayhew started on 26 February 1990. Two training courses and one seminar have been completed by now.

C. TRAINING COURSES

4 training courses have been organized by CTGTDC and lectured by the Sub-contract experts with a total of 61 participants. They were:-

- A five-day Garment Cutting Room Management training course from 9 to 13 October 1989 with 11 participants from the industry and CTGTDC.
- A five-day Garment Quality Control training course from 21 to 25 November 1989 with 17 participants from the industry and CTGTDC.
- A five-day Garment Sewing Instructors training course at CTGTDC from 5 to 9 March 1990 for 7 Centre staff.
- A nine-day Garment Sewing Instructors training course in Ningbo City from 14 to 23 March 1990 with 26 participants from the industry.

Meanwhile, involved in the in-company Quality Control training and consultancy work, a two day classroom course was organized at the factory on 6 and 7 November 1989 for 12 factory staff. In Ningbo, a one-day seminar on Garment Production Management and Industrial Training was given by the Industrial Training expert and CTGTDC staff on 13

March 1990, with 100 participants from garment industries.

D. EQUIPMENT

A list of rest equipment items within the original equipment budget, according to the discussion at the last TPR meeting, was submitted in November 1989. Seven copies of purchase orders have been received, including:-

- 15-9-1650M Management Control Software System
- 15-9-1652M Air Permeability Tester
Water Repellency Tester
Flammability Tester
- 15-9-1709M Hydrostatic Head Tester
- 15-9-1904M Buttonhole Sewing Machines
- 15-9-1953M Lectra System 351
- 15-0-0221M Fusing Machine
- 15-0-0243M Steam Boards with Irons

The Hydrostatic Head Tester has arrived and been installed. Other two sets of equipment have arrived in Beijing and are being transferred to the project site.

E. BUILDING CONSTRUCTION

The pace of building construction has been accelerated with all kinds of efforts made since the last TPR meeting and the progress is as follows:-

- Completion of driving piles on 30 November 1989.
- Completion of bidding invitation and decision for the building construction.
- Conclusion of the agreement with the construction company.
- Start of excavation for basement by the end of 1989.
- Start of the base layer for the basement.

F. PROJECT WORK PLAN

Based upon the decision made at the last TPR meeting that the project completion date is to be postponed to end 1991, the implementation schedule for project activities needs to be a little revised so as to

coincide with the one-year extension and building construction pace. A Work Plan for 1990, according to this thinking, was worked out and submitted to UNDP by the end of 1989 (see ANNEX), which would be in consultation with CTA and discussed at the Monitoring Meeting.

ANNEX: WORK PLAN FOR 1990

ANNEX

WORK PLAN FOR 1990

At the last Tripartite Review meeting held on 5 October 1990, the decision was made that the project completion date be postponed to end 1991. To coincide with the one-year extension and building construction pace, the implementation schedule for project activities needs to be a little revised so as to cover the whole range of the project duration.

Based upon the Implementation Plan for 1990 submitted to CISETE and the Study Tours/Fellowships Plan for 1990 submitted to MTI, the project activities to be implemented in 1990 will be as follows:

A. Experts/Sub-Contract

1. One Garment Industrial Training Expert (from sub-contract) commencing in February for 2 months.
2. One Styling/Product Development Expert (from sub-contract) commencing in October for 2 months.
3. Experts for Management Control System software installation and training in March for two weeks.
4. Visit of Chief Technical Adviser in March.

B. Study Tours

Study Tour B - 4 persons visit France and Italy in April/May for 4 weeks, studying garment design/product development.

Study Tour C - 4 persons visit USA and Japan in October/November for 4 weeks, studying garment production and testing, and development of fabrics.

C. Fellowship Programmes

1. Fellow (xiv) to UK commences in January for 6 months, studying garment and textile testing.
2. Fellow (xii) to UK commences in February for 6 months, studying production engineering and training techniques.
3. Fellow (vii) to Hong Kong commences in March for 6 months, studying garment design and pattern making.
4. Fellow (xiii) to USA commences in August for 6 months, studying garment and textile testing.
5. Fellow (vi) to USA commences in August for 6 months, studying garment equipment.

6. Fellow (viii) to USA commences in August for 6 months, studying garment production engineering and management.
7. Fellow (x) to Japan commences in September for 6 months, studying garment marketing and production development.
8. Fellow (ix) to Hong Kong commences in September for 6 months, studying pattern production and grading.

D. Equipment

All the rest items of equipment were discussed during the last TPR. A list of those within the original equipment budget has been submitted and will be purchased and installed in 1990.

Considering the above project activities plan plus the progress of building construction (see Appendix I), a calendar style work plan for 1990 has been worked out and is attached as Appendix II. This work plan will be in consultation with CTA during his next visit in March 1990.

Attached with:

Appendix I: PROGRESS OF BUILDING CONSTRUCTION

Appendix II: CALENDAR WORK PLAN FOR 1990

APPENDIX I

PROGRESS OF BUILDING CONSTRUCTION

Effectuated mainly by the macro policy of the state to extensively curtail construction projects, the pace of this building construction was delayed again for several months in 1989, as mentioned on last PPER. But during the fourth quarter, the pace was accelerated with lots of efforts made. Driving of 70 piles was completed on 30 November, and by the end of last year, finished bidding invitation, decision and agreement conclusion for the main part of construction, and started excavation.

According to the aim agreed upon at the last TPR meeting plus the agreement with the construction company, the image pace of the construction has been scheduled as follows:

- | | | |
|---|-----------------------|---|
| - | January/February 1990 | Excavation for basement |
| - | End March 1990 | Completion of concrete base layer |
| - | End May 1990 | Completion of basement |
| - | June to December 1990 | Average of 2-3 stories per month |
| - | 15 December 1990 | Ending the top of the building |
| - | 15 July 1991 | Completion of fitting-up and decoration |
| - | 15 August 1991 | Completion of examination/ acceptance and construction force withdrawal |

APPENDIX II

CALENDAR WORK PLAN FOR 1990

The following plan is primarily based upon the list of project activities plus important administrative activities and progress of building construction.

JANUARY

- Despatch of Fellow (xiv) to UK
- Visa application for Fellowship (xii)
- Translation of Industrial Training Techniques course notes
- Excavation for building basement
- Spring Festival holidays

FEBRUARY

- Despatch of Fellow (xii) to UK
- Passport and visa application for Fellowship (vii)
- Arrival of Industrial Training Expert
- Preparation for Training Expert activities and training courses
- Start of concrete base layer engineering for building basement

MARCH

- Despatch of Fellow (vii) to Hong Kong
- Completion of passport and visa formalities for Study Tour B
- Installation of Management Control software and site training
- Organization of Instructors Training courses
- Visit of CTA and project monitoring visit
- Submission of Nomination forms for Study Tour C and Fellowship Programme (x)
- Completion of concrete base layer for building basement

APRIL

- Installation of Lectra 350 Design System and site training
- Completion of Industrial Training Expert mission
- Start of Study Tour B to France and Italy

MAY

- Completion of installation for testing equipment
- Preparation for PPER
- Submission of Nomination Form for Fellowship programme (ix)
- Completion of the basement of building

JUNE

- Completion of investigations on industrial achievements gained by all kinds of training course and consultancy activities sponsored by the project
- Preparation for PPER

JULY

- Completion of passport and visa formalities for Fellowships (vi), (viii) and (xiii)
- Completion of Fellowship Programmes (iv) and (xiv) and return of the Fellows from USA and UK
- Submission of PPER

AUGUST

- Despatch of Fellows (vi), (viii) and (xiii) to USA
- Completion of passport and visa formalities for Fellowship (x)
- Completion of Fellowship Programme (xii) and return of the Fellow from the United Kingdom
- Translation of Styling/Product Development course notes

SEPTEMBER

- Despatch of Fellow (x) to Japan
- Completion of Fellowship Programmes (i) and (vii) and return of the Fellows from UK and Hong Kong
- Completion of passport and visa formalities for Study Tour C and Fellowship (ix)
- Preparation for TPR meeting

OCTOBER

- Despatch of Fellow (ix) to Hong Kong
- Start of Study Tour C to USA and Japan
- Arrival of Styling/Product Development Expert
- Preparation for Styling/Product Development Expert activities and training courses
- TPR meeting

NOVEMBER

- Organization of Styling/Product Development seminars and training courses
- Preparation for year-end reports and plans for 1991

DECEMBER

- Completion of Styling/Product Development Expert mission
- Submission of year-end reports and plans for 1991
- Completion of building top construction

CHINA TEXTILE GARMENT TECHNOLOGY DEVELOPMENT CENTRE

DEPARTMENT	NAME	SEX	LANGUAGE
Director & NPD	Pan Fan Ping	M	
Dep. Dir & Dep NPD	Cheng Xiao Ming	M	English
Deputy Director	Zhang Ren Mei	F	
Deputy Director	Wn Zar Fu	M	
Chief of Admin	Han Li Cheng	M	
Administration	Lou Fei Yu	M	English
"	Ni Yao Ming	M	
"	Sheng Da Hai	M	
"	Pan Gen Quan	M	
"	Zhang Jing Ling	F	
"	Qiao Rui Qing	M	
"	Shi Mei Ju	F	
"	Cheng Tian Bao	M	
"	Zhon Ming	F	English
"	Fan Zi Qiang	M	
"	Cheng Xiao Yan	F	
"	Zhu Wei Min	M	
"	Gao Hong Wei	M	
"	Xie Xue Hua	M	English
"	Cheng Jun Sheng	M	
"	Gao Su Zhi	F	
CAD/Cutting Prep.	Zhou Jian Jie	F	
"	Sheng Wei Min	M	
Testing	Yu Mei Ju	F	
"	Lang Fu Ting	M	English
"	Ying Chun Hong	F	
"	Yang Jin Xian	F	
"	Wu Wan Miao	M	English
"	Ca Yuan Yuan	F	Japanese
"	Yu Fu Chao	M	English
"	Dong Pin Fei	F	English
"	Geng Wen Mei	F	English
PESR	Xia Jian Gang (1)	M	German
"	Du Jian Hua	M	English
"	Weng Yuan Feng	F	
"	Yu Jie	M	English
"	Zhao Wan Ting	F	
"	Zhu Li Pin	F	
"	Zhen Hong Ming	F	
"	Sheng Jin Rong	M	
"	Sheng Peng	F	
"	Tan Yong Hua	F	
"	Shen Gen Di	F	
"	Guo Qin	M	

Design Studio	Li Zao Qin	F	
"	Zhang Xin Lu	M	
"	Huang Ying Fang	F	
"	Tang Jie Fang	F	
"	Li Jia	M	English
"	Pan Yan (2)	F	English
"	Yu Hui	F	English
"	Xu Xun	M	
"	Zhong Hui Xia	F	
"	Hu Jun Jie	M	
"	Guan Juan	F	Japanese
"	Ding Wen Jun	M	
"	Cheng Juig Buo	F	
"	Wang Rung	F	
Training	Shun Hao Dong	M	
"	Shou Hong Yi	F	English
MSTI	Sheng Guo Xian	M	Japanese
"	Lu Hui Min	F	
"	Wong Xin Fa	M	
"	Ding Bai He	F	
"	Xu Li Nong	F	
"	Cheng Chun Fen	F	English
"	Liang Hong Jun	M	

NOTES

1. Mr Xia went to FRG on Production Engineering Fellowship and has not returned. He is still on the staff list, but no longer receives pay.
2. Ms Pan went on leave to Canada to visit her husband (who is studying) and has overstayed her leave. She is still on the staff list but no longer receives pay.