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USAID

IESC EVALUATION STUDY

Peat, Marwick & Partners
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EXECUTIVE SUMMARY

International Executive Service Corporation (IESC) assistance to Jamaican companies began in 1982 consistent with their objective of helping developing countries speed their own progress through improved marketing, management and production in private sector enterprises. Up to September 1986 over 165 projects had been completed under the programme. USAID/Kingston office provided assistance in establishing the local office and in funding 43 projects.

A survey was carried out of 45 clients who had used the IESC programme - 30 of which had received subsidies from USAID - to determine the general effectiveness of the programme and in particular, to measure the performance of USAID assisted clients against non-USAID assisted clients. An examination of the accounting records of the programme was also carried out.

Whilst production for the local and export markets increased generally the average increase was not significant as the benefits accrued mainly to a few large clients. Some clients felt that they had sustained increases in production but were unable to quantify the benefits.

The majority of USAID clients found that the use of the IESC programme resulted in savings to the business. Where the volunteer's assistance impacted on technology, non-USAID assisted clients had the greatest influence. This was mainly

due to the appropriateness of the technology for their large scale operations. In 16% of the cases studied, there were increased use of local raw materials, USAID assisted clients accounting for 14% of the cases.

Generally, there was no significant increase in employment and the level of expansion was the same for USAID and non-USAID assisted clients.

Overall, the programme has been effective in improving production, management and marketing for a number of clients, particularly those in large companies. Most of the benefits to small and medium sized companies were qualitative rather than quantitative. 71% of clients viewed the assistance as beneficial, non-USAID clients being in the majority. Of the USAID clients, who expressed dissatisfaction with the programme, 50% belonged to the garment sector - an area where Volunteers have not been very successful.

The impact of the programme has been limited due to a few inherent problems. These relate to selection of volunteers who are not always well suited for the particular project; insufficient attention paid to definition of the project and environment, inadequate monitoring of volunteers while they are involved in projects and non-implementation of Volunteers' recommendations. These factors have affected several projects, USAID and non-USAID alike but the greatest effect has been on small businesses.

During the period October 1983 to September 1986 client contributions amounted to \$3,462,681. This represented 67% of the disbursements made to volunteers. Apart from disbursements to Volunteers, the second highest expense was the operational cost of the local IESC office, this accounted for 28% of total expenses. The USAID grant has been used to assist in payment of per diem for Volunteers and administrative expenses. As at September 1986, US\$208,499 (J\$1.11 million) was utilized for USAID assisted projects. This has resulted in overall benefit in terms of increased earnings of J\$1.9 million to clients, which is an average return of 117% of the amount expended. The USAID assistance has been adequate in subsidising assisting with the volunteers in-country costs.

For the programme to continue successfully, a decision must be taken whether the service should be available to small and large companies or small companies only. If the present company mix should continue then the possibility of taxing the large clients could lead to eventual self sufficiency of the programme. Gearing the programme to assist mainly small companies would mean that clients' needs should be clearly defined, the system of selecting Volunteers should be improved, local monitoring or implementation of recommendations should be introduced, clients who receive USAID assistance should be carefully selected and IESC

It is evident that a formal system of determining client contribution and clients who receive USAID assistance must be established as the rapid growth of the programme no longer fits into discretionary decision-making.

CHAPTER 1

1. BACKGROUND

1.1 JAMAICAN ECONOMY

Jamaica is well endowed with natural resources including mineral deposits, natural harbours, vast expanses of beaches and good agricultural land. Additionally, the close proximity to North America, the world's largest consumer market and one-way duty free access to both the United States and Canada through the CBI and CARIBCAN are definite advantages.

Notwithstanding its attributes, Jamaica, like most developing countries is beset by problems. The economy is small and open which makes it extremely vulnerable to events in world economy. Secondly, it is import dependent and the productive sector uses high proportions of imported raw materials and semi-finished goods. Thirdly, the economy suffers from structural deformity being mainly dependent on bauxite/alumina and tourism. These domestic problems, together with international factors such as the recession of the eighties, high rates of inflation, high interest rates and protectionist measures in developed markets have also added to the difficulties. Government efforts to correct the balance of payments deficit using devaluation, high interest rates and contractionary fiscal policy have further exacerbated the problems.

The national problems have had a substantial impact on small and medium sized businesses in Jamaica resulting in difficulties in their operations over the years. The main problems confronting them have been under-capitalization, lack of adequate financing, the crippling effect of high interest rates and inability to market their products effectively, both locally and overseas. So IESC, being aware of the problems inherent in the Jamaican economy, particularly those that affect small businesses saw the need to avail the country of their assistance in accordance with their goal to help developing countries speed their own progress through improved marketing, management and production in private sector enterprises.

1.2 IESC ASSISTANCE

1.2.1 Global Assistance

IESC is a 'not-for-profit' organization operating since 1965 in 82 different countries around the world. Under this programme U.S. Volunteers share their years of experience with business people in developing countries. The major emphasis of the programme is on the development of the host country's private enterprises.

Since its inception, IESC has been receiving increasing support and in the past two years, 12 offices have been opened in developing countries. In general IESC is funded by grants from USAID, by client contributions towards project costs and by voluntary contributions from corporate and private sponsors in the United States and abroad. Rotary International makes a contribution of US\$20 per day towards expenses for every Rotarian who goes on a project. Some foreign governments also make contributions.

1.2.2 Operations in Jamaica

IESC has been operating in Jamaica since 1982. Initially operations were carried out through the Barbados Country Director with local projects being administered by the Jamaica Institute of Management. In October 1983, a Country Director was appointed to administer the IESC programme in Jamaica. For the first three months a temporary office was maintained at the Pegasus Hotel and in January 1984 a formal office was set up on Trafalgar Road. USAID made a US\$92,400 contribution for the establishment of this office and for the purchase of other operational facilities. This was USAID's initial direct assistance to IESC (Jamaica Office). To date USAID has made the following contributions:

TABLE 1.1

<u>YEAR</u>	<u>CONTRIBUTIONS</u>	<u>PURPOSE</u>
1983	US\$ 92,400.00	Funding for local office establishment.
1983	US\$ 75,000.00	Assistance for 12 companies
1983	US\$100,000.00	Assistance for 20 companies
1985	US\$100,000.00	Assistance for 20 companies
1985	US\$ 20,000.00	Assistance for 4 volunteers to work with garment and furniture manufacturers of the Small Business Association of Jamaica.
<hr/>		
	<u>US\$387,400.00</u>	

Over 165 projects have been completed in Jamaica since the beginning of the programme and up to September 1986, 43 of such projects have had direct assistance from USAID (see Table 1.2). This high level of IESC activity in Jamaica is reflected in the number of new projects accepted. Of the 509 projects accepted between September 1985 and July 1986 in Latin America and the Caribbean, 72 projects were from Jamaica. Statistically, a 14% acceptance rate may not appear to be significant but this was the largest number of projects accepted in any one country in the world. The second highest in Latin America and the Caribbean was Brazil with 64 projects (12.6%) and the third highest was El Salvador with 62 projects (12.2%). Barbados and the Eastern Caribbean had only 28 projects (5.5%) accepted.

TABLE 1.2
USAID ASSISTED PROJECTS

<u>PROJECT #</u>	<u>CLIENT NAME</u>	<u>SECTOR</u>	<u>USAID/KGN.SUBS</u>
1	13513 Vineyards of Jamaica	Agriculture	US\$5,000
2	12842 Worthy Park Farms Ltd.	Agriculture	US\$5,000
3	14059 X-Quisite Ceramics	Ceramics	US\$4,000
4	13245 X-Quisite Ceramics	Ceramics	US\$5,000
5	13886 General Water Service Ltd.	Chemicals/Metals	US\$5,000
6	13178 Inflatables*	Chemicals/Metals	US\$4,000
7	12953 Jamaica Transformer Co.	Chemicals/Metals	US\$5,000
8	12890 Tropical Battery Co.	Chemicals/Metals	US\$5,000
9	13113 Enerplan Ltd.	Energy	US\$7,000
10	12991 Carrickfoyle*	Energy	US\$5,000
11	13102 Crispy Sugar Cone(Salmons Bakery)	Food Processing	US\$5,000
12	13076 Wild Flower Honey*	Food Processing	US\$5,000
13	13490 Nature Treats Ltd.	Food Processing	US\$5,000
14	12872 Processed Foods Ltd.	Food Processing	US\$7,000
15	13237 Roberts Products Ltd. *	Food Processing	US\$5,000
16	13043 Country Creams Ltd. *	Food Processing	US\$5,000
17	13985 Exclusive Manufacturing Co. Ltd.	Luggage Mfg.	US\$4,000
18	13489 Deeds Industries Ltd.	Toys/Gift Mfg.	US\$7,000
19	14198 Jamaica Furniture Guild	Furniture	US\$7,000
20	13849 SBA- Deeds Industries	Furniture	US\$3,333
21	12908 Kreative House *	Furniture	US\$7,000
22	13017 Things Jamaica *	Furniture	US\$5,000
23	14780 Caribbean Woodcraft*	Furniture	US\$4,000
24	13952 New Dimensions Mfg. Co.	Garments	US\$3,000
25	13083 M. & M. Fashions	Garments	US\$5,000
26	12924 Rosa Louise *	Garments	US\$5,000
27	13973 Noel A. Fray*	Garments	US\$3,500
28	13974 Farel Ltd.*	Garments	US\$3,500
29	14321 Dino Michelle Co. Ltd.	Garments	US\$5,000
30	14094 Satisfaction Garment Co. Ltd.	Garments	US\$5,000
31	13570 Morgan's Industries	Garments	US\$3,500
32	13609 SBA - Crimson Dawn	Garments	US\$3,333
33	13610 SBA - Walker Mfg.	Garments	US\$3,333
34	13091 Shanelle Mfg. Co.	Garments	US\$5,000
35	13562 Venus Mfg. Co. Ltd.	Garments	US\$5,000
36	14827 Winward Wear Garments Ltd.	Garments	US\$5,000
37	13378 ACP Mfg. Co. Ltd.	Garments	US\$5,000

38. 13328	L. & Q. Apparel Limited *	Garments	US\$5,000
39. 12869	Campbell's Dress Shop	Garments	US\$5,000
40. 14506	Ja. Bauxite Institute	Mineral Research	US\$5,000
41. 13011	Lenn Happ Supermarket	Supermarket	US\$4,000
42. 13042	Super Valu Supermarket	Supermarket	US\$5,000
43. 14606	Univ. Hospital of the W.I.	Hospital	<u>US\$7,000</u>
	Total Project Cost		US\$208,499
	Not yet disbursed		US\$43,902.78
	Unaccounted for		<u>US\$42,598.22</u>
	<u>TOTAL GRANTS</u>		US\$295,000

- * Clients which were not included in the study

1.3 Criteria for USAID Assistance

Existing costs for the use of IESC assistance for fully paid projects have been determined at J\$30,000 for the first month and J\$25,000 per month for the second and third months. (IESC averages two and a half months per assignment). In 'hardship' cases where the client is unable to finance the full cost of the assistance a subsidy is available. However, the client must make a real and substantial contribution towards the in-country costs of the programme. A subsidy is usually not available to government agencies, banks and other large companies.

In completing the agreement for IESC assistance, the client has to state their annual sales volume for each of the last three years. For clients who have a low level of sales, they are asked how much they can afford to pay. Based on how much they can pay, a compromise is worked out and a US\$ subsidy is determined to assist in covering the in-country costs for the period of assistance. The determination of the amount of the subsidy to be provided by USAID in any given case is, however, a matter of judgement for the I.E.S.C. The US\$ subsidy is set at a maximum of US\$7,000 per project and is usually available to a client only once. The average subsidy so far has been US\$4,748.81.

For the 43 USAID assisted projects which have been completed, the subsidies to cover the in-country costs have been broken down as follows:

TABLE 1.3

<u>USAID ASSISTANCE PER PROJECT (US\$)</u>	<u>FREQUENCY</u>
0 - 3,999	7
4,000 - 4,999	7
5,000 - 5,999	23
6,000 - 6,999	0
7,000 - 7,999	6

Average/Project = US\$484.81

The client contribution that is agreed on between IESC and the client, is generally due for payment 30 days prior to the arrival of the volunteer. Nonetheless, companies like Shanelle Manufacturing Company Limited, M. & M. Fashions Limited and Venus Manufacturing which had IESC assistance between September 1984 and January 1986 have still not paid their full contribution. These cases are, however, presently the subjects of litigation. M. & M. Fashions is making payments through the courts on a periodic basis.

The IESC programme is designed to guarantee the work of the Volunteers, so an unsatisfied client can have a volunteer replaced at no extra cost. The local office also endeavours to provide an efficient service by monitoring the progress of companies after projects have been completed. One year after completion of projects, client reviews are done; this often leads to repeat jobs from clients in similar or new areas. It is through this method and general personal contact that clients are made knowledgeable of the IESC programme.

1.4 Knowledge of IESC

The local IESC office has been instrumental in informing business people about the IESC programme and in getting clients. This is evidenced by the survey results (see Table 1.4). Of the 45 clients being studied, 17 (38%) had been contacted by the local IESC office, whilst seven (16%) were

through personal contact with an IESC representative. The other clients heard about the programme from various other sources. Clearly the efforts of the local office account for much of the first time jobs. . Surprisingly, only two clients had heard about the programme from previous satisfied clients.

TABLE 1.4 - HOW CLIENTS HEARD ABOUT THE IESC PROGRAMME

<u>Source</u>	<u>Number</u>
Promotional literature/news paper	2
Jamaica Manufacturer's Association	2
Agro 21	1
USAID	2
Other clients who had used the service	2
Office/General Manager	2
Overseas	3
Personal contact	7
Heard about programme during business meeting	1
IESC office made contact	17
Jamaica National Investment Promotion	1
Small Business Association	2
Jamaica Exporters Association	1
Other sources	1
No response	<u>1</u>
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CHAPTER 2

2. OBJECTIVES AND METHODOLOGY

2.1 OBJECTIVES

The objectives of the IESC Evaluation Study were:

1. To assess the effectiveness and contribution of the IESC programme in terms of:
 - a) Impact on production and output,
 - b) level of savings resulting from IESC assistance,
 - c) increase in exports to hard currency areas,
 - d) impact on technology,
 - e) expansion in employment,
 - f) increased use of local raw materials.
2. To identify any factors which have militated against the programme's effectiveness.
3. To analyze the IESC accounts with a view to ascertaining the level of contribution of the various agencies, and to determine whether the programme is utilizing USAID/Kingston funds effectively; consequent on this analysis to recommend alternate approaches to using these funds within the programme.

4. To determine whether the programme should be continued and to recommend the basis of its continuation i.e., expansion, self-financing, alternate methods of client contribution.

2.2 METHODOLOGY

Three methods were used in conducting the study: interview with clients who have used IESC volunteers, evaluation of IESC local office accounts and discussions with key persons involved with the programme at IESC and USAID.

2.2.1 Survey of Clients

Sample selection was carried out in accordance with the terms of reference which stated that we should assess approximately 30 IESC projects which received assistance from USAID. In addition, we should randomly select and assess 3 IESC projects from each of the following five sectors: garments, food processing, furniture, chemicals/metals and tourism; a total of 15 projects which did not receive assistance from USAID.

26 of the 30 USAID projects assessed came from the initial list of 30 USAID projects submitted to us by USAID. The other 4 were chosen randomly from another list submitted to us by IESC.

The 30 USAID clients assessed represented approximately 70% of the USAID total client population of 43 projects and came from 12 industry categories. The non-USAID clients represented 12.30% of the non-USAID client population of 122 projects and were selected randomly from the five specified industry categories. Hence the non-USAID sample was representative of the clients in the industry categories from which they were selected but was not representative of the total non-USAID clients. Both the differences in methods of selection and categorization of the population resulted in a bias in the sample which impacts on the findings of the study.

TABLE 2.1 **INITIAL AND FINAL SELECTION OF
SAMPLE BY INDUSTRY SECTORS**

<u>SECTORS</u>	<u>USAID</u>		<u>NON-USAID</u>	
	<u>INITIAL</u>	<u>FINAL</u>	<u>INITIAL</u>	<u>FINAL</u>
Furniture	4	3	3	3
Garments	10	10	3	3
Food Processing	5	4	3	3
Tourism	0	0	3	3
Chemicals/Metals	3	3	3	3
Agriculture	2	2		
Supermarket	2	2		
Energy	1	1		
Ceramic Production	2	2		
Luggage manufacture	1	1		
Mineral research	0	1		
Toy/Gift manufacture	0	1	—	—
	30	30	15	15

All the non-USAID clients which were targetted, were interviewed.

The survey instrument was tested and modified before its application in the field.

2.2.2 Analysis of the Impact of the Programme

The IESC programme was analyzed using two methods, one based on quantitative evaluation and the other based on qualitative evaluation techniques. The quantitative evaluation examined the annual contribution of the Volunteer's implemented recommendations to overheads and profits. This was compared with the cost to the clients of using the volunteers plus the support funds provided by USAID, where applicable. We assumed that the client viewed his cost as an investment recoverable over a five-year period, with the opportunity cost being the present open market interest rate on savings. The client's cost was thus annualised over a five-year period and included as part of the annual cost of the project. This can be considered a partial analysis, since all cost/benefits could not be accurately identified and quantified. Where there was incomplete data, estimates were not made. The quantitative evaluation would therefore understate the absolute benefits of the programme.

The qualitative evaluation was based on the client's perception of benefits where they could not be quantified. In our analysis, we compared the two groups - USAID assisted and non-USAID assisted clients. Since all clients made qualitative statements, this was a more complete analysis. However, due to the subjective nature of the data, it is subject to biases and this is substantiated by the fact that at least 3 cases are now before the court as the clients have refused to pay their cost of the project.

2.2.3 Evaluation of IESC accounts

The IESC accounts were also examined to determine IESC contribution (Kingston and Connecticut), host country entity contribution and USAID (Washington and Kingston) contribution. From our examination of the accounts we determined the cost of the operations of IESC Kingston office and analysed whether more effective use could be made of USAID/Kingston funding.

Interviews were also conducted with Country Director, Mr. Cooney and Mrs. Cooney to gather additional data.

2.2.4 Problems encountered during the survey

Interviewers experienced great difficulties in the majority of cases in obtaining appointments. For the most part, contact persons who had worked with volunteers were either not available due to work commitments or overseas. In a few cases, resignation of contact persons or general lack of interest in the IESC programme caused delay in making contact on a timely basis. Effort had to be made to fit into the clients' work programme and this caused substantial and unexpected hindrance to the project. In several cases, follow up phone calls and visits had to be made to assure the collection of pertinent information.

In carrying out the data collection, reliance was placed on the client's representation. Independent or collaborative evidence were not obtained in most instances. Additionally, some clients did not divulge information which they considered to be sensitive. As a consequence we cannot vouch for the integrity of the data that was collected even though every effort had been made to elicit accurate information.

Due to difficulties encountered during the survey, four of the original 30 USAID assisted clients were replaced by others to maintain a total of 30.

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TABLE 3.1 CLIENT CHARGES

<u>Project #</u>	<u>Company</u>	<u>ACTUAL</u>		<u>Charges based on criteria (\$J)</u>
		<u>Time</u>	<u>Charge</u>	
<u>NON-USAID</u>				
12120	Seprod Group of Companies	2 wks.	20,000	\$12,500
13258	Seprod Group of Companies	4 wks	14,000	25,000
13207	Seprod Group of Companies	9 wks.	30,000	56,000
13607	Grace Kennedy & Co.	3 1/2 wks.	20,000	22,000
14185	Grace Food Processors Ltd.	3 wks.	15,000	18,700
12989	Restwell (Successors) Ltd.	5 wks.	15,000	36,000
13101	Cariframe Ltd.	8 wks.	15,000	55,000
13244	McIntosh Bedding Co.	8 wks.	30,000	55,000
12915	Hosiery Co. Ltd.	5 wks.	14,000	36,000
13374	Dino Michelle Co. Ltd.	8 wks.	25,000	55,000
12955	Jamaica Pegasus Hotel	9 wks.	12,000	61,000
12956	Jamaica Pegasus Hotel	4 wks.	6,000	25,000
14121	Issa & Bros. (Couples Hotel)	3 wks.	8,000	8,000 + accom.
13491	Processed Foods Ltd.	4 wks.	17,500	30,000

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USAID CLIENTS

<u>Project #</u>	<u>Company</u>	<u>Time</u>	<u>USAID Subsidy Client Charge(J\$)</u>	<u>Total</u>	<u>Charges based on criteria(J\$)</u>
12890	Tropical Battery Co. Ltd.	6 wks	36,500		
		Client	20,000	36,500	42,500
12872	Processed Foods	10 wks	23,100		
		Client	15,000	38,100	67,500
12953	Jamaica Tranformer	8 wks	19,250		
		Client	10,000	29,250	55,000
13067	Things Jamaica	4 wks	19,250		
		Client	2,500	21,750	30,000
13011	Lenn Happ Supermarket	4 wks	15,400		
		Client	7,500	22,900	30,000
13042	Super Valu Supermarket	4 wks	19,250		
		Client	2,500	21,750	30,000
13043	Country Creams	1 wk	19,250		
		Client	Expenses	19,250	7,500
13102	Salmon's Bakery	1 wk	19,250		
		Client	2,500	21,750	7,500
13083	M&M Fashions	4 wks	19,250		
		Client	10,000	29,250	30,000
13091	Shanelle Manufacturing	6 wks	19,250		
		Client	13,000	32,250	42,500
13113	Enerplan	8 wks	26,950		
		Client	10,000	36,950	55,000
12869	Campbell's Dress Shop	4 wks	22,800		
		Client	6,000	28,800	30,000
13328	L & Q Apparel	8 wks	22,800		
		Client	15,000	37,800	55,000
13378	ACP Manufacturing	4 wks	22,800		
		Client	7,500	30,300	30,000
13489	Deeds Industries	4 wks	35,420		
		Client	2,500	37,920	30,000
13562	Venus Manufacturing Co.	4 wks	20,240		
		Client	Not paid	20,240	30,000
13245	X-Quisite Ceramics Ltd.	5 wks	25,300		
		Client	5,000	30,300	36,250

*The charges for USAID assisted projects have been converted from J\$ to US\$ at the relevent exchange rates.

CHAPTER 3

3. FINDINGS

3.1 Project charges

The IESC system for charging clients is set at a rate of J\$30,000 for the first month and J\$25,000 for subsequent months to cover the in-country costs of the Volunteer's assistance. For follow-up visits the client also has to pay the airfare for the Volunteer in addition to the amount charged for the in-country costs. We were unable to identify how this rate was determined and IESC would not verify whether or not this amount was adequate to cover the in-country costs.

In practice though this criteria has not been fully adhered to. An examination of the amount billed to some clients does not reflect the application of their rate structure. The Table 3.1 on the opposite page shows amounts actually paid by clients and we have compared them to the amounts which should have been charged based on the IESC formal criteria.

In examining the charges made to non-USAID clients, there is no indication of whether or not administrative expenses have been included. For the USAID clients however, a local administrative charge of US\$3,090 (previously US\$2,302) per project has been applied.

In general USAID clients have been billed at higher rates for volunteer assistance than non-USAID clients, over similar periods. USAID client charges seem to bear a closer relationship to the IESC formal rate structure. The rationale for this discrepancy is unknown. In spite of this IESC has been able to cover all costs and expenses for the operation of the local office and for volunteer and related expenses.

3.2 Impact on Local Production

Of the clients interviewed, 38% stated that they had increased their production output whilst 62% had no increase in production. This analysis does not take into account future or expected increases in production, although some clients were of the opinion that production will continue or begin to increase in the future. In addition, some of the clients who had recently completed projects anticipated increased production after they have implemented the recommendations.

TABLE 3.2 NUMBER AND PERCENTAGE OF CLIENTS INDICATING AN INCREASE IN PRODUCTION FOR THE LOCAL MARKET BY SOURCE OF FUNDING

<u>SOURCE OF FUNDING</u>	<u>INCREASE IN PRODUCTION FOR LOCAL MARKET</u>	<u>% OF TOTAL RESPONDENTS</u>
Non-USAID	6	40
USAID	11	37
All	<u>17</u>	<u>38</u>

The responses of the two groups - USAID and non-USAID - were analyzed to see if between the two groups, there were any significant differences. No significant difference was found between the two groups regarding increase in production for the local market.

We were able to quantify the net annual contribution to overheads and profits which could be attributed to the increase in sales on the local market for seven clients. In 6 of these cases, there were positive contributions totalling J\$1.968 million and J\$0.897 million for non-USAID and USAID projects respectively. In one instance, the client had a small loss but this was counterbalanced by benefits in increased contribution arising from exports. The benefits from exports, however, were qualitative and not quantitative.

3.3 Increase in Exports

Eleven clients or 24% of all clients interviewed reported increase in exports.

**TABLE 3.3 NUMBER AND PERCENTAGE OF CLIENTS
INDICATING INCREASES IN EXPORTS AS A
RESULT OF THE VOLUNTEERS' ASSISTANCE**

<u>SOURCE OF FUNDING</u>	<u>NUMBER INDICATING INCREASE IN EXPORTS</u>	<u>% OF TOTAL</u>
Non-USAID	5	33
USAID	6	20
All	<u>11</u>	<u>24</u>

Four clients (out of the eleven) were able to quantify the impact of the volunteers on increasing exports. Two of these clients were USAID-assisted and the other two were non-USAID clients. The total annual net contribution to overheads attributable to the volunteers were J\$4.037 million and J\$0.205 million for the non-USAID and the USAID clients respectively. McIntosh Bedding and Cariframe Ltd.. (both non-USAID clients and furniture manufacturers) benefited by some J\$3.166 million and J\$0.87 million per annum respectively from the increased export markets they were able to access. The other clients' benefits were J\$16,734 for Morgan's Industries and J\$188,100 for Enerplan Limited. All per annum estimates given above, are contingent on the present export trends continuing in the future.

3.4 Overall Increase In Production

The clients who were able to quantify their increases in production whether for the local or export market are shown in the following table:

TABLE 3.4 **OVERALL INCREASE IN PRODUCTION**

	<u>Increase in Production for local market</u>	<u>Increase in Exports</u>	<u>TOTAL</u>
<u>USAID</u>			
Carlframe Ltd.	J\$1,460,317	870,000	2,330,317
McIntosh Bedding Co.	-	3,166,900	3,166,900
Hosiery Co. Ltd.	507,456	-	507,456
<u>NON-USAID</u>			
General Water Services	156,000	-	156,000
Tropical Battery Co.	300,000	-	300,000
Enerplan Ltd.	400,000	188,100	588,100
Morgan's Industries	(5,6021)	16,734	11,133
Super-Valu Supermarket	<u>46,800</u>	<u>-</u>	<u>46,800</u>
	<u>J\$2,864,972</u>	<u>J\$4,241,734</u>	<u>J\$7,106,706</u>

The overall impact of the programme is J\$7.1M in increased production. This figure only represents the quantitative impact but there are other clients who feel that increased production had resulted from the volunteer's assistance but they were unable to quantify the increase. There are also clients who have not yet realized the benefits of increased

production and these too are omitted from the table. Hence, the overall direct impact on production is under-stated.

3.5 Savings Generated

47% of all clients interviewed indicated that the implementation of the volunteers' recommendations had resulted in savings. The percentage of non-USAID clients who indicated savings (53%) was larger than USAID clients (43%). The higher percentage of savings by non-USAID clients was due mainly to the savings made by three projects carried out in one company, Seprod which resulted in an annual saving of J\$2.291 million. Compared to the average annual saving made by non-USAID clients (J\$646,000), this was a substantial saving for one company.

TABLE 3.5 NUMBER AND PERCENTAGE OF CLIENTS INDICATING COST SAVINGS MADE FROM IMPLEMENTING THE VOLUNTEERS' RECOMMENDATIONS

<u>SOURCE OF FUNDING</u>	<u>NUMBER INDICATING SAVINGS</u>	<u>% OF TOTAL RESPONDENTS</u>
Non-USAID	8	53
USAID	13	43
All	<u>21</u>	<u>47</u>

Of the 21 clients who felt that they had made some saving, 11 were not able to quantify the amount of the savings. Ten of the twenty-one clients, however, were able to quantify

the savings. The total savings were J\$2.586 million and J\$0.55 million for the non-USAID and USAID clients respectively.

3.6 Impact of Technology

Most clients interviewed (49%) said that the volunteers had a beneficial impact on the technology which they had been using.

TABLE 3.6 NUMBER AND PERCENTAGE OF CLIENTS INDICATING IMPROVEMENT IN TECHNOLOGY AS A RESULT OF THE VOLUNTEERS' ASSISTANCE

<u>SOURCE OF FUNDING</u>	NUMBER INDICATING IMPROVEMENT IN <u>TECHNOLOGY</u>	% OF <u>TOTAL</u>
Non-USAID	10	71
USAID	12	41
All	<u>22</u>	<u>49</u>

However, there were significant differences in the responses of the USAID and the non-USAID clients. This could be due to the appropriateness of the technology, and the ability to absorb such technology as reflected in the large size, and capital intensity of some of the non-USAID clients (eg. Seprod, Grace Kennedy).

The quantitative estimation of the effect of technological improvements was extremely difficult, since often such improvements impact on other areas. Nonetheless, where such improvements could be isolated, computations were done. Net increases in contribution due to improved technology could only be estimated for three clients. The three clients were USAID-assisted and fell in the Chemicals/Metals sector: General Water Service Limited, Jamaica Transformer Company and Tropical Battery Company and the impact of technology contributed J\$0.391 million annually.

3.7 Expansion in Employment

A few clients (13%) reported expanded employment as a result of implementing the volunteers' recommendations. In most instances the expansion of employment was minimal - on average less than 10% of the staff was increased. There were, however, several recommendations to expand employment but most of them were not implemented for various reasons.

**TABLE 3.7 NUMBER AND PERCENTAGE OF CLIENTS
INDICATING AN EXPANSION OF EMPLOYMENT AS
A RESULT OF THE VOLUNTEERS' ASSISTANCE**

<u>SOURCE OF FUNDING</u>	NUMBER INDICATING EXPANSION OF <u>EMPLOYMENT</u>	% OF <u>TOTAL</u>
Non-USAID	2	13
USAID	4	13
All	<u>6</u>	<u>13</u>

Employment decreased in some instances as a result of upgraded production systems.

3.8 Increased Use of Local Raw Materials

16 % of the clients interviewed reported increased use of local raw materials in production. This low percentage has been attributed to two reasons. Firstly, the manufacturing sector has over the years relied heavily on imported raw materials which are available in the required quantities and often times cheaper than local inputs. Secondly, the volunteers are mainly experienced in the North American environment, and found it difficult to recommend substitutes using a developing country's resource base.

TABLE 3.8 NUMBER AND PERCENTAGE OF CLIENTS INDICATING INCREASED USE OF LOCAL RAW MATERIALS AS A RESULT OF THE VOLUNTEERS' ASSISTANCE

<u>SOURCE OF FUNDING</u>	NUMBER INDICATING INCREASE IN <u>RAW MATERIALS</u>	% OF <u>TOTAL</u>
Non-USAID	1	7
USAID	6	20
All	7	16

Only one company, a garment manufacturer, in the non-USAID category increased its use of local raw materials, while the smaller furniture manufacturers and chemical/metals sector companies (USAID clients) increased their use of local raw material.

3.9 Clients Perception of Benefit

In general the majority (71%) of the clients interviewed had a good perception of benefits derived from the IESC volunteers' intervention.

TABLE 3.10

**ABSOLUTE BENEFITS TO
MEDIUM AND SMALL BUSINESSES**

PROJECT NO. (*)	CLIENTS	Net Increase in local production	Savings Resulting	Increase Exports	Impact of Technology	Expansion in Employment	Increase ¹ local Rev Material use	Good client perception of benefits	TOTAL BENEFITS	%
13513	Vineyards of Jamaica	1	1	0	0	0	0	1	3	43
14059	X-Quisite Ceramics	0	0	0	0	0	0	0	0	0
13245	X-Quisite Ceramics	1	1	0	1	0	1	1	5	71
12953	Jamaica Transformer Co.	1	1	1	1	1	1	1	7	100
13886	General Water Service Ltd.	1	1	0	1	1	1	1	6	86
13113	Enerplan Ltd.	1	1	1	1	0	0	1	5	71
13102	Crispy Sugar Cone (Salmon's Bakery)	1	0	0	1	1	1	1	5	71
13490	Nature Treats Ltd.	0	1	0	0	0	0	0	1	14
12872	Processed Foods Ltd.	1	1	1	1	0	0	1	5	71
13849	SBA - Deeds Industries	0	0	0	1	0	0	1	2	29
14198	Jamaica Furniture Guild	0	0	0	1	0	1	1	3	43
13489	Deeds Industries Ltd.	1	1	1	1	0	1	1	6	86
13952	New Dimensions Manufacturing Co.	0	1	1	0	0	0	1	3	43
14827	Winward Wear Garments Ltd.	0	0	0	0	0	0	1	1	14
13091	Shennelle Manufacture Co.	0	0	0	0	0	0	0	0	0
13610	SBA - Walker Manufacturing	1	1	0	1	0	0	1	4	57
13609	SBA - Crimson Dawn	0	0	0	0	0	0	1	1	14
13083	M. & M. Fashions Ltd.	0	0	0	0	0	0	0	0	0
12869	Campbell's Dress Shop	0	0	1	0	0	0	1	2	29
13570	Morgan's Industries	0	1	1	1	1	0	1	5	71
13562	Yenus Manufacturing Co. Ltd.	0	0	0	0	0	0	0	0	0
13985	Exclusive Manufacturing Co. Ltd.	0	0	0	0	0	0	0	0	0
TOTAL BENEFITS		9	11	7	11	4	6	16		
PERCENTAGE		41	50	30	48	17	26	73		

1 - indicates benefit received

0 - indicates no benefit received

Criteria: Small Business - Less than J\$5,000 in net assets, excluding land and building.

Medium Business - Less than J\$1M in net assets, excluding land and building.

TABLE 3.9 NUMBER AND PERCENTAGE OF CLIENTS WITH GOOD PERCEPTION OF BENEFITS ARISING FROM THE WORK OF THE VOLUNTEERS

<u>SOURCE OF FUNDING</u>	NUMBER INDICATING GOOD PERCEPTION <u>OF BENEFITS</u>	% OF <u>TOTAL</u>
Non-USAID	13	87
USAID	19	63
All	<u>32</u>	<u>71</u>

The number of non-USAID clients expressing satisfaction with the work of the volunteers is significantly higher, than the USAID clients. 37% of the USAID-assisted clients expressed dissatisfaction with the work of volunteers. We noted that there were cases where one volunteer was repeatedly used in the garment sector even though the clients had a poor perception of benefits derived from his work. Out of the total of eleven garment manufacturers (USAID supported), six expressed dissatisfaction with the volunteers' performance. In contrast the two garment manufacturers Dino Michelle and Hosiery Company - who were non-USAID-assisted, both found the programme beneficial.

3.10 Absolute Benefits

The table on the opposite page shows the absolute benefits derived from the programme by small and medium sized businesses (selected on the basis of their net assets.

Of the 22 small and medium sized businesses, 9 (41%) reported over 50% absolute benefits from the IESC assistance and 4 (18%) reported no perceived benefit. This overall picture must be viewed against the background that in the case of the Small Business Association projects, the Volunteers only spent one-half day with each client as the projects were organised for various groups within the association. This therefore, limited the amount of assistance that could be given to any one business.

Although the overall benefits of the programme was low for small and medium sized businesses, certain aspects were positive. These are savings resulting from IESC assistance (50%), positive impact of technology (48%) and other benefits (73%).

3.11 Is the Company still active ?

96 % of the 45 companies studied are still in business. There are no significant differences between USAID and non-USAID clients regarding their viability. Some companies have, however, changed their line of production. Two companies are in receivership.

**TABLE 3.11 NUMBER AND PERCENTAGE OF CLIENTS
WHICH ARE STILL IN OPERATION TODAY**

<u>SOURCE OF FUNDING</u>	<u>NUMBER STILL IN OPERATION TODAY</u>	<u>% OF TOTAL</u>
Non-USAID	14	93
USAID	29	97
All	<u>43</u>	<u>96</u>

3.12 Annual Net Benefit to Clients

Most of the clients who could quantify their benefits, were able to show increases in their contribution to overheads as a result of the volunteers' efforts. If we assume that there are no other tangible benefits to clients, then the total net annual benefit from the sample of 15 non-USAID clients were J\$8.5 million and J\$1.79 million from the 30 USAID clients. This is higher than the annual disbursements of the IESC programme, and would indicate that overall, the programme is beneficial to the clients and Jamaica. This analysis does not include unrealised benefits as this could not be quantified and there is no guarantee that they would be realized. A number of clients, however, perceive that other benefits from the volunteers' assistance will be realized when project recommendations are fully implemented.

CHAPTER 4

4. EVALUATION OF IESC ACCOUNTS FOR OCT./NOV. 1983 TO AUG./SEP. 1986

4.1 Analysis of Receipts -J\$5,320,606

1. Receipts from project clients for the period October 1983 to September 1986 amounted to J\$3,462,681, and was the largest source of revenue for the organization for each year, and in total. Such receipts represent collections on amounts billed out by IESC to the beneficiaries of each project; this represents their contribution towards defraying the cost of keeping the volunteer executives in Jamaica.
2. USAID grants, to date amount to US\$387,400 . The last direct contribution was made to the local IESC office in early 1985. Since then amounts have been billed out to USAID as direct subsidies for individual projects completed during 1985 and 1986. Of the total grant US\$43,902.78 is still unliquidated from the projects assistance commitment (US\$295,000) and US\$1,755.44 is unliquidated from the office establishment grant (US\$92,400). The office establishment grant was used during the period November 1983 to September 1984 to cover administration: hotel lodging for the Country Director, office rent and utilities, office supplies and furniture, office cleaning, telex and postage, insurance, accounts' fees, photocopier, automobile and automobile

expenses and salaries for the Country Director, Country Representative, driver and secretary.

3. Transfers from the IESC New York and Stanford offices towards defraying administrative costs amounted to J\$524,050 for the period.

4. Transfers from Savings/Certificate of Deposits amounted to J\$325,000. The sum was primarily made up of USAID grants, project client contributions and transfers from New York and Stanford offices. Currently the company has no amounts on fixed deposits..

5. Other receipts of J\$131,638 were derived from miscellaneous sources such as:

- a) per diem refunds from Volunteer executives and other refunds
- b) interest on deposit accounts; and
- c) writing back of unrepresented cheques or redepositing cheques.

6. The average level of receipts from clients over the period accounted for 65% of total receipts; this representing an overall increase from 48% in 1984 to 82 % in 1986 (up to the period reviewed). Local financing therefore contributed significantly to available working capital to:

- a) compensate and support the volunteer expenses;
- b) pay the country director's expenses; and

- c) contribute to other administrative expenses.

4.2 Analysis of Disbursements - J\$5,108,567

7. The major item of expenditure during each year has been disbursements to the Volunteer Executives for per diem and local incidental expenses. Payments on behalf of Volunteer Executives amounted to J\$3,463,210 or 68% of total expenditure. The remaining 32% was used for Country Director, office and related expenses.

8. The cost of running the local IESC office inclusive of payments to/on behalf of the Country Director and Country Representative amounted to J\$1,426,877 (28% of total expenses) broken out as follows:

- a) Allowances, per diem payments and subsistence - J\$731,582;
- b) Local employees salaries and local taxes - J\$228,821; and
- c) Other office and administrative expenditures - J\$466,474

TOTAL = J\$1,426,877

The accounting allocation for expenditure especially those in 8(a) and (b) above was not consistently applied e.g., the local Country Representatives receives a per diem payment which is sometimes allocated as local employees' salaries and sometimes as allowances. Similarly, the allocation to "Allowances" and "Subsistence" varies from time to time, e.g.,

hotel accommodation for the Country Director are classified both as allowances and subsistence. While the inconsistent classifications cause problems when individual items are examined, they in no way affect the total expenditure picture for each year of the entire period.

9. An examination of the Accounts at April 1984 showed an amount of J\$150,000 on fixed deposit. There is no record of the origin of this amount. We assume that it was transferred from the current account. Subsequent transfers from the current account for J\$75,000 and J\$100,000 were made in June 1984 and November 1984 respectively, resulting in a total transfer to fixed deposit of J\$325,000. No fixed deposit account exist at the present time.

10. Other payments amount to J\$43,480 of which J\$3,000 was the initial rent deposited on the premises occupied by IESC and J\$27,404 was for the purchase of office furniture and equipment.

11. The largest expenditure during the period under review represented payments to/for:

- a) Volunteer Executives
- b) Country Director
- c) Country Representative

The bulk of such payments are for:

- a) per diem

b) **living expenses**

While the living expenses are in J\$ and have suffered inflationary increases over the years, the per diem payments are in US\$ and hence have increased due to the devaluation of the J\$ against the US\$.

4.3 The Utilization of USAID Funds

4.3.1 The Overall Impact

The USAID grants had a positive effect on the economy. The liquidated portion of the grants used for projects totalled US\$208, 499 (J\$1.11 million) over the 3-year period under review and it had the effect of increasing earnings by J\$1.9 million annually. However, there are two important points to be made in respect of the composition of these earnings. Firstly, J\$1 million were due to one project in the energy sector. Secondly, most of the projects had little or no impact on foreign exchange earnings/savings.

4.3.2 Sectorial Distribution of the Projects

There is a strong bias, within IESC, to provide assistance to the garment industry. While total garment industry projects in the industry represented 11.5% of the total, the proportion of USAID funded projects in the garment industry is 38%. Since most of the garment sector projects did not produce positive benefits to the clients, this impacted on the overall effectiveness of the USAID assistance.

TABLE 4.1

ANNUAL NET BENEFITS RECEIVED BY USAID CLIENTS AND THEIR PERCEPTION OF BENEFITS RECEIVED

Criteria: Project #	Client Name	Industry	Annual Net Benefit (Cost) to Client (in J\$)	Good client perception of benefits
13513*	Vineyards of Jamaica	Agriculture	1,492)	1
12842	Worthy Park (Farms Ltd.)	Agriculture	37,017	1
14059	X-Quisite Ceramics	Ceramics	746)	0
13245	X-Quisite Ceramics	Ceramics	1,492)	1
13286*	General Water Service Ltd.	Chemicals/Metal	161,164	1
12953*	Jamaica Transformer Co.	Chemicals/Metal	218,777	1
12890*	Tropical Battery Co.	Chemicals/Metal	462,334	1
13113*	Enerplan Ltd.	Energy	1,085,117	1
13102	Crispy Sugar Cone (Salmon's Bake	Food Processing	746)	1
13490	Nature Treats Ltd.	Food Processing	1,492)	0
12372	Processed Foods Ltd.	Food Processing	4,475)	1
14178	Jamaica Furniture Guild	Furniture	4,176)	1
13952	New Dimensions Manufacturing Co.	Garments	1,492)	1
13373	ADP Manufacturing Co.Ltd.	Garments	2,237)	0
12869	Campbell's Dress Shop	Garments		1
13083	M & M Fashions Ltd.	Garments	2,237)	0
14321	Dino Michelle Co.Ltd.	Garments	2,237)	0
14074	Satisfaction Garment Co.Ltd.	Garments	1,492)	0
13570*	Morgan's Industries	Garments	9,244	1
13609	SBA - Crimson Dawn	Garments	1,193)	1
13610*	SBA - Walker Manufacturing	Garments	1,210	1
13071	Shanelle Manufacture Co.	Garments	3,878)	0
13562	Venus Manufacturing Co.Ltd.	Garments	2,237)	0
14027	Winward Wear Garments Ltd.	Garments	7,160)	1
13935*	Exclusive Manufacturing Co.Ltd.	Luggage Manufac	1,470)	0
14506	Jamaica Bauxite Institute	Mineral Researc	8,651)	1
13011	Lenn Happ Supermarket	Supermarket	2,237)	0
13042	Super Valu Supermarket	Supermarket	44,563	1
13489*	Deeds Industries Ltd.	Toys/Gift Mftg.	746)	1
13849	SBA - Deeds Industries	Woodwork	1,193)	1
Average			72,899	
Total			1,968,286	
Percentage				67.00%

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KEY:

Good client perception of benefits = 1

Poor client perception of benefits = 0

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There is no evidence to suggest that all clients were selected on the basis of inability to pay the full in-country costs. There are some USAID clients e.g., Carrickfoyle (a subsidiary of Mussons Ja. Ltd.), Satisfaction Garments, L. & Q. Apparel (a subsidiary of Broadway Group of Companies), Morgan's Industries, Dino Michelle, Vineyards of Jamaica (a subsidiary of Jamaica Carpet and Drapery Co. Ltd.) and Worthy Park which on examination of their financial positions, should not have qualified for the assistance. This contradicts the USAID criterion for assistance of assisting medium and small businesses which cannot meet the full in-country cost.

4.3.4 Net Annual Benefit to clients

The table on the opposite page shows a quantitative estimate of the net annual benefit of the projects to clients and client's perception of benefits that they received. In cases where the clients were unable to quantify the benefits (where only qualitative benefits exist) it was assumed that they received no benefits. For some recently completed projects the benefits were not yet realized although the clients anticipate quantitative benefits. These clients too are omitted from the table.

The table shows that most beneficiaries of USAID assistance had a good perception of benefits (67%) However, the quantitative estimate of the net benefits (assuming as above) was negative for the most part. The projects in the

Chemical/Metal and Energy sectors all reported positive benefits.

CHAPTER 5

5. FACTORS THAT CONSTRAIN THE PROGRAMME'S EFFECTIVENESS

5.1 The Selection of the Volunteers/Clients

The formal channel for the evaluation of the projects to IESC is not always used. This has resulted in improper definition of the scope and objectives of the engagement which are important aspects affecting the success of the programme. In some cases the client states their requirements but a workplan based on the clients' needs is worked out by the volunteer and the client when the Volunteer arrives. This has been successful in some cases but in one case in particular - Exclusive Manufacturing Company, the Volunteer was unable to provide all the services required by the client. This caused the client to pay only a part of the costs - for what he called the proportionate part of the service requested. In other cases, the agreed time was reduced and the Volunteer's contract terminated when the client felt that the project objectives were not being met. In addition, the problem is compounded by the selection of Volunteers not suited to addressing the client's needs. In the case of Dino Michelle (project No. # 14321) a volunteer was not formally requested and the Country Director of IESC asked the client whether they could take a volunteer already in the island. The client accepted and received a subsidy of US\$5,000 (from USAID) and contributed J\$7,500 for 4 weeks assistance

which proved to be unsatisfactory. The client had, on two previous occasions, engaged the services of Volunteers at his own expense. We were told that the services provided by the Volunteers in those instances were satisfactory.

ASSISTANCE TO DINO MICHELLE

<u>Project</u>	<u>Duration</u>	<u>Cost</u>
13374	8 weeks	J\$25,000
14113	3 weeks	J\$13,000
14321	4 weeks	J\$7,500, Subsidy US\$5,000

Volunteers are not selected on the basis of recommendation from previous clients in a similar environment, e.g., Jamaica and the Caribbean. For example, VE Grossman was selected for two projects in Jamaica (projects Nos. 13083 - M & M Fashions and 14094 - Satisfaction Garments), at different times and in both instances the clients were not satisfied with his performance.

5.2 Insufficient attention is paid to project definition and environment

The client's definition of their problem is sometimes inadequate. A consultant could be useful in assisting in the proper definition of the client's problems. This should occur before a Volunteer is selected and project time and cost estimated. Often an engagement plan is made during the first week of the Volunteer's visit and this plan is

adapted to the skills of the volunteer rather than to the client's needs. This results in complaints that the consulting engagement was too short for it to be effective. Also, complaints that the volunteer did not address the client needs, or was not properly selected arises from this weakness.

In some instances, the Volunteers were not briefed on the type of work environments within which they would operate and the availability of resources needed to achieve the project's objectives (Jamaica Transformer Co. Ltd.) This resulted in the loss of time and reduced effectiveness of the engagement as the volunteer generally spends about two weeks familiarising themselves with the Jamaican environment.

5.3 Monitoring of the Projects

Generally there is insufficient contact between the IESC office and the client during the period of the engagement. The contact is limited to frequent reports from the Volunteers during the engagement, and the endorsement of the Volunteer's final report by the client. We have found evidence to suggest that this is insufficient as there are clients who endorse the Volunteers final report as 'a formality' or in order to 'rid themselves of a nuisance'. Problems which arose during some engagements could be avoided if the office maintained sufficient contact with the clients. For example, Volunteer Grossman was contracted to Satisfaction Garments, and after two weeks the client felt that Volunteer was not achieving his objectives as he was

unsuitable for the assignment. However, the client kept him on for a further two weeks, thereafter terminating his eight week contract.

5.4 Implementing Volunteer Recommendations

The client often does not have a system for monitoring and measuring the impact of the implementation. The Client Assistance Review Questionnaire' is ineffective in measuring the impact of the programme. In addition, the client often needs technical assistance in the implementation of the Volunteer's recommendations. This can mean the difference between the project's success or failure. The larger and more successful clients had follow up visits (clients like Sepro, Grace Kennedy, Worthy Park) so that recommendations could be properly implemented.

CHAPTER 6**6. RECOMMENDATIONS****6.1 IESC Program**

Currently the IESC program provides consulting services to large, medium and small companies with the medium and small companies being in the majority. Generally, for small companies, the cost of the Volunteer's services retains its present client mix and institute the following changes:

1. Develop a structured costing system to invoice the medium and large companies for the Volunteer's services. A per diem rate chargeable determined using the cost plus method could be utilized. This rate would include the per diem cost of the Volunteer, a charge for IESC administrative expenses and a profit element. The profit could be used to subsidise the smaller clients.
2. USAID assistance to small companies be used to subsidise the Volunteer's expenses only and not the IESC administrative cost. To ensure that this policy is strictly adhered to the program should submit quarterly reports showing receipts and expenditure and bank balance. A copy of the bank statement for the end of the reporting period together with a bank reconciliation statement should also be submitted.

3. **Better definition of client needs:**
Client requirements should be objectively determined by a consultant. For this purpose, a local consultant can be used, and the proper terms of reference drafted. This would ensure that only suitable Volunteer executives are considered and that project duration and timing are properly estimated.. -
4. **Improved selection of Volunteers:**
A working committee which includes the client, and local professionals should select the volunteer executive who would assist the client. The selection of volunteer executives should be based on the client's needs, experience and background of the Volunteer. We note that the volunteer executives selected, were more suited to large companies rather than small. This is a major factor contributing to the ineffectiveness of many projects
5. **The present practice that**
Volunteers are recruited fro an average of 2 1/2 months, using 2 weeks to become familiar with the work environment is inappropriate for solving our problems. Greater flexibility is needed so that the program can be tailored to suit the client's needs rather than vice-versa.

6. **Implementation/monitoring of the program:** We note that small companies are unable in most instances to implement the IESC recommendations. Local consultants, where appropriate, can be used to assist in the implementation/monitoring of the projects. IESC should be required to set up implementation/monitoring systems as part of the project. This would ensure an effective system for implementing and measuring the impact of the projects.
7. **Selection of USAID Clients:** A working committee made up of professionals who are in touch with small companies should select projects on the basis of criteria which includes but is not limited to the following:
 - a) ability (rather than willingness) of the client to fully pay for such services.
 - b) the potential cost/benefit impact on the IESC assistance on the client and on the Jamaican economy.
8. **Funding to the Garment Sector:** Subject to the finding of suitable volunteers no USAID FUNDS should be provided to the garments sector.

9. There should be more frequent contact between the local IESC office and the client regarding the volunteer's engagement. This liaison could serve to settle conflicts which sometimes occur.

6.2 Accounts

A structured accounting system should be developed and the related policies and procedures documented to improve the control and recording of the accounting transactions of the IESC programme. Additionally, the expenditure of the USAID grants should be recorded in detail so that every project funded by USAID can be readily identified in the accounts. Copies of all relevant supporting vouchers should be maintained by IESC for future reference.

The USAID grants should be kept in a bank account, separate and apart from any other funds. This would alleviate the present problem of control and accountability.

6.3 Conclusion

IESC's efforts to assist the business sector in Jamaica has been generally successful based both on short term benefits and long term projects. USAID's efforts, to establish a self-sufficient programme met with little success. On the positive side, however, the majority of the businesses that have been assisted have received some form of benefits - whether qualitative or quantitative. The majority of

companies are still in operation and there are indications that new projects will also be realising some benefits.

With regard to providing continued USAID support for the programme, the emphasis must be on assisting only the small businesses and the work of the Volunteers should be monitored.

If the method of disbursement of funds to IESC continues in the present form then a set of procedures along the following line should be followed:

- i) When client application is received IESC and working Committee should make the necessary decision as whether to approve or disapprove.
- ii) IESC should decide whether the project should be subsidised.
- iii) If subsidised, IESC should calculate the quantum of such assistance and then request USAID'S approval.
- iv) If USAID approves the application etc., a request is made for the Volunteer.
- v) Some details on Jamaica and the particular company should be sent to the Volunteer prior to arrival so that the person will know what to expect.

- vi) **On completion of the project USAID should be billed, if necessary, supported by a report on the Volunteer's performance and period of assignment.**

APPENDIX 'A'
SURVEY QUESTIONNAIRE

IESC EVALUATION SURVEY

INTERVIEWER: _____ DATE: _____

INTERVIEWEE: _____ POSITION/TITLE: _____

1. Company/organization name:
2. Company/organization address:
3. Type of business:

Garments	Food Processing	Furniture	Agriculture
Chemical/metals	Production	Tourism	Supermarket
Energy	Other (please specify)		
4. Type of products/services offered by your company/organization.
5. Type of assistance received from IESC.
6. Year/date and duration of IESC involvement in your business.
7. How did you hear about the IESC programme?
- 8a. Did you produce any new products?
- 8b. Volume of new products produced.
- 8c. Describe the main raw materials used.
- 8d. Percentage of local materials in product (s).

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9. Machinery

- a) Types used
- b) Number of machines used in operations
- c) Production rate of machines
- d) Availability of machines

10. Layout

- a) Did you do any modifications to layouts and assembly line?
- b) What were some of the noticeable improvements?

11. Marketing

- a) What are your existing marketing strategies. Do they differ by product line?
- b) Have new marketing strategies been implemented?
- c) Due to IESC Assistance, have competitors been affected? Explain.
- d) Due to IESC assistance, have suppliers been affected?
- e) Were joint ventures or other linkages made?
- f) Did the project result in any change in services to customers?

12. Organizational Impact

a) Were new corporate or business planning strategies implemented?

b) If yes, then describe the new strategies.

13. Did your technology change as a result of IESC involvement?
14. Was there any need for additional training?
15. Do you require further IESC assistance?
16. What were the positive aspects of the IESC assistance/
17. What were the negative aspects of IESC assistance?
18. If you had the chance, would you have done things differently?

19. PRODUCTION (for manufacturing companies only)

- | | <u>BEFORE IESC
ASSISTANCE</u> | <u>DURATION OF
IESC ASSISTANCE</u> | <u>AFTER IESC
ASSISTANCE</u> |
|---|-----------------------------------|--|----------------------------------|
| a) Dates | | | |
| b) Type of product(s) | | | |
| c) Annual volume (units) | | | |
| d) Unit cost | | | |
| e) Energy cost | | | |
| f) Error/rework rate | | | |
| g) % product accepted | | | |
| h) Was quality of existing product improved? | | | |
| i) Was there a decrease in the amount of waste? | | | |

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20.	<u>RAW MATERIALS (by product line)</u>	<u>BEFORE IESC ASSISTANCE</u>	<u>DURATION OF IESC ASSISTANCE</u>	<u>AFTER IESC ASSISTANCE</u>
	<u>Local</u>			
	a) Quantity			
	b) Cost			
	<u>Imported</u>			
	a) Quantity			
	b) Cost			
	c) Duty paid			
	d) Total cost of raw materials			
21.	<u>SALES/REVENUE (by product line)</u>	<u>BEFORE IESC ASSISTANCE</u>	<u>DURATION OF IESC ASSISTANCE</u>	<u>AFTER IESC ASSISTANCE</u>
	a) Value of export sales:			
	- USA			
	CANADA			
	UK			
	EEC			
	- CARICOM			
	b) Directly related selling expenses (export sales)			
	c) Net export sales			
	d) Value of local sales			
	e) Directly related selling expenses (local sales)			
	f) Net local sales/revenue			
	g) Total sales revenues			

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22. Was your sales influenced by special orders?

23. Is your sales seasonal? If yes, state high and low periods.

24.	<u>WORKFORCE</u>	<u>BEFORE IESC ASSISTANCE</u>	<u>DURATION OF IESC ASSISTANCE</u>	<u>AFTER IESC ASSISTANCE</u>
	a) Labour cost			
	b) Number of staff:			
	- Administrative			
	- Other			
	c) Direct labour (by product line)			
	d) Indirect labour cost			
	e) Seasonal/part-time labour			
	f) Total labour cost			
	g) Shifts per day			
	h) Operating days per week			
25.	<u>GENERAL ADMINISTRATIVE EXPENSES</u>	<u>BEFORE IESC ASSISTANCE</u>	<u>DURATION OF IESC ASSISTANCE</u>	<u>AFTER IESC ASSISTANCE</u>
	a) Management related			
	b) Non-management related			
	c) Other overhead expenses			
	d) Profit before taxes			

26. MATERIAL HANDLINGBEFORE IESC
ASSISTANCEDURATION OF
IESC ASSISTANCEAFTER IESC
ASSISTANCE

- a) How do you move raw material and finished goods in your production process. By:
- i) manual labour
 - ii) wheel barrow/flat cart
 - iii) forklift
 - iv) conveyor belts
 - v) other
- b) Did you make any improvements to your material handling system since your IESC involvement? If yes, specify.
- i) Modification to floor lay-out
 - ii) Add new machines
 - iii) Replace old machine(s)
 - iv) Other
- c) What were the results, e.g.,
- i) Increase in units of output
 - ii) Better use of manual labour
 - iii) Reduction in workforce
 - iv) Reduction in handling time
 - v) Other
- d) Was local raw materials made available and in sufficient quantity?

- | | | <u>BEFORE IESC
ASSISTANCE</u> | <u>DURATION OF
IESC ASSISTANCE</u> | <u>AFTER IESC
ASSISTANCE</u> |
|-----|--|-----------------------------------|--|----------------------------------|
| 27. | <u>MARKETING</u> | | | |
| | Does your company have a sales and marketing programme? | | | |
| 28. | Summarize the marketing programme. | | | |
| 29. | What were the alternative marketing strategies? | | | |
| 30. | What pricing policies were adopted? | | | |
| | Local market: | | | |
| | Foreign market: | | | |
| 31. | What promotional efforts were used to formulate product growth? | | | |
| 32. | What effect did the IESC assistance have on the organizational set-up of distribution and sales. | | | |
| 33. | Did the IESC assistance improve the after sales service? | | | |

41. What was the estimate of
distribution costs?

APPENDIX 'B'

IESC ACCOUNTS

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- | | <u>BEFORE</u> | | <u>AFTER</u> | |
|---|------------------------------|--------------------------------|------------------------------|--------------------------------|
| | <u>TOTAL</u>
<u>US JA</u> | <u>PRODUCT</u>
<u>US JA</u> | <u>TOTAL</u>
<u>US JA</u> | <u>PRODUCT</u>
<u>US JA</u> |
| 34. What is the size of the annual effective demand for the product(s) | | | | |
| - Value | | | | |
| - Quantity | | | | |
| 35. What is the estimated product life (years) | | | | |
| 36. What are the demand projections for the lifetime of the product? | | | | |
| - Value | | | | |
| - Quantity | | | | |
| 37. What is the estimated market penetration that is possible to be achieved by product(s)? | | | | |
| - Value | | | | |
| - Quantity | | | | |
| 38. What is the plant capacity in relation to producing the above (Question 37)? | | | | |
| 39. What were the annual sales as a result of the marketing programme? | | | | |
| Value: | | | | |
| Quantity: | | | | |
| 40. What was the estimate of sales cost? | | | | |

IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1984
(AS PER IESC ACCOUNTS)

	January 1 - January 20	Jan 21 - Feb. 20	Feb 21 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 21 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct 21 - Nov. 20	Nov. 21 - Dec. 20	Dec. 21 - Dec. 31	TOTAL
RECEIPTS														
Project Clients		35,750	40,200	101,000	120,000	97,500	71,000	19,750	114,161	58,000	133,500	72,014	40,000	902,875
USAC Grants	33	96,900	6 w	209,815			310,715					80,707		700,187
Transfers from Stamford														0
Transfer from N.Y. & Local a/c	16,900													16,900
Per Item Refunds / Refunds From VE's				4,175	9,541	1,000	886			940		3,815		20,357
Other Refunds	2,388			4										2,392
Interest on Deposits a/c					1,603	3,212	1,068	1,603	4,459	1,271				13,216
Cash Deposit Maturity						50,000			75,000	100,000				225,000
Cancelled Cheque									7,796					7,796
Other Receipts		2,564	803			2,057						107		5,531
TOTAL	19,288	137,214	41,083	314,994	131,144	133,769	383,669	21,353	201,416	160,211	133,607	156,536	40,000	1,894,204

IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1985
(AS PER IESC ACCOUNTS)

	Jan. 1 - Jan. 20	Jan. 21 - Feb. 20	Feb. 21 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 21 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 20	Dec. 21 - Dec. 31	TOTAL
DISBURSEMENTS														
Allowances									9,994	5,141	8,220	8,145		31,500
Per Diem	6,991	20,415	17,896	23,690	12,667	19,476	18,671		18,707	19,778	13,077	18,441		189,809
Transportation - Local		1,354	2,890	1,968	1,331	2,490	3,140	1,067	2,871	2,861	7,925	3,894	876	32,667
Transportation - To & Fr. US	715	4,719									6,566	4,056		16,056
Vehicle Maint. & Insurance	30		5,798	2,412	611	686	757	183	221	306	2,761	2,053	487	16,925
Trans - Inter & Intra Country														0
Subsistence - Travel Status								12,161	1,260	3,324	2,972	6,611	2,912	29,240
Moving Expense														0
Local Employee Salaries	5,779	10,421	11,561	11,409	11,745	11,705	12,283	12,592	2,801	1,416	1,589	1,738	843	95,902
Employment taxes - Local	254	701	720	651	452	728	745	451	672	271	1,549	550	258	8,002
Office Rent	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800		21,600
Telephone	404	834	872	1,247		1,564	447	1,112	885	85	3,565	856		11,871
Telegraph & Cable									612	540	533	412		2,097
Postage			30			18								48
Stationery & Office Supplies	193	1,913	311	184	972	274	794	973	846	1,610	416	1,949	632	11,067
Utilities		1,754	947	557	779	888	844	936	954	958	874	1,119	905	11,515
Office Maintenance	60	50	120	80	50	870	100	50	120	85	150	135	75	1,945
Prof. Services-Acctg. & Audit.														0
Professional Services - Legal														0
Temporary Help														0
Furniture & Office Equipment				1,241			35							1,276
Insurance - Local														0
Meetings & Conferences							4,935	5,400	1,923					12,258
Other				1,114			176	160		122	40	695		2,307
Commission & Contracted Services														0
Photograph/ Xerox charges		679		1,797	1,398	2,482	1,379		1,951		949	2,045	965	13,645
Travel		1,836		3,351	14,146									19,335
Equipment Repair							204	135						339
ME Supplies		110	170			32	63	565	207	168				1,315
TOTAL COUNTRY DIR. EXPS.	16,226	46,586	43,135	51,501	45,953	43,013	46,353	37,585	46,464	38,465	52,986	54,499	7,953	530,719
Payments to Executives Vol.	105,443	244,780	188,654	100,037	98,252	68,109	51,975	46,935	118,898	181,890	220,135	110,141	490	1,535,739
Cash Deposit														0
Travel												5,892		5,892
Furniture & Office Equipment														0
Other		28	20	8	8				160	370	78			672
Transfer to Fixed Deposit a/c														0
TOTAL DISBURSEMENTS	121,665	291,394	231,809	151,546	144,213	111,122	98,328	84,520	165,522	220,725	273,199	170,532	8,443	2,073,022

IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1985
(AS PER IESC ACCOUNTS)

	Jan. 1 - Jan. 20	Jan. 21 - Feb. 20	Feb. 21 - Mar. 20	Mar. 21 - Apr. 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 21 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 20	Dec. 21 - Dec. 31	TOTAL
RECEIPTS														
Project Checks	75,500	142,001	97,250	153,125	103,500	56,904	59,500	164,500	148,500	153,750	122,250	187,795	24,600	1,489,175
USAD Grants		177,100												177,100
Transfers from Stamford			80,400				55,600			60,100	63,600	27,300		287,000
Transfer from NYD & Local a/c														0
Per Diem Refunds / Refunds From VE's		7,381	568	4,077	4,080	1,224		7,245		6,607		1,850	9,578	42,610
Other Refunds				20	1,489			90		946				2,545
Interest on Deposits a/c		2,925												2,925
Cash Deposit Maturity / Bank Transfer		100,000												100,000
Cancelled Cheque														0
Other Receipts		5,000		107							100			5,207
TOTAL	75,500	434,487	178,218	157,329	109,069	58,128	115,100	171,835	148,500	221,403	185,950	216,945	34,178	2,106,562

IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1986
(AS PER IZSC ACCOUNTS)

	Jan. 1 - Jan. 30	Jan. 21- Feb. 20	Feb. 21 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 21 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 20	Dec. 21 - Dec. 31	TOTAL
DISBURSEMENTS														
Advances	12,790	7,335	7,644	8,386	7,680	8,018	8,220	8,321	7,157					75,551
Per Diem	28,706	32,587	12,628	10,890	15,103	19,140	16,782	28,468	8,348					172,652
Transportation - Local	1,465	4,279	5,001	3,503	3,372	4,223	3,892	2,580	4,134					32,449
Transportation - To & Fr. US			24,627			809	2,836							28,272
Vehicle Maint. & Insurance	2,586	1,042	1,819	5,445	2,227	1,044	779	2,239	1,840					19,021
Travel - Inter & Intra Country														0
Sustenance - Travel Status	1,352	5,110	6,516	5,558	7,574	1,362	1,994	1,053						30,519
Moving Expense														0
Local Employees' Salaries	762	2,444	2,249	2,384	2,455	3,085	1,832	2,339	2,100					19,650
Employment Taxes - Local	591	391	1,063	663	528	810	657	613	565					5,881
Office Rent	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500					22,500
Telephone	1,103	1,009	575		1,616	6,222	1,050	2,268	865					14,708
Telegraph & Cable		510	523	526	502	414	432	598	642					4,147
Postage					3		16							19
Stationery & Office Supplies	173	751	729	207	632	669	709	117	723					4,710
Utilities	452	760	809	511	672	920	1,133	936	940					7,133
Office Maintenance	45	135	195	585	140	160	180	100	220					1,760
Prof. Services - Acctg. & Audit.		2,025			4,150									6,175
Professional Services - Legal								504						504
Temporary Help					443	214								657
Furniture & Office Equipment														0
Insurance - Local					1,000									1,000
Meetings & Conferences					880	2,366			240					3,486
Other		13			71	230		20	400					734
Commission & Contracted Services														0
Photograph/ Xerox charges		1,000	1,928	1,621	2,045	1,360	1,154	1,742	1,117					11,967
Travel														0
Equipment Repair	260					150								410
IE Supplies		658	207			93	179	35						1,172
TOTAL COUNTRY DIR. EXPS.	52,785	62,549	69,013	42,779	53,593	53,789	44,345	54,433	31,791	0	0	0	0	465,077
Payments to Executives Vol.	71,128	158,089	179,580	115,560	113,823	55,934	30,765	31,360	60,940					817,179
Cash Deposit														0
Travel														0
Furniture & Office Equipment		1,428												1,428
Other	1,700	1,462	1,338											4,500
Transfer to fixed deposit a/c														0
TOTAL DISBURSEMENTS	125,613	223,528	249,931	158,339	167,416	109,723	75,110	85,793	92,731	0	0	0	0	1,288,184

**IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1986**

(AS PER IESC ACCOUNTS)

	Jan. 1 - Jan. 20	Jan. 21 - Feb. 20	Feb. 21 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 21 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 20	Dec. 21 - Dec. 31	TOTAL
RECEIPTS														
Project Charities	147,642	134,000	125,250	136,800	201,750	76,250	55,192	22,500	126,376					1,025,760
UE+II Grants														0
Transfers from Stamford			81,900	27,300		27,250	54,600							191,050
Transfer from N.Y.C. & Local A/C														0
Per Diem Refunds / Refunds From VE's		5,528	7,990	550	5,188	1,898	3,520	460	602					25,736
Other Refunds							440	377	465					1,282
Interest on Deposits a/c														0
Cash Deposit Maturity / Bank transfer														0
Cancelled Cheque														0
Other Receipts		700				71								771
TOTAL RECEIPTS	147,642	140,228	215,140	164,650	206,938	105,469	113,752	23,337	127,443	0	0	0	0	1,244,599

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APPENDIX 'C'
PROJECT PROFILES

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
CLIENT NAME ACP Manufacturing Co. Ltd.	Technical assistance to improve production and factory layout.	Assistance was given in factory layout Client paid but the project was prematurely terminated. The project time schedule was for 8 weeks but only lasted for 4 weeks.	J\$7,500 USAID Subsidy US\$5,000	<p>The project was prematurely terminated and so only the client's assessment is relevant here.</p> <ol style="list-style-type: none"> 1. Companies exposed to division of labour technique in production and rational organisation of factory. 2. Business fluctuations particularly in demand, necessitated adjustments on the part of the enterprise, which the IESC volunteer had some difficulty coping with. Consequently, a mutually frustrating situation developed. 3. It is believed that had business been on a larger scale than ACP could have derived more benefits from the program. The volunteer seemed not able to cope with a small business environment. 4. Consultants who are familiar with the local business environment and level of technology should be used. This is borne out by the fact that ACP received assistance from USAID supported program administered by JIDC and derived substantial benefits from this program.
PROJECT NUMBER: 13378				
SECTOR: Garment				
DURATION 4 weeks				
BACKGROUND SUMMARY				
<p>ACP Manufacturing Co. Ltd. manufactures gents and ladies' sports wear. ACP started operating in 1975 with approximately 60 machines and at that time sold predominantly to the local and CARICOM markets. The company has experienced steady growth in its eleven years of operation and now owns 180 machines and has over 200 at its disposal.</p>				

BACKGROUND**COMPANY:**

Campbell's Dress Shop

PROJECT NUMBER:

12869

SECTOR

Garment

DURATION

4 weeks

DATE

November 6, to December 2, 1984

BACKGROUND SUMMARY

Campbell's Dress Shop is a Limited Liability Company which has been in operation in its present form since 1964. Campbell's manufactures jackets and children's garments for the local market.

OBJECTIVE(S)

To make improvements in the production process in an effort to improve productivity.

IESC ASSISTANCE

- 1) Recommend modifications to factory layout.
- 2) Introduced division of labour in garment assembly breaking down.
- 3) Gave ideas on finishing of products to improve quality.

FUNDING

Client paid
J\$6,000

Subsidy
US\$5,000

IMPACT/ASSESSMENT

- 1) Production reached a peak during the period of volunteer's assistance. Production for the previous year 1983 was 2808 units and for the year after 1985 was recorded at 1618 units which represents a reduction. This is largely due to the discontinuation of the factory layout system suggested by the volunteer. Production actively recorded 960 units during the Volunteer's stay which is peak period in the industry and usually this period accounts for approximately 25% of Campbell's annual sales.
- 2) Product quality improved as a result of volunteer's work. This has reduced the rejected products from 40% to 50%.
- 3) Local sales was not really affected, but as a result of improved quality they were able to penetrate the Barbados market with an initial order of J\$23,000 in 1985. Presently negotiations are being conducted with respect to selling goods in Barbados and the Cayman Islands.
- 4) Quality has improved which will allow for a breakthrough in the export market.
- 5) Reduction of production time through division of labour.
- 6) Would need some assistance in marketing.

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: Cariframs Limited	To provide professional assistance in the areas of "fresh look" in furniture production, improvement to production systems and quality control.	<ol style="list-style-type: none"> 1) Provided assistance in the development of production routing sheets and assembling methods. 2) Production planning and scheduling. 3) Introduction of quality control techniques. 4) Improvement to yield rate (eg. more board feet can be obtained from raw material). 5) Utilisation of waste materials to produce new products. 	Client paid: \$15,000	<ol style="list-style-type: none"> 1) Upgrading of production systems has increased productivity by 15% p.a. 2) Increase in sales by 18% or \$2.8M for 1985. 3) Sales to hard currency market began after IESC involvement and has since realised sales revenue of \$1.35M. 4) Establishment of a Quality Control Department improved product quality which now meets the standard required in the hard currency markets. 5) Introduction of modern technology in mass furniture production which has improved production system, quality of product and workers' technical skills.
SUBJECT NUMBER: 13101				
SECTOR: Furniture				
DURATION: Eight Weeks				
DATES: September 1984 - November 1984				
BACKGROUND SUMMARY:				
<ol style="list-style-type: none"> 1) Cariframs Limited is located in Kingston. 2) Manufactures wooden furniture for office and homes for local and export markets. 3) Present staff complement is 100 persons. 4) Annual sales of approximately J\$5M. 				

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BACKGROUND

COMPANY:
Crispy Sugar Cone (Salmon's Bakery)
PROJECT NUMBER:
13182

SECTOR:
Food Processing

Duration:
1 week

DATE:
May 22, 1984 - May 26, 1984

BACKGROUND SUMMARY:

This business is owned and operated by Mr. Tony Hov and his wife Mrs. Suzanne Hov. Crispy Sugar Cone produces sugar cones. The company requested the Volunteer to assist with the installation of the cone-making machine.

OBJECTIVE(S)

To set up cone making machine that the Hovs had bought.

TECH ASSISTANCE

The volunteer installed machine and taught proprietors how to operate it.

FUNDING

CLIENT PAID:
J\$2,500
USAID SUBSIDY:
US\$5,000

IMPACT/ASSESSMENT

- 1) Volunteer installed the machine which enabled production to get started. The client keeps no records so no assessment of the business could be done.
- 2) Require further assistance in marketing.

BACKGROUND

COMPANY:
Deeds Industries Limited

PROJECT NUMBER:
13489

SECTOR:
Toy/Gift Manufacturing

DURATION:
1 month

DATE:
January 14, 1985 - February 11, 1985.

BACKGROUND SUMMARY:

Deeds Industries Limited is a Limited Liability Company incorporated in 1983. It manufactures wooden toys and gift items, and is owned by the Combined Disabilities Association. It was born out of a need to provide gainful employment for the disabled. Since 1983, Deeds Industries have been fulfilling this need with the majority of the employees being disabled.

OBJECTIVE(S)

To assist in the marketing of products in an effort to increase sales.

IESC ASSISTANCE

1) Introduction of a distributor for exports.

2) Participation in toy shows in the United States, giving more exposure to products.

3) Assistance given in making contacts with buyers in the United States market.

4) Modified products to make them more acceptable in the U.S. market.

FUNDING

US \$7,000

J \$2,500

IMPACT/ASSESSMENT

1) Local sales improved by 50% since IESC assistance, moving from J\$500,000 to J\$750,000.

2) Export sales moved from US\$21,000 at the end of 1984 to US\$120,000 for 1985, an increase of 471.43%.

3) Projections indicated that in the next year, domestic sales is expected to remain static, but export is expected to increase by 316.67% to US\$500,000.

4) Existing machines were replaced by newer machines in an effort to achieve the quality required for the export market.

BACKGROUND	OBJECTIVES	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Dora Michelle</p> <p>PROJECT NUMBER: 13374</p> <p>SECTOR: Garment</p> <p>DURATION: 2 months</p> <p>DATE: January 28, 1985 - March 28, 1985</p> <p>BACKGROUND SUMMARY:</p> <p>Company engaged in the manufacturing and wholesaling of ladies outer wear and T-shirts.</p> <p>Company was having problems in sales and marketing.</p>	<p>To receive assistance in addressing problems in sales and marketing so that production could be increased to meet any increased sales. The volunteer should have some experience in production and quality control.</p>	<ol style="list-style-type: none"> 1) Advised on and implemented new marketing strategies. 2) Advised on staff discipline. 3) Recommended and implemented weekly meetings of managers. 4) Introduced methods of controlling and recording orders. 5) Developed stock inventory system. 6) Improved sales techniques. 7) Introduced order filing and recording system. 8) Made ad hoc recommendations and gave advice from time to time. 	<p>Client Billed and Paid: US\$25,000</p>	<ol style="list-style-type: none"> 1) Effective marketing programme implemented. 2) Made management more aware of individual staff production levels which led to dismissal of some staff members. 3) Brought sense of urgency to production and sales. 4) Stock inventory system helped to improve the companies security over stocks. 5) Some of new marketing strategies were discontinued when volunteer left. 6) Weekly meetings of managers were discontinued when volunteer left. 7) Improved after sales service. 8) Staff complement increased 32.5% from 42 people to 55 people. 9) Generally volunteer had a positive effect on the business but lacked formal training. 10) Volunteer wrote his own letter of appreciation to IESC, which was signed by the Managing Director. 11) Client is now in the process of revamping total production system from outer wear to T-shirt lines.

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: Dino Michelle Company Limited	To train the Chief Accountant and Manufacturing Supervisor in product costing and assist in the development of a system for costing the company's products.	<ol style="list-style-type: none"> 1) Developed sewing aids which reduced direct labour cost. 2) Conducted time studies. 3) Streamlined some operations. 4) Began an analysis of labour and overhead costs. 5) Recommended procedures to maintain a constant flow of production. 	Client Paid: J\$7,500 US subsidy: US\$5,000	<ol style="list-style-type: none"> 1) The volunteer was not formally requested and screened for this project. He came to Jamaica on another project and completed it before the estimated completion date. The Country Director then asked Dino Michelle if they could use his services. 2) Implemented use of sewing aids, thus reducing direct labour cost. This saving is not quantifiable. 3) Tried to apply the North American models to the Jamaican situation and client felt that was impractical. 4) Client was not satisfied with the volunteer's assistance as their main objective, i.e. assistance in costing, was not received.
PROJECT NUMBER:				
14321				
SECTOR: Garment				
URATION: One month				
DATE: October 21, 1985 - November 22, 1985				
BACKGROUND SUMMARY:				
<ol style="list-style-type: none"> 1) The company is engaged in the manufacturing and wholesaling of ladies outer wear and T-shirts. 				

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: Emerplan Limited	To acquire the expertise: 1) For further patenting of the <i>Leucaena leucocephala</i> process internationally;	1) Documented company operations and techniques relating to the transfer of <i>Leucaena leucocephala</i> .	CLIENT J\$10,000	1) Firm made a saving of J\$0.5 million from December 1984 to August 1986. Expected that savings will continue to increase in the future.
PROJECT NUMBER: 13A13	2) To design licensing contracts and agreements; and,	2) Drafted sample agreements for licensing technology transfer.	USAID Subsidy: US\$7,000	2) Total gross sales increased 50% from J\$1.2 million to J\$1.8 million in 12 months.
SECTOR: ENERGY	3) To develop a marketing strategy for the products	3) Recommended safety practice and security measures in protecting against employees leaving with production techniques.		3) Foreign exchange earnings increased 20% from US\$136,800 to US\$171,000 in 21 months. The increase was directly related to the volunteer's involvement.
DURATION: 2 months		4) Trained and held discussions with staff on marketing techniques, licensing strategy and patenting.		4) Formation of international company set up to deal with joint ventures due to volunteers assistance and advice.
DATES: October 1, 1984 - November 30, 1984		5) Made promotional efforts on behalf of the firm.		5) Firm able to give better service and advice to customers.
BACKGROUND SUMMARY: Firm engaged in energy, research and development engineering, agricultural engineering and foods development for animals.		6) Exposed firm to new areas with development potential.		6) Firm now has better and more informed marketing programme
Developed process for fermenting <i>Leucaena leucocephala</i> to produce fuel, non-toxic animal feed and liquid organic fertilizer		7) Established pricing policy for jobs and royalties.		7) Based on volunteers advice, and initiative, the firm now publishes in international journals.
		8) Developed access fees and policies to be used in applying them.		8) Following on volunteer's example, the firm now makes direct contact with prospective overseas customers.
		9) Gave personal assistance with foreign exchange in procuring new computer.		9) Client feels that the volunteer did a very good job which has been beneficial to the firm, improved staff morale and brought a greater level of appreciation by the board for the on-going research.
		10) Gave advice on how to increase production and marketing.		10) Client proposes to use IESC assistance in the near future to evaluate harvest machinery for their cane tops project.
		11) Carried out other miscellaneous duties over and above terms of reference.		

BACKGROUND**COMPANY:**

Exclusive Manufacturing Company.

PROJECT NUMBER:

13985

SECTOR:

Luggage Manufacturing

DURATION:

2 1/2 weeks

DATE:

May 20, 1985 - June 6, 1985

BACKGROUND SUMMARY:

Firm has been in operation for 15 years and is engaged in the manufacturing of travel accessories inclusive of travel bags, light luggage, fashion handbags and school bags.

Production for domestic market and for export to Caribbean countries.

OBJECTIVE(S)

To acquire assistance to:

- 1) Improve production;
- 2) Improve marketing with priority on accessing U.S.A. market.

IESC ASSISTANCE

- 1) Developed system of management costing identifying all cost components.
- 2) Took samples back to the USA to try to make overseas contacts.

FUNDING

USAID Subsidy:
US \$4,000

Client Billed:
J\$10,000

Client Paid:
J\$6,000 for proportionate part of assistance received.

IMPACT/ASSESSMENT

- 1) System of management costing identified certain costs that were not previously considered.
- 2) Helped to locate US suppliers of raw materials resulting in a total saving of US\$320.00
- 3) Client felt that volunteer did not have the knowledge and experience needed, thus:
 - a) USA market penetration was not made,
 - b) production was not affected,
 - c) incentive system was not developed
- 4) Client expressed dissatisfaction with level of assistance received in a letter to IESC and made only a part payment, which he would like to have reimbursed if possible.

BACKGROUND

COMPANY:
Grace Food Processors Limited

PROJECT NUMBER:
14165

SECTOR:
Meat Processing

DURATION:
3 weeks

DATE:
July 15, 1985 - August 6, 1985

BACKGROUND SUMMARY:

The company is part of the Grace Kennedy conglomerate. It operates a pork packing plant which produces canned and fresh frankfurters, canned vienna sausages, smoked hams, bacon and other pork products for domestic use and export.

Client wished to obtain U.S.D.A. standards in their meat plant in order to take advantage of Caribbean Basin Initiative opportunities.

OBJECTIVE(S)

- 1) To assist meat operations with respect to obtaining U.S.D.A. certification for all aspects of the operation from the purchasing of pigs for slaughter through processing, packaging and quality control of the products.
- 2) To make recommendations for modification where necessary to obtain U.S.D.A. certification.

ESC ASSISTANCE**Recommended:**

- 1) Construction of two walls to separate raw materials from finished goods.
- 2) Field plating of ceiling.
- 3) Painting interior of building with white epoxy paint.
- 4) Increasing the lighting and reducing the process area temperature.
- 5) Modification to drainage of slaughter house floor and installing new type of floor.
- 6) Increasing the number of hand wash and hygiene stations and installing foot operated ones.
- 7) Installation of new energy saving equipment.
- 8) Alteration to conveyor belts and table supports.
- 9) Raising all raw materials and finished goods above floor level.

Gave advice over and above terms of reference.

FUNDING

Client paid:
J\$15,000

IMPACT/ASSESSMENT

- 1) Modified layout.
- 2) Improved working conditions and house-keeping practices.
- 3) Improved sanitation and hygiene standards.
- 4) Improved lighting.
- 5) Extended shelf life of products through improved processing methods.
- 6) Decrease of 38% in the amount of cuttings (seconds).
- 7) Decreased energy consumption by 4%, from 285 KVH to 273 KVH/1000 lbs. produced.
- 8) Increased labour cost by 15% to \$80,000/month.
- 9) Improved material handling system.
- 10) Decreased throughput due to increased material handling time.
- 11) Fresher products.
- 12) Already 80% of the volunteer's recommendations have been implemented. The additional 20% will be implemented soon.
- 13) The client was fully satisfied with the level of assistance received.

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
CSI FIRM: Grace Kennedy & Company Limited	To continue to develop the local sales and marketing programme which had been started under a former IESC project.	<ol style="list-style-type: none"> 1) Introduced and implemented salesmen incentive programme. 2) Recommended strengthening of rural sales management. 3) Recommended modification of organisation structure. 4) Carried out training programmes. 5) Developed new pricing policies. 6) Recommended the location of sales managers island-wide. 	Client paid: J\$20,000	<ol style="list-style-type: none"> 1) Indirectly increased exports to hard currency markets by 40%. 2) Saving of US\$10,000 in foreign exchange due to volunteer's local training programme. 3) Improved service to consumers. 4) Improved overall staff productivity. 5) Re-structured marketing policies. 6) More efficient distribution of products and improved sales system. 7) Improved after sales service. 8) Client was totally satisfied with level of assistance received and intend to request further IESC assistance in the areas of marketing management, brand management, new product development and in factory management.
SUBJECT NUMBER: 13487				
SECTOR: Food Processing				
DURATION: 4 weeks				
DATES: January 28, 1985 - February 22, 1985				
BACKGROUND SUMMARY:				
<ol style="list-style-type: none"> 1) The company engaged in trading locally and in Caricom market in consumer non-durables. Also manages investments in subsidiaries and associated companies. 2) The company has received previous IESC assistance in marketing under Project Number 13814. 				

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: General Water Service Limited	To provide services in technical skills training and make recommendation in budget and operations control.	<ol style="list-style-type: none"> 1) Recommendation of material handling equipment. 2) Rehabilitated old machines. 3) Reduction in rework rates. 4) Received hands-on training in tool and dye making. 	US\$5,000 CLIENT PAID J\$2,000	<ol style="list-style-type: none"> 1) Maintenance repairs to machines resulting in savings of J\$4,000. 2) Reduction in material handling time by 10% resulting in a saving of J\$360 p.a. 3) Reduction in rework rate by 1%, a savings of J\$500 p.a. 4) 31% increase in staff complement or 3 persons. 5) Increase in local sales by 40% or \$200,000 p.a.
PROJECT NUMBER: 13686				
SECTOR: METALS				
DURATION: one month				
DATES: May 6 - April 6, 1985				
BACKGROUND SUMMARY:				
<ol style="list-style-type: none"> 1) General water service is located in Kingston. 2) The company started operations in October 1982. 3) It provides services in tool and dye making and maintenance services. 4) The staff complement consists of 18 persons. 				

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BACKGROUND**COMPANY:**

Hosiery Company Limited

PROJECT NUMBER:

12915

SECTOR:

Garment

DURATION:

5 Weeks

DATE:

April 16, 1984-May 16, 1984

BACKGROUND SUMMARY:

The company started operations in April or May 1966 as a Limited Liability Company. The company produces hosiery for ladies, men and children for the local market. Hosiery company has expanded tremendously since incorporation. It experienced steady growth from inception to 1980 when growth started to fluctuate.

OBJECTIVE(S)

The training of technicians and operators to:

- a) improve their skills,
- b) ensure better servicing of machines, and
- c) increase productivity.

IESC ASSISTANCE

Assistance was rendered in the mechanical aspect of the operation. Technicians were trained to repair the machines, while operators were trained in machine use.

FUNDING

Client paid
J\$14,000

IMPACT/ASSESSMENT

- 1) Productivity increased as a result of the volunteer's assistance, which resulted in Hosiery achieving the same level of output using less machines, 38 as opposed to 45 previously.
- 2) Local sales for 1985 was \$5,962,847, an increase of 32.69% on domestic sales of \$4,493,691 in 1984.
- 3) No significant savings as a result of the assistance given.
- 4) Production increased by 9.3% in 1985 over 1984, increasing from 85,276 units produced in 1984 to 93,205 units in 1985.
- 5) Technological impact was not extraordinarily significant. However, it should be noted that because of improved efficiency in operations, hosiery could use less machines, 38 to produce the same output that 45 machines previously produced.
- 6) Exports to Caricom decreased from J\$318,631 to J\$206,623, a 35.15% fall in this market.

BACKGROUND

COMPANY:
Ism & Bros. Ltd. Couples Hotel

PROJECT NUMBER:
14121

SECTOR:
Tourism/Hotel

DURATION:
3 WEEKS

DATES:
November 19, 1985 - December 7, 1985

BACKGROUND SUMMARY:

The client owns a chain of hotels on the north coast which caters primarily to tourists from North America.

OBJECTIVE(S)

- 1) To evaluate the maintenance systems of the hotel.
- 2) To evaluate the maintenance departments.
- 3) To establish a preventative maintenance system.
- 4) To advise on energy usage with the aim of energy savings.

ESC ASSISTANCE

- 1) Pointed out a number of energy savings which needed to be rectified.
- 2) Held discussions on maintenance.
- 3) Identified mildew problem at one hotel.
- 4) Held discussions on basic concepts of energy conservation.
- 5) Identified the drainage problem in the kitchen of Couples of Hotel.
- 6) Made recommendations for hiring additional staff to improve the maintenance programme.

FUNDING

Client Paid:
J\$8,000

IMPACT/ASSESSMENT

- 1) General improvement in sanitation.
- 2) Decreased energy wastage and consumption in the long term but no direct conversion work was done. Saving is not quantifiable as hotel has always been carrying out energy efficiency programme.
- 3) Upgraded skills of staff in the department.
- 4) Although volunteer was requested for three months, he completed a satisfactory programme in three weeks.

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY Jamaica Bauxite Institute</p> <p>PROJECT NUMBER: 14506</p> <p>SECTOR: Mineral Research</p> <p>DURATION: One Month</p> <p>DATES: January 1986 - April 1986</p>	<p>To provide technical assistance for processing improvements on its pilot plant.</p>	<p>Assistance was received in the following areas.</p> <ol style="list-style-type: none"> 1) Modification to the pilot plant process system. 2) Identification of potential customers. 3) Development of questionnaires. 4) Development of introductory letters. 	<p>US subsidy US\$5,000</p> <p>Client Paid J\$29,000</p>	<p>Although the services provided by IESC has not yet realized any benefits, the Director of Economics and Projects is quite optimistic that the calculated potential savings will be achieved.</p> <p>Potential areas of impact:</p> <ol style="list-style-type: none"> 1) Modification to its pilot plant has the potential to reduce daily energy usage by 30% or 600 KWH. Assumed annual saving with 3 months full utilization would be approximately J\$29,754. 2) Technical staff is more equipped to provide assistance to Government and other customers. 3) Discussions are being held with potential customers who have been identified by IESC.
<p>BACKGROUND SUMMARY:</p>				
<ol style="list-style-type: none"> 1) Jamaica Bauxite Institute was established in 1976 as a technical research agency involved in bauxite, alumina and aluminium research on behalf of the Jamaican Government. 2) The company is responsible for ensuring proper resettlement of rural communities displaced by bauxite mining. 3) Monitor bauxite and alumina production, exports and prices. 4) Total staff of 65 technical and administrative personnel. 				

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BACKGROUND

COMPANY:
Jamaica Furniture Guild

PROJECT NUMBER:
1419B

SECTOR:
Furniture

DURATION:
September - October 1984

BACKGROUND SUMMARY:

Jamaica Furniture Guild encompasses 15 furniture manufacturing companies, however, this project profile focuses on Magic Homes.

Magic Homes is located in Kingston. It manufactures antique wooden and wicker furniture for local and export markets.

All furniture are made from local raw material such as mahogany, cedar and wicker.

OBJECTIVE(S)

To provide professional assistance in developing grading system, production manual, machine lay-out and training of personnel in technical skills and supervisory management.

EDC ASSISTANCE

- 1) Assistance received was in the area of improvement in dimension of ten existing range of products and design of four new products.
- 2) Developed and compiled production procedures and provided the necessary personal training to effectively apply the new technology.

FUNDING

USAID \$5,000

Client: JAG\$14,000

IMPACT/ASSESSMENT

- 1) Utilises 100% of local indigenous material in all aspect of operations with an increase in quantity used of 25%.
- 2) Implementation of machine lay-out and production procedures realised improvement in work flow of approximately 30%.
- 3) Significant improvement in quality of products to make them competitive in the Hard Currency Markets.
- 4) Other improvements are not yet measurable because of export market limitations despite continuous marketing efforts. With the October 1985 show at HighPoint in U.S.A., an up-turn in export sales is anticipated.

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: Jamaica Transformer Co. (JATCO)	1) To upgrade transformer formulae to improve quality.	1) Upgrade transformer quality	USAID US\$5,000	1) Production increased by J\$6.6M or 86%.
PROJECT NUMBER: 12953	2) To improve manufacturing process.	2) Reduce transformer failure rate	Client PAID: J\$10,000	2) Reduction in drying time by J\$4.95M or 66%.
SECTOR: Metal/Chemical	3) To provide technical and management training.	3) Identify more suitable local materials.		3) Energy saving in transformer drying time by J\$221,717 or 83%.
DURATION: Two and a half months.		4) Reduce transformer drying time.		4) Reduction in failure rate by J\$1.17M* or 14%
DATES: April 30, 1984 - July 15, 1984		5) Provide technical and supervisory training.		5) Increase in local material usage by 18%.
BACKGROUND SUMMARY:		6) Recommended purchasing of new machines.		6) Increase in workforce by 24 persons or 50%.
1) JATCO is located in Mandeville				7) Increase in local sales by J\$4.5M or 75%.
2) Started operation in 1973 in transformer repairing.				8) Export sales to Curacao began after IESC involvement and has now realized sales revenue of J\$1M.
3) Expanded operation in 1980 to rebuild and manufacture transformers.				* Included in the production increase at #1 production value.
4) Product line includes single phase transformers ranging from 5 KVA to 167 KVA and three phase ranging from 5 KV to 1500 KVA.				

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDS	IMPACT/ASSESSMENT
COMPANY: Jamaica Pegasus	Assistance in: 1) Marketing. 2) Innovation and implementation of special programs. 3) Deployment of sales force.	Volunteer carried out: 1) In-depth audit of Hotel. 2) Give operational and marketing assistance. 3) Designed marketing plan.	Client paid J\$6,000	1) Programme had very limited success due to lack of interaction between volunteer and Pegasus staff. 2) Some changes were made as a result of volunteer's suggestion eg. change of menu and coffee shop. 3) Attendants received needed training. 4) Mrs. Girvan did not feel that the volunteer was suited to the circumstances of the Pegasus which led to poor communication. 5) Both volunteer and Pegasus staff felt the effect of the lack of adequate communication.
PROJECT NUMBER: L2956				
SECTOR: Tourism				
DURATION: Four Weeks				
DATES: June 5, 1984 - July 5, 1984				

BACKGROUND SUMMARY:

Jamaica Pegasus Hotel is one of the major hotels in the corporate area catering to tourists as well as local people.

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
CLIENT NAME Jamaica Regency Hotel	To review existence in: a) Energy Saving b) Planned Maintenance	Energy Conservation Methods	Client paid J\$12,000	<ol style="list-style-type: none"> 1) Modifications done to equipment i.e. use of protective devices to reduce harmful effects of power surges. 2) New awareness of equipment safety. Volunteer highlighted new methods and devices of saving money. 3) Negative aspect of VE's assistance was that his expertise was more geared towards Heating and Ventilation in temperate climates rather than temporal control in the tropics. Staff became alienated from the volunteer due to his critical manner and the Chief Engineer did not interfere with the 'foreign' expert.
PROJECT NUMBER: 12955				
SECTOR: Tourism				
DURATION 2 months				
DATE: April 17, to June 15, 1974				

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
CLIENT NAME Leon Hipp Supermarket	Assistance requested: a) Person to train meat cutters in most probable way of cutting meat. b) Assistance in training staff in meat packaging to make it more attractive to customers. c) Assistance in training staff in the area of customer service.	1. Assistance in meat cutting and packaging. 2. Made various operational improvements. 3. Suggested a complete restoration of plant and purchase of new equipment for meat department.	J\$7,500 USAID subsidy US\$4,000	Owner/Manager was very critical of the project and felt that in the long term he had derived no real benefit as staff had gone back to the same old routine once the volunteer left. He also felt that there was need for more interaction between clients and the IESC administration. He feels he needs further help in Packaging and Display but will not be seeking further IESC assistance.
PROJECT NUMBER: 13011				
SECTOR: Supermarket				
DURATION 4 weeks				
DATE: May 29, - June 29, 1984				

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: McIntosh Building Company</p> <p>PROJECT NUMBER: 13244</p> <p>SECTOR: Furniture</p> <p>DURATION: Eight Weeks</p> <p>DATES: September - October 1984</p>	<p>To provide assistance in production management and quality control.</p>	<ol style="list-style-type: none"> 1) Designed new jigs. 2) Developed and implemented production routing sheets. 3) Utilized waste materials to manufacture new products. 4) Improved product quality. 	<p>CLIENT PAID: J\$30,000</p>	<ol style="list-style-type: none"> 1) Improvement in the production system by approximately 18% p.a. 2) Increase in production output by J\$255,000 or 30% p.a. 3) Reduction in waste by 3% or J\$8,541 p.a. 4) Sales to hard currency market began after IESC involvement and has now realized sales revenue of approximately J\$4.13M dollars for 1985. C has also increased by J\$2.2M or 53% - 1985 5) Present plant facilities can now produce to achieved sales revenue of approximately \$24.75M p.a. at current market price.
<p>BACKGROUND SUMMARY:</p>				
<ol style="list-style-type: none"> 1) McIntosh Building Company is located in Kingston. 2) The company manufactures various types of wooden furniture, mattresses and box springs. 				

BACKGROUND

COMPANY:
TN & M Fashion Ltd.

PROJECT NUMBER:
13083

SECTOR:
Garment Manufacturing

DURATION:
2 1/2 YEARS

DATE:
June 15, 1984

OBJECTIVES

To set up the preparation and assembly line operation of the finishing of pre-cut materials for the manufacture of garments for the U.S. market, including:

- time and motion studies
- also the setting up of good quality control procedures to obtain maximum productivity.

TECH ASSISTANCE

- 1) Gave minimal assistance in the placing of machines.
- 2) Improved handling but output was not improved.

FUNDS

Client
billed
J\$10,000

US subsidy
US\$5,000

Payments
being made
through
the courts

IMPACT/ASSESSMENT

- The consultant gave some useful advice and training but he did not document his work. He had no impact on the clients productivity.

BACKGROUND**COMPANY:**

Morgan's Industries

PROJECT NUMBER:

18570

SECTOR:

Furniture

DURATION:

8 weeks

BACKGROUND SUMMARY:

Morgan's Industries is located in Kingston and specialises in the manufacturing of upholstered and wooden furniture for local and export markets. It has a total staff complement of 39 persons and current annual sales revenue of J\$2.6 million.

OBJECTIVE(S)

To improve product quality as required for exports to the hard currency markets.

IEEC ASSISTANCE

Application of improved technology in quality control and production process.

FUNDING

USAID
US\$3,500

Client
paid
J\$15,000

IMPACT/ASSESSMENT

- 1) Increase in annual production by 5% or \$88,928 per annum.
- 2) Increase in annual sales to Caricom by \$57,989 or 12% per annum.
- 3) Sales to hard currency market began after IEEC involvement - sales for 1985 was J\$91,455.
- 4) Waste was reduced by 20% per annum and rework rate by 3% per annum.
- 5) Workforce has increased by eleven (11) persons or 42%.
- 6) General improvement in product quality and production process.

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Nature Treats Ltd.</p> <p>PROJECT NUMBER: 13490</p> <p>SECTOR: Food Manufacturing</p>	<p>To assist with:</p> <p>1) The production, quality control and marketing of a line of natural treats, granola bars, and granola cereals.</p> <p>2) Decision making on the best type of equipment to order to use in the business.</p>	<p>1) Improvement in the production line by use of a "split shift".</p> <p>2) The volunteer left 15 to 20 recipe booklets to assist in the choosing of substitute ingredients or for making new products.</p> <p>3) The volunteer recommended a range of equipment.</p>	<p>Client: \$5,000</p> <p>USAID subsidy: US\$5,000</p>	<p>1) Improvements in production were not realized since the main cause of the production bottleneck was not addressed i.e. the manual cutting of the granola bars. A machine that was introduced for that purpose before IESC involvement has never worked.</p> <p>2) The Client has never used the recipes since the company decided to concentrate on the few products that it is having difficulty producing.</p> <p>3) The equipment recommended by the volunteer was either too costly (e.g. US\$500,000 exclusive of shipping tariffs, and installation costs) in some instances, or not available.</p>
<p>DURATION: 1 month</p>				
<p>DATE: January 8, 1985</p>				
<p>BACKGROUND SUMMARY:</p>				
<p>1) A company established in 1983 to produce health food bars for the local market.</p> <p>2) It was a small scale operation with the major commercial equipment being a Blodgett double stack gas fired oven which holds 20 trays.</p>				

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BACKGROUND**COMPANY:**

New Dimensions Manufacturing Company

PROJECT NUMBER:

13952

SECTOR:

Garment

DURATION:

4 1/2 weeks

DATE:

March 19, 1985 - April 16, 1985

BACKGROUND SUMMARY:

New Dimension is a manufacturing company producing mainly fashionable ladies wear. It is a Limited Liability Company and is managed by Mrs. Norma Sots who is the main shareholder.

OBJECTIVE(S)

To receive assistance in:

- 1) Improving record keeping in relation to production.
- 2) Improving layout of factory.
- 3) Improving production system

IESC ASSISTANCE

- 1) Volunteer designed a sales control sheet to be filled out daily.
- 2) Developed a work ticket so that work could be traced to each operator.
- 3) Designed a production order sheet to enable a smooth flow in the production process.

FUNDING

CLIENT PAID: J\$5,000
USAID Subsidy: US\$3,000

IMPACT/ASSESSMENT

- 1) Productivity increased through the institution of sales control and production order sheet because raw material could be ordered on a timely basis and in relevant quantities. Error rate was reduced from 4% to 2% of products.
- 2) No Sales figure available.
- 3) Two machines were added as a result of increased demand.
- 4) One of the client's objective was to improve the physical layout of plant, this volunteer was more concerned with systems.
- 5) Time was too short; possibly volunteer should have identified one area and exhausted that area rather than try to cover a broad spectrum in the time available.
- 6) Overall, the client was satisfied with the level of assistance received from the volunteer.
- 8) Time was too short, possibly volunteer should have identified one area and exhausted that area rather than try to cover a broad spectrum, as time did not allow for this.

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Processed Foods Limited</p> <p>PROJECT NUMBER: 12872</p> <p>SECTOR: Food Processing</p> <p>DURATION: 2 months</p> <p>DATES: May 27, 1984 - July 31, 1984</p>	<p>To assist with the:</p> <ol style="list-style-type: none"> 1) purchase of equipment for the manufacture of processed pork products. 2) establishment of cold rooms, smoke rooms and quality control laboratories. 3) recommendations of sources of supply for good secondhand equipment. 	<ol style="list-style-type: none"> 1) Re-arranged plant layout resulting in improvement in the drafting of the smoke houses and separation of production wing and packaging wing. 2) Advised on formulation for products. 3) Held training sessions with food technologist on methodology. 4) Developed new product. 5) Gave advice on improving existing products. 6) Provided list of foreign contacts from whom equipment could be purchased. 7) Gave advice on processed foods at industry meetings. 	<p>Client Paid: J\$15,000</p> <p>USAID Subsidy: US\$7,000</p>	<ol style="list-style-type: none"> 1) Made significant physical improvements to layout of the plant. 2) More products put on the market, e.g., - breakfast patties. 3) Client was very impressed with the volunteer's tremendous knowledge and application but found that the volunteer had no prior knowledge of the Jamaican economic situation so it took a few weeks for him to become aware of what was going on. The volunteer recommendations relating to formulation were not applicable as the raw material inputs were not available. 4) The inflexibility of the programme was a draw-back. Arrangements were made nine months prior to the volunteer's arrival. During that time, several factors caused delay in completion of the plant. Therefore, when the volunteer arrived, there was no functional plant as was intended. The volunteer was thus hindered in performing within his terms of reference. 5) The client felt that if the volunteer had arrived at a later date he could have made a more positive and meaningful contribution. <p>N.B. Three months after the commencement of operations, the business went into receivership.</p>

BACKGROUND SUMMARY:

Company engaged in the production of processed foods and had just erected a pork-product manufacturing facility when the valuation was requested.

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Processed Foods Limited</p> <p>PROJECT NUMBER: 13491</p> <p>SECTOR: Food Processing</p> <p>DURATION: One month</p> <p>DATE: March 4, 1985 - April 4, 1985</p>	<p>To assist:</p> <ol style="list-style-type: none"> 1) with the commissioning of the newly constructed meat processing and peckaging plant, 2) in establishing production procedures, 3) with product formulation, 4) with determination of market needs, 	<ol style="list-style-type: none"> 1) Established linkages with companies abroad which had relevant type of equipment. 2) Helped to improve peckaging, delivery time, etc.. 3) Trained marketing manager in meat specialization. 4) Gave advice on freezer temperature and ways of overcoming freezer burns. 5) Recommended organisational changes. 6) Imparted knowledge and gave ad hoc advice from time to time. 	<p>Client Paid: J\$20,000</p>	<ol style="list-style-type: none"> 1) Improved peckaging, delivery time, etc. 2) Advised and trained staff. 3) Improved organizational structure. 4) Improved methods of handling and processing meat and formulation. 5) Motivated staff. 6) Volunteer arrived at a time when the client had problems obtaining licenses, raw materials and credit. However, he was able to advise, encourage and motivate staff and did additional work outside his terms of reference. 7) Although the business went into receivership three months after the plant was completed, the volunteer had given an appreciable amount of assistance given the constraints.
BACKGROUND SUMMARY:				
<ol style="list-style-type: none"> 1) Company engaged in the production of pork products for the tourist industry. 2) Processing and peckaging plant newly constructed. 				

BACKGROUND	OBJECTIVE(S)	IFSC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Restwell (Successors) Limited</p> <p>PROJECT NUMBER: 12989</p> <p>SECTOR: Furniture</p> <p>DURATION: Five Weeks</p> <p>DATE: JUNE 1984 - AUGUST 1984</p>	<p>To provide professional assistance in upgrading production systems, methods and quality control.</p>	<ol style="list-style-type: none"> 1) Upgraded production systems. 2) Developed quality control programs. 3) Recommended the purchase of additional machines. 4) Provided technical and supervisory training. 	<p>Client Paid: JA\$15,000</p>	<ol style="list-style-type: none"> 1) Increase in production output by 25% or J\$1.6M p.a. 2) Reduction in material handling time by 17% or saving of \$45,000 p.a. 3) Staff complement reduced by 17% or 10 persons 4) Reduction in error rate of 4%, a savings of J\$12,000 p.a. 5) Sales increased as follows: Local sales - 80% or \$5.2M for 1986 Caricom sales - 20% or \$1.3M for 1985

BACKGROUND SUMMARY:

- 1) Restwell (Successors) Limited is located in Kingston.
- 2) Began bedding operations in 1978 with a staff of 23 persons.
- 3) Present staff complement is 56 persons.
- 4) Manufactures mattresses and box springs for Caricom and local markets.
- 5) Present annual sales of \$6.5M with forecast of \$7.2M for 1986.

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BACKGROUND

COMPANY:

Rosa Louise Limited

PROJECT NUMBER:

13608

SECTOR:

Garment

DURATION:

6 Weeks

DATES:

January-March 1985

BACKGROUND SUMMARY:

Rosa Louise started operations in 1975 and has experienced steady growth over the years. The company specialises in the production of uniforms, including industrial uniforms and uniforms for the armed forces. Rosa Louise is now getting into 807 operations particularly for industrial uniforms.

OBJECTIVE(S)

To assist in increasing production and improve efficiency

IESC ASSISTANCE

1. Re-organized the layout of the factory to improve work-flow.
2. Introduced division of labour in an effort to increase production.
3. Defined areas of responsibility and lines of authority.

FUNDING

J\$5,000

IMPACT/ASSESSMENT

1. As a result of a more logical factory layout and the introduction of division of labour production increased.
2. Clear lines of authority resulted in better supervision and ultimately a more efficient entity.
3. Volunteer had a fundamental grasp of garment manufacturing and was very skillful in implementing his ideas.

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Satisfaction Garment Company Limited</p> <p>PROJECT NUMBER: 14094</p> <p>SECTOR: Garment</p> <p>DURATION: One month</p> <p>DATE: May 1, 1985 - May 31, 1985</p>	<p>Assistance was requested in:</p> <ol style="list-style-type: none"> 1) Supervisory training and evaluation. 2) Mechanic and operator training. 3) Production systems and control. 4) Work methods. 5) Proper material handling. 	<ol style="list-style-type: none"> 1) Made suggestions on quality control. 2) Developed job functions for the quality output staff. 3) Made ad hoc recommendations. 	<p>Client Paid: J\$5,000</p> <p>US subsidy: \$5,000</p>	<p>Whilst the volunteer made some suggestions on minor aspects of production and operations, the client felt that they were not receiving the assistance requested. It was also felt that the volunteer was not committed to the project, so his two months assignment was curtailed to one month. The client has expressed interest in receiving recommendations from previous clients for future volunteers, rather than selection by resumes.</p>

BACKGROUND SUMMARY:

The client is engaged in the manufacture of men's jeans, jeans jackets, trousers and dress shirts for local and USA markets.

The client had previous IESC assistance under project no. 13813 and was very satisfied with the volunteer's assistance and creativity.

PH

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: Seprod	The main purpose of the project was to consolidate the improvements/recommendations that were made in a previous visit (project no. 123837) during the period April 29, 1984 - June 15, 1984. The projects were both complementary to project no. 12120.	<ol style="list-style-type: none"> 1) Conducted operator training for the Chemithon plant. 2) Recommended variable speed drive for low pressure pump to reduce wear. 	Client paid: J\$14,00	The work done in this project complemented that in project nos. 12120, 123837 and its impact on the client cannot be distinguished from those projects. Generally the clients were totally satisfied with the level of assistance received and resultant savings.
PROJECT NUMBER: 13258				
SECTOR: Manufacturing				
DURATION: 4 weeks				
DATE: November 4, 1984				

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	JA\$	US\$	TOTAL
COMPANY: Seprod PROJECT NUMBER: 12120 SECTOR: Manufacturing DURATION: 14 months DATE: September 20, 1962	Assistance in all aspects of toilet soap manufacture laundry soap and detergent.	1) Provided technical reference reports (over 140) to enable the managers to understand the changes required. 2) Improved raw material quality. 3) Reduced usage of Caustic Soda by 10%. 4) Introduced a system to recycle waste. 5) Reduced downtime. 6) Reduced over packing.	Client paid: \$20,000	1) Change in raw material: reduced usage of sodium hydroxide: 2) Recycling waste: - Total savings 208,000 - Less Annual Investment Cost (6,014) - Less further process Costs (41,600) ----- Net Annual Savings 160,386 Reduced Downtime: - Total Savings (lost labour) 208,000 - Less Annualized Investment Cost (18,989) ----- Net Annual Savings 189,011 Reduced over packing by 420 tons/yr. @ \$4,000/ton 1,680,000 ----- 2,029,397 -----	\$28,000 19,636	\$154,440 108,000 160386 189011 1680000 ----- 2137397

9/6

BACKGROUND

COMPANY:
Seproc

PROJECT NUMBER:
13207

SECTOR:
Manufacturing

DURATION:
4 weeks

DATE:
November 11, 1984

OBJECTIVE(S)

Seproc needed an instrumentation expert who could:

- provide training in the field and in the instrument shop in the repair, adjustment and maintenance of instruments used in the company,
- recommend improvements to existing instrumentation so as to modernize them and improve process control.
- recommend improvements to the Instrument Repair shop and specify equipment needed to properly calibrate, repair and test instruments.

IESC ASSISTANCE

- 1) A course on Measurement and Control was conducted over seven weeks and was attended by four instrument department personnel.
- 2) An inventory of needed equipment was made, and suggestions on improved work space to reduce the exposure of the instruments to dust.

FUNDING

Client paid:
\$130,000

IMPACT/ASSESSMENT

Of the four technicians trained, only one remained with the company. The benefit would be to the benefit of the economy:

	US\$	TOTAL
- 3 persons with training now earn:	\$75,000	
- 3 persons without training would earn:	\$54,000	
Increase in benefit per annum	\$21,000	\$21,000

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: Shanelle Manufacturing Co. Ltd.	To provide consulting services in garment production, management and quality control	IESC involvement began in September, 1984 for a duration of 3 months to provide services in production management and quality control. However, their services were terminated after 4 weeks, because the client claimed that their objectives were not being met.	Subsidy US\$5,000 CLIENT BILLED: J\$21,000 PAID: \$13,000	Client suspended the services of the volunteer after 4 weeks because he was not meeting the requirements of his terms of reference. The client claimed that the volunteer was providing services in cutting techniques which was not required. Charges to client was \$21,000 of which he has paid \$13,000 and has refused to pay the balance of \$8,000. Client said that his refusal to pay the balance has caused IESC to bring the matter before the courts for settlement.
PROJECT NUMBER: 13091				
DATE: September - October 1984				
BACKGROUND SUMMARY:				
<ol style="list-style-type: none"> 1) Shanelle Manufacturing Co. Ltd. is located in Kingston. 2) The company manufactures shirts and blouses for export under the United States 807 agreement. 3) Total staff complement is 100 persons. 4) Annual sales volume is \$1.58 million dollars. 				

SP

BACKGROUND	OBJECTIVE(S)	IADC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: Sraati Business Association	Advise on: 1) Factory layout 2) Machinery requirement and accessory needs. 3) Suitable groupings and contractual arrangements with reference to production. 4) SBA on machine accessories which could be practical to purchase and hire out to member.	Recommendation and implementation in: 1) Factory layout 2) Machinery accessory needs 3) Advice in machine maintenance	CLIENT PAID: J\$6,000 US ASSISTANCE US\$3,333	1) Improvement in production flow and production output. 2) Recommended cost saving programs. 3) Training of operational staff. 4) Reduction in error/re-work rate, therefore increase in quality of output and decrease in waste. 5) Purchased machinery attachments to increase efficiency and capability. 6) Positive feelings about the program and wishes volunteer to come back and do appraisal of the effectiveness of their recommendations.
PROJECT NUMBER: 13610				
SECTOR: Garments				
DURATION: Two Months				
DATE: February 12, 1985 - May 3, 1985				

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Small Business Association</p> <p>PROJECT NUMBER: 13849</p> <p>SECTOR: Furniture</p> <p>DATE: March 4, 1985 - May 3, 1985</p>	<p>To continue project 13153, analyse and review the wood-working industry with regard to raw materials, production processes and marketing.</p>	<p>Advised on:</p> <ol style="list-style-type: none"> 1) Factory layout 2) Operational improvements 3) The staging of the Woodworking seminar 4) Technical assistance in manufacturing processes. 	<p>CLIENT PAID: J\$4,000</p> <p>US ASSISTANCE: US\$3,333</p>	<ol style="list-style-type: none"> 1) SBA members benefited from the experience of the volunteer who was easy to get on with and gained the confidence of staff and management. 2) Time spent with Deeds Industries was short due to the SBA internal arrangements where volunteer spent no more than one or a few 1/2 days with each member organisation. 3) Volunteer established a good rapport in that he did not display "I know it all attitude" and then set out to change every thing whether it was practical to do so or not.

BACKGROUND

COMPANY:
Small Business Association

PROJECT NUMBER:
13609

SECTOR:
Garments

DURATION:
1 month

DATE:
February 26, - March 26, 1985

OBJECTIVE(S)

To advise members of SBA on:

- a) Design
- b) Cutting
- c) Methods of dress-making for industrial application
- d) Pattern making
- e) Costing

IESC ASSISTANCE

Assistance in pattern-making.

FUNDING

CLIENT PAID:
J\$4,000

US\$ Subsidy:
US\$3,333

IMPACT/ASSESSMENT

- 1) Volunteer executive visited various SBA members who were in garment industry and gave advice and assisted with the implementation of suggestions.
- 2) Positive response on project but firms said that time was too short and could use further assistance as volunteer only spent a few 1/2 or 1 day with each member of the SBA.

Also one interviewee said program would be better if there was a pre-seminar used for briefing purpose so that a common understanding of aims and objectives could be set.

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
COMPANY: Super Yaku Supermarket	Assistance requested in:	1) Focused on new processed meat products.	Client paid J\$7,500	1) Client was satisfied with project and acquired one piece of equipment - a manual sausage stripper.
PROJECT NUMBER: 13042	1) Meat cutting	2) Supervised and instructed employee in:	US subsidy: US\$5,000	2) Project hampered by lack of a smoke house with which to produce other cured meats e.g. ham.
SECTOR: Supermarket	2) Displaying	a) fresh pork sausage production		
DURATION: June 18, 1984 - July 13, 1984	3) Merchandising	b) meat curing - corned beef		3) Client continues to produce and sell sausages and corned beef. Increased demand has resulted in production from 150 lbs. of corned curing per week (1984) to 300 lbs. in 1986, and a wide range of sausages are now being produced.
BACKGROUND SUMMARY	4) Meat Curing	3) Compiled methodology and gave basic instructions in the production of Italian and open link sausages.		4) Project stimulated interest by other supermarket operators. Client received further help from Peace Corps.
Super Yaku is an uptown supermarket which offers a wide range of products. The store has a delicatessen counter which offers an assortment of local and overseas delicacies.	a) Dry curing			
	b) Pickle curing			
	c) Smoking			
	5) Sausage making			

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BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Tropical Battery Company</p> <p>PROJECT NUMBER: 12890</p> <p>SECTOR: Metal/Chemical</p> <p>DURATION: Two months.</p> <p>DATES: February 1983 - April 1983</p>	<p>To provide consulting services to upgrade battery quality and increase battery life.</p>	<p>1) Assisted in the improvement of chemical formula to extend battery life.</p> <p>2) Developed a quality control program to monitor battery quality through their production process.</p>	<p>USAID ASSISTANCE 1) US\$5,000</p> <p>CLIENT PAID J\$20,000</p>	<p>1) Reduction in failure rate by J\$180,000 or 3%</p> <p>2) Increase in battery life by 18 months or 75%.</p> <p>3) Increase in local sales by J\$700,000 or 11%.</p> <p>4) Establishment of a control program to monitor improved quality.</p> <p>5) Improvement in customer service and employees moral and confidence as a result of better quality product.</p>

BACKGROUND SUMMARY:

- 1) Tropical Battery Company is located in Kingston.
- 2) It has been manufacturing automotive batteries for over 30 years.
- 3) Current employment is 125 persons.
- 4) Production is solely for the local market.
- 5) Annual sales revenue is estimated at 7.2M Jamaican dollars.

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Yesus Manufacturing Company Limited</p> <p>PROJECT NUMBER: 13562</p> <p>SECTOR: Garment</p> <p>DURATION: 3 1/2 weeks</p> <p>DATE: January 6, 1986 - January 22, 1986</p> <p>BACKGROUND SUMMARY:</p> <p>Yesus Manufacturing has been in operation since 1962. The company manufactures underwears and T.Shirts.</p> <p>The busiaess has grown from an initial four machines in 1962 to 150 machines, although at the moment only 30 machines are being used, so there is a lot of excess capacity.</p>	<p>1) To receive assistance in improving products.</p> <p>2) Selling of obsolete stock that had built up.</p> <p>3) Training a selected sales personnel.</p> <p>4) Setting up a workable marketing system.</p>	<p>Programme was pre-maturely terminated after 3 1/2 weeks.</p> <p>Project should have lasted for 6 weeks.</p>	<p>USAID Subsidy US\$5,000</p> <p>Client billed J\$7,500 which has not been paid</p>	<p>Program was pre-maturely terminated so only client's assessment is relevant to this project.</p> <p>1) IESC consultant came at the wrong time. It was agreed that volunteer should arrive at the beginning of November 1985 to help boost Christmas sales but volunteer did not arrive until January.</p> <p>2) Volunteer could only point out what was wrong, client said he had already identified what was wrong and needed somebody to reconcile and implement.</p> <p>3) Volunteer not suited to Jamaican environment.</p> <p>4) Refused to pay the bill. The initial amount billed was reduced to J\$7,500 but the client refused to pay because he had not received value for money, in fact, he thought the volunteer was having a holiday.</p>

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>CLIENT NAME Vineyards of Jamaica</p> <p>PROJECT NUMBER: 13513</p> <p>SECTOR: Agriculture</p> <p>DURATION 4 weeks</p> <p>DATE: Nov. 12, to Dec, 14th 1974</p> <p>BACKGROUND SUMMARY</p> <p>Farms engaged in the production of sweet peppers, chinese vegetables, onions, pumpkins, melons and cucumber.</p>	<p>To assist with:</p> <p>a) advancing the programme of producing seedlings locally.</p> <p>b) possibly correcting operational mistakes which had been made previously.</p>	<p>1. Gave support in seedling production.</p> <p>2. Carried out experiments with chinese vegetables.</p> <p>3. Imparted general knowledge in agriculture to staff.</p>	<p>J\$5,000 (paid by client)</p> <p>USAID Subsidy</p> <p>US\$5,000</p>	<p>1. Successful programme of seedling production in nursery was carried out and is being by the client.</p> <p>2. Local production of seedlings has resulted in a saving of 50% of cost of production. This 50% is made up of foreign exchange savings, freight and local charges, tin spent processing import documents etc.</p> <p>3. Volunteer was particularly knowledgeable in sweet pepper production and willingly imparted such knowle</p> <p>4. Had a good influence on the staff.</p> <p>5. The client was particularly impressed with the volunteer the only criticism being the short period of assistance which was available, which included the time that volunteer needed to become ecclimatised to the Jamaican situation.</p>

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>COMPANY: Winward Wear Garments Limited</p> <p>PROJECT NUMBER: 14827</p> <p>SECTOR: Garment</p> <p>DURATION: 2 months</p> <p>DATES: February - March 1986</p>	<p>To provide assistance in cutting and stitching of shirts, blouses and pants and to train staff in pattern making.</p>	<ol style="list-style-type: none"> 1) Assisted in upgrading and implementing production system. 2) Improved cutting and stitching skills. 3) Training in pattern making. 	<p>Subsidy US\$5,000</p> <p>CLIENT PAID: J\$24,000</p>	<ol style="list-style-type: none"> 1) Production system has improved to realise an increase in production output of 50%. 2) Reduction in production time of 50%. 3) Training in pattern making will improve quality and contribute to increased production output.
<p>BACKGROUND SUMMARY:</p>				
<ol style="list-style-type: none"> 1) Winward Wear Garments is located in Kingston. 2) Manufactures shirts, pants and blouses under the 807 agreement. 3) All products are manufactured from pre-cut fabric shipped into Jamaica. The finished products are re-shipped to the country of origin. 				

BACKGROUND

COMPANY:
Worthy Park (Factory & Farms) Ltd.

PROJECT NUMBER:
12842

SECTOR:
Agriculture

DURATION:
One month

DATES:
April 23, 1984 - May 23, 1984

BACKGROUND SUMMARY:

The company consists of a factory and farm that manufactures raw sugar, molasses, sugar cane, citrus fruits, kooka nuts, coconuts, miscellaneous cash crops and raises beef cattle.

Client has an inadequate supply of water. At present the water supply is provided through a 300 year old aqueduct from a spring producing a minimum of 50 gallons per minute and a maximum of 400 gallons per minute. Other source is a deep well which produces 500 gallons of water per minute. During dry season demand outstrips the limited supply of water.

OBJECTIVE(S)

- 1) To find source of water that would enable the company to irrigate 500 acres of agricultural land and in particular to find a location to construct a reservoir in order to store the limited quantities of water.
- 2) To carry out a feasibility study to determine a suitable type of reservoir.

ESC ASSISTANCE

- 1) Feasibility study completed, inclusive of basic engineering report for an earth dam.
- 2) Dam location identified.
- 3) Survey of area carried out and topographic maps were provided.
- 4) Tables of storage at different water levels calculated.
- 5) Technical data relating to gradient and volume of earth necessary to build a dam were supplied.
- 6) List of irrigational terms and their definitions were provided.
- 7) Introduced staff to the use of surveying instruments.

FUNDING

Client Payment:
J\$10,000

US subsidy:
US\$5,000

IMPACT/ASSESSMENT

- 1) Dam construction has been approved by the Board of Directors.
- 2) Presently putting out tenders for quotations for construction.
- 3) Dam to be constructed in dry season of February / March 1987.
- 4) Client and volunteer have agreed that volunteer will return during construction phase to manage the project.
- 5) Client will have estimated 31 million gallons of water at their disposal.
- 6) Will be able to diversify agricultural practice and expand business to include floriculture.
- 7) Hope to increase foreign exchange earnings by being able to export more crops.
- 8) Estimated saving of J\$200,000 will result from dam construction as will no longer need to recycle water through the cooling station.
- 9) Client was very satisfied with the volunteer's assistance.

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BACKGROUND

COMPANY:

X-Quisite Ceramics

PROJECT NUMBER:

13245

SECTOR:

Ceramics

DURATION:

9 Weeks

DATES:

January-March 1986

BACKGROUND SUMMARY:

Mr. and Mrs. Lee started ceramic production as a hobby. This continued for sometime until 1982 they decided to operate as a small business using the name X-Quisite Ceramics. Although the company experienced growth in its operations, this was not reflected in a high rate of return due to inefficiency in production and high production costs due to total reliance on imported raw materials.

OBJECTIVE(S)

To teach employees to make moulds.

IESC ASSISTANCE

1. Taught workers to make moulds.
2. Workers were taught to solve problems in the preparation of clay and glaze.
3. Proper care of moulds to extend their lives.

FUNDING

Client paid
J\$5,000

US subsidy
US\$5,000

IMPACT/ASSESSMENT

1. Sales increased in 1985 to \$250,000 from \$170,000 in 1984, this represents a 47.05% increase in sales.
2. Volunteer taught the employees to make moulds so this reduced importation of moulds.
3. Workers learnt to solve problems that arose in the preparation of clay and glaze.
4. Proper care of the moulds was a part of the exercise, which ensured extended life of the moulds and so reduced production cost.
5. Indigenous raw materials utilised in the production process.

100-

BACKGROUND	OBJECTIVE(S)	IESC ASSISTANCE	FUNDING	IMPACT/ASSESSMENT
<p>CLIENT NAME X-Quisite Ceramics</p> <p>PROJECT NUMBER: 14059</p> <p>SECTOR: Ceramics</p> <p>Duration: 9 weeks</p> <p>DATE: January 29, 1985 - March 30, 1985</p> <p>BACKGROUND SUMMARY:</p> <p>Mr. and Mrs. Lee started ceramic production as a hobby. They continued for sometime until 1982, when they decided to operate as a small business using the name X-Quisite Ceramics. Although the company experienced significant growth in its operations this was not reflected in a high rate of return due to:</p> <ul style="list-style-type: none"> - inefficiency in production - high production cost because of total reliance on imported raw materials 	<p>To teach employees to make hand moulds.</p>	<ol style="list-style-type: none"> 1. Taught workers to make moulds. 2. Workers were taught to solve problems in the preparation of clay and glaze. 3. Preparation of moulds to extend their lives. 	<p>Client paid J\$5,000</p> <p>USAID Subsidy US\$4,000</p>	<ol style="list-style-type: none"> 1) Sales increased in 1985 to \$250,000 from \$170,000 in 1984, a 47.05% increase. There is no direct export sales, although many of the company's products are purchased. 2) Before IESC assistance the company utilized only (100%) imported raw materials. During 1985 it obtained 40% of its raw material requirements locally. 3) Workers learnt to solve problems that arose in the preparation of clay and glaze. 4) Proper care of the moulds was a part of the exercise, which would ensure extended life of the moulds and so reduce production cost.

SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
(AS PER IESC ACCOUNTS)

	1982	1983	1984	1985	1986	TOTAL
DISBURSEMENTS						
Allowances		0	2,489	31,500	75,551	109,540
Per Diem	4,354	79,482	189,809	172,652		446,297
Transportation - Local	1,337	16,692	32,667	32,449		83,145
Transportation - To & Fr. US	0	9,722	16,056	28,272		54,050
Vehicle Maint. & Insurance	0	10,918	16,925	19,021		46,864
Trans. - Inter & Intra Country	0	0	0	0		0
Subsistence - Travel Status	14,954	101,032	29,240	30,519		175,745
Moving Expense	0	0	0	0		0
Local Employee Salaries	7,973	86,168	95,902	19,650		209,693
Employment taxes - Local	0	5,245	8,002	5,881		19,128
Office Rent	0	21,600	21,600	22,500		65,700
Telephone	296	9,059	11,871	14,708		35,934
Telegraph & Cable	358	2,214	2,097	4,147		8,816
Postage	20	31	46	19		118
Stationery & Office Supplies	340	5,204	11,067	4,710		21,321
Utilities	400	7,392	11,515	7,133		26,440
Office Maintenance	0	1,714	1,945	1,760		5,419
Prof. Services - Acctg. & Audit.	250	3,520	0	6,175		9,945
Professional Services - Legal	0	1,222	0	504		1,726
Temporary Help	0	0	0	657		657
Furniture & Office Equipment	0	200	1,276	0		1,476
Insurance - Local	0	15	0	1,000		1,015
Meetings & Conferences	555	1,717	12,258	3,486		18,016
Other	0	8,643	2,307	734		11,684
Commission & Contracted Services	1,513	5,288	0	0		6,801
Photograph/ Xerox charges	0	6,991	13,645	11,957		32,603
Travel	0	8,875	19,335	0		28,210
Equipment Repair	0	0	339	410		749
VE Supplies	0	3,298	1,315	1,172		5,785
TOTAL COUNTRY DIR. EXPS.	32,350	398,731	530,719	465,077		1,426,877
Payments to Executives Vol.	12,983	1,097,309	1,535,739	817,179		3,463,210
Cash Deposit	0	3,000	0	0		3,000
Travel	0	0	5,892	0		5,892
Furniture & Office Equipment	950	25,026	0	1,428		27,404
Other	0	2,012	672	4,500		7,184
Transfer to Fixed Deposit a/c	0	175,000	0	0		175,000
TOTAL DISBURSEMENTS	46,283	1,701,078	2,073,022	1,288,184		5,108,567

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**SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
(AS PER IESC ACCOUNTS)**

	1982	1983	1984	1985	1986	TOTAL
RECEIPTS						
Project Clients	44,871	902,875	1,489,175	1,025,760		3,462,681
USAID Grants	0	700,137	177,100	0		877,237
Transfers from Stamford	0	0	287,000	191,050		478,050
Transfer from N.Y.O. & Local a/c	29,100	16,900	0	0		46,000
Per Diem Refunds/ Refunds From YE's	0	20,357	42,610	25,736		88,703
Other Refunds	0	2,392	2,545	1,282		6,219
Interest on Deposits a/c	0	13,216	2,925	0		16,141
Cash Deposit Maturity	0	225,000	100,000	0		325,000
Cancelled Cheque	0	7,796	0	0		7,796
Other Receipts	1,270	5,531	5,207	771		12,779
TOTAL RECEIPTS	0	75,241	1,894,204	2,106,562	1,244,599	5,320,606

**IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1982**

(AS PER IESC ACCOUNTS)

	January 1 - January 20	Jan. 20 - Feb. 11	Feb. 12 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 31 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 31	TOTAL
DISBURSEMENTS													
Allowances													0
Per Diem													0
Transportation - Local			77	119	102	289	248	26	318		314	69	1,562
Transportation - To & Fr. US			853										853
Vehicle Maint. & Insurance													0
Trans. - Inter & Intra Country						10							10
Subsistence - Travel Status				900	1,452	736	994		1,085	1,026	535	594	7,322
Moving Expense													0
Local Employee Salaries											400	100	500
Employment taxes - Local													0
Office Rent													0
Telephone				87	58	87		83	157		88	30	590
Telegraph & Cable			8	15	4	59	9	6	109		246	113	569
Postage					16	5	34	17	7		41	25	145
Stationery & Office Supplies			13	3					148				164
Utilities													0
Office Maintenance													0
Prof. Services-Acctg. & Audit.										5			5
Professional Services - Legal													0
Temporary Help													0
Furniture & Office Equipment													0
Insurance - Local													0
Meetings & Conferences				840	63	127		102	55		973		2,160
Other			1,568		272	190	21	200	27		50	97	2,425
Commission & Contract Services			10,500					4,375	72	8,943	6,137	3,759	33,786
Photographs / Xerox Charges													0
Travel													0
Equipment Repair													0
VE Supplies													0
TOTAL COUNTRY DIR. EXPS	0	0	13,019	1,964	1,967	1,503	1,306	4,809	1,978	9,974	8,784	4,787	50,091
Payments to Executives Volunteers			12,259	14,197	218	5,262	8,694	2,238	11,864	33,664	21,458	16,495	126,349
Travel													0
Furniture & Office Equipment													0
Other					356								356
TOTAL DISBURSEMENTS	0	0	25,278	16,161	2,541	6,765	10,000	7,047	13,842	43,638	30,242	21,282	176,796

IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1982
(AS PER IESC ACCOUNTS)

	January 1 - January 20	Jan. 20 - Feb. 11	Feb. 12 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 31 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 31	TOTAL
RECEIPTS													
Project Clients			12,451	35,763	1,788		8,168	1,000	32,944	32,014	25,878	5,370	155,376
USAE Grants													0
Transfers from Stamford											17,788		17,788
Transfer from N.Y.O. & Local a/c		12,135	10,673										22,808
Per Diem Refunds/ Refunds From VE's				1,531									1,531
Other Refunds							69				711		780
Interest on Deposits a/c													0
Cash Deposit Maturity													0
Cancelled Cheque													0
Other Receipts									3,068	750			3,818
TOTAL	0	12,135	23,124	37,294	1,788	0	8,168	1,069	32,944	35,082	45,127	5,370	202,101

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**IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1983**

(AS PER IESC ACCOUNTS)

	January 1 - January 20	Jan. 20 - Feb. 20	Feb. 21 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 31 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 20	Dec. 21 - Dec. 31	TOTAL
DISBURSEMENTS														
Allowances														0
Per Diem											4,354			4,354
Transportation - Local											269	1,068		1,337
Transportation - To & Fr. US														0
Vehicle Maint. & Insurance														0
Trans. - Inter & Intra Country														0
Subsistence - Travel Status											3,110	11,844		14,954
Moving Expense														0
Local Employee Salaries											3,160	4,813		7,973
Employment taxes - Local														0
Office Rent														0
Telephone											6	290		296
Telegraph & Cable											162	196		358
Postage											12	8		20
Stationery & Office Supplies											37	303		340
Utilities												400		400
Office Maintenance														0
Prof. Services-Acctg. & Audit.											250			250
Professional Services - Legal														0
Temporary Help														0
Furniture & Office Equipment														0
Insurance - Local														0
Meetings & Conferences											283	272		555
Other														0
Commission & Contracted Services											1,501	12		1,513
Photographs/Xerox Charges														0
Travel														0
Equipment Repair														0
Other														0
TOTAL COUNTRY DIR. EXPS.	0	0	0	0	0	0	0	0	0	0	13,144	19,206	0	32,350
Payments to Executives/Volunteers											12,983			12,983
Travel														0
Furniture & Office Equipment												950		950
Other														0
TOTAL DISBURSEMENTS	0	0	0	0	0	0	0	0	0	0	26,127	20,156	0	46,283

IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
1983
(AS PER IESC ACCOUNTS)

	January 1 - January 20	Jan. 20 - Feb. 20	Feb. 21 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 31 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 20	Dec. 21 - Dec. 31	TOTAL
RECEIPTS														
Project Clients											14,071	30,800		44,871
USAC Grants														0
Transfers from Stamford														0
Transfers from N.Y.C. & Local a/c											29,100			29,100
Per Item Refunds/ Refunds From VE's														0
Other Refunds														0
Interest on Deposits a/c														0
Cash Deposit Maturity														0
Cancelled Cheque														0
Other Receipts											1,270			1,270
TOTAL	0	0	0	0	0	0	0	0	0	0	44,441	30,800	0	75,241

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IESC
SUMMARY STATEMENT OF RECEIPTS & DISBURSEMENT
 1984
 (AS PER IESC ACCOUNTS)

	January 1 - January 20	Jan. 21 - Feb. 20	Feb. 21 - Mar. 20	Mar. 21 - April 20	April 21 - May 20	May 21 - June 20	June 21 - July 20	July 31 - Aug. 20	Aug. 21 - Sept. 20	Sept. 21 - Oct. 20	Oct. 21 - Nov. 20	Nov. 21 - Dec. 20	Dec. 21 - Dec. 31	TOTAL
DISBURSEMENTS														
Advances	2,489													2,489
Per Diem	4,453	4,786	5,115	5,885	6,178	5,775	5,968	14,117	8,891	6,448	6,765	5,101		79,482
Transportation - Local	329	1,007	360	4,707	1,002	2,704	1,003	1,024	1,015	490	948	1,514	589	16,692
Transportation - To & Fr. US						5,572	1,826		723		583	1,018		9,722
Vehicle Maint. & Insurance				9,429	216				220	348	394	278	33	10,918
Travel - Inter & Intra Country														0
Subsistence - Travel Status	30	7,797	9,162	5,099	8,763	10,058	15,657	4,724	4,674	7,706	5,663	21,699		101,032
Moving Expense														0
Local Employee Salaries	2,494	5,427	5,852	6,267	6,733	6,555	6,729	6,991	7,237	7,521	8,534	11,807	4,021	86,168
Employment taxes - Local			750	42	360	1,103		624	1,086		1,159	77	44	5,245
Office Rent	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800		21,600
Telephone	141	125	417	479	434	642	365		997	683	2,478	2,298		9,059
Telegraph & Cable	249			247	255	527	475		196	265				2,214
Postage		4	4					14					9	31
Stationery & Office Supplies	108	198	1,232	1,026	560	72	53	129	600	156	404	494	172	5,204
Utilities			50		676	1,099	563	1,268	860	949	885	1,042		7,392
Office Maintenance		232	135	132	112	39	273	163	201	107	152	98	70	1,714
Prof. Services-Acctg. & Audit.		200	100	2,470	300	300					150			3,520
Professional Services - Legal	461		761											1,222
Temporary Help														0
Furniture & Office Equipment		166		34										200
Insurance - Local	15													15
Meetings & Conferences	131								870	716				1,717
Other		5	1,380	1,377	1,253	35		2,367	110	80	1,716	310	10	8,643
Commission & Contracted Services	3,308		1,980											5,288
Photographs/Xerox charges				234	401	434	1,445	241	742	461	588	1,241	1,204	6,991
Travel				2,327			6,548							8,875
Equipment repair														0
ME Supplies		154	207	256	145	567	646	430		487		406		3,298
TOTAL COUNTRY DIR. EXPS.	16,008	21,901	29,305	41,811	29,188	37,282	43,351	33,892	30,222	28,217	32,219	49,192	6,143	398,731
Payments to Executives Vol.	16,830	21,252	41,365	92,051	99,369	124,278	119,004	37,655	110,919	164,113	175,434	78,709	16,330	1,097,309
Perf. Deposit	3,000													3,000
Travel														0
Furniture & Office Equipment		10,157	248	7,271		857					2,995	3,498		25,026
Other								1,621		391				2,012
Transfer To Fixed Deposit a/c							75,000					100,000		175,000
TOTAL DISBURSEMENTS	35,838	53,310	70,918	141,133	128,557	162,417	237,355	73,168	141,141	192,330	211,039	231,399	22,473	1,701,078

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