

PD-ABQ-683

**FINAL REPORT**

**SMALL BUSINESS EXPORT DEVELOPMENT  
PROJECT (SBED)**

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Chemonics International Inc  
1133 20th St , NW Ste 600  
Washington, D C 20036

Subcontractor  
International Technology Investment, LTD (ITI)

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## EXECUTIVE SUMMARY

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This is the Final Report for the Small Business Export Development (SBED) project implemented by Chemonics International and the Jamaica Exporters Association, with assistance provided by International Technology Investment (ITI) and other selected organizations and individuals. The project commenced September 2, 1994 and ended February 28, 1997. SBED was a key component of USAID/Jamaica's Improved Markets, Export Growth and Opportunities (IMEGO) project, and it was designed to continue USAID's emphasis on developing Jamaica's exports by providing firm-level technical assistance to high potential small business exporters. The Jamaica Exporters' Association (JEA) combined its own resources with those available through the Chemonics technical assistance contract to carry out a high impact, small business export project which succeeds both in making specific contributions to export growth and in increasing JEA capacity to offer professional business development and export expansion services.

### Key Accomplishments

Despite macroeconomic and other constraints mentioned below, the project achieved considerable success in meeting its objectives. The following table summarizes this. More details are provided in Section II, and in the Annexes.

	<u>Targeted</u>	<u>Actual</u>
Firms Assisted	32-34	285
Individuals Trained	1,000	1,144
Fees Generated (US\$1000's)	N/S <sup>2</sup>	78 <sup>3</sup>
Export Volume Increase (%) <sup>1</sup>	10	158
Export Volume Increase (US\$1000's) <sup>1</sup>	N/S <sup>2</sup>	11,778
Employment Increase (%) <sup>1</sup>	10	9.1
Employment Increase (jobs) <sup>1</sup>	N/S <sup>2</sup>	58
Investment (US\$1000's) <sup>1</sup>	1,000	4,141

<sup>1</sup>As reported by clients in their quarterly statistical reports

<sup>2</sup>N/S= none specified

<sup>3</sup>Includes co-funding from other projects and private sources

The project registered success stories in each target sector and these are specified in greater detail in Section II. SBED made efficient use of limited resources, and garnered co-funding support from other projects and the domestic and international private sectors. The project's market outreach efforts were especially strong in light industry (crafts) and information technology. SBED's work on launching a web page for the JEA, its introduction of a cost effective, appropriate technology for

establishing web export businesses, and its general assistance to JEA in taking the lead in the application of modern communications technology to exporting, are sure to be a long lasting legacy of the project

### Integration with JEA

During the course of SBED, there was to be a gradual integration of the project into overall JEA activities without placing burdensome administrative requirements on the JEA. Full integration was ultimately dependent on the addition of JEA staff, particularly in the area of information services. This area was never fully staffed, however, and the expansion of information services was constrained as a result. In all other major respects, however, the project was well integrated into the JEA.

SBED made a substantial contribution to the institutional strengthening of JEA by providing computer training and general assistance on technology issues, and through the initiation in the final months of the contract of a strategic planning program. Other attempts at institutional strengthening were not as successful because of the JEA's limited absorptive capacity. This problem was caused largely by limited resources, both financial and human, at the JEA.

### Linkages with Other Projects and Resources

In order to reduce the effects of funding constraints on attainment of project goals and to effect better overall performance, SBED collaborated with other projects and sources of funding such as the CANEXPORT project, JADF, JAMPRO, LAC TECH, the Target Europe project, the World Bank and others. These efforts generated significant additional funding support in certain cases.

### Constraints to Implementation and Other Areas of Weakness

The most significant constraints were (a) a very limiting macroeconomic environment in terms of small businesses being able to remain or become export competitive, and (b) an overly ambitious project design which committed this relatively small project to provide services to four sectors with widely disparate needs as regards export development. In addition, uncertainty caused by limited obligated funding became a constraint to the implementation of the project in May, 1995, and continued until October, 1996. Alternative sources of funding and a shift in the sourcing of technical assistance from international sources to domestic sources helped alleviate the effects of this uncertainty and enabled the project to achieve its goals. Managerial turnover, personnel absences, and the lack of viable producer groups in target sectors also constrained implementation.

### Recommendation

In the event that SBED is extended for a second phase, the design of the project should be tightened to improve its impact. The project should have active access groups in each target sector. More on-site visits are needed to promising clients. Conceptually, SBED could have made a fundamental contribution to small business export development in Jamaica by focusing on competitiveness issues such as quality standards and production technologies. SBED should hire, preferably from within JEA, an information specialist to manage the website and to identify and produce information products for sale in the local market.

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## INTRODUCTION

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Chemonics International Inc 's technical assistance contract under the SBED Project began September 2, 1994 and was completed February 28, 1997 This report provides a brief summary of the project including accomplishments, lessons learned and key constraints to implementation The report is geared to provide recommendations for any projects or activities which may follow

Section I provides a brief overview of the project and the major issues which guided its implementation Section II lists the accomplishments of the project Section III presents the lessons learned under SBED Section IV describes the key constraints which were found under the project

Following the actual report is a series of annexes which provide detailed information about the project Annex A provides the life of project output targets and performance indicators Annex B presents a list of the technical assistance activities carried out under the project Annex C gives a list of the firms/enterprises receiving SBED technical assistance Annex D presents a list of the individuals who attended SBED training programs during the life of project Annex E gives the project Budget and estimated final expenditures Annex F gives a final chart showing the estimated final LOE expended during the SBED project Annex G presents the final project inventory and its status Annex H gives selected excerpts from the "discussion" sections of the SBED quarterly reports

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## SECTION I PROGRAM OVERVIEW AND ISSUES

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The Small Business Export Development (SBED) project was a key component of USAID/Jamaica's Improved Markets, Export Growth and Opportunities (IMEGO) project. As such, SBED was designed to continue USAID's emphasis on developing Jamaica's exports by providing firm-level technical assistance to high potential small business exporters. The Jamaica Exporters' Association (JEA) combined its own resources with those available through the Chemonics technical assistance contract awarded under the SBED project to carry out a high impact, small business export project which succeeded both in making specific contributions to export growth and in increasing JEA capacity to offer professional business development and export expansion services.

### **A SBED Project Goal and Purpose**

SBED's **goal** was to support sustainable, participatory economic growth, which can be expected to generate increased foreign exchange earnings, investment and employment. Sustainability meant financial, technical and managerial viability. Ideally each client enterprise should develop its ability to identify, penetrate, maintain and expand markets. The intent of SBED was not just to achieve export growth per se, but also to make sure that the benefits of that growth are widely disbursed. The project endeavored to work almost exclusively with small business, and the client enterprise selection criteria considered employment and income effects in addition to the firm's potential for success.

SBED's **purpose** was to provide export-related technical assistance, training and market information to small business in Jamaica. Although these tasks are treated separately in the RFP, we believe that technical assistance and training are often most effective when performed consequentially. For example, when an expert advises farmers on vanilla rearing techniques, what results is clearly both technical assistance and training. Similarly, when a marketing expert demonstrates the creation of new trend driven product designs to the production staff of a crafts manufacturer, both training and market information are being conveyed. To be most effective given limited resources, technical assistance should be integrated across sectors, where possible.

### **B Program Outputs**

JEA used the resources made available through its cooperative agreement and the Chemonics contract to increase the contributions made by Jamaica's small business sector to promote sustainable economic growth, employment and foreign exchange earnings. JEA's purpose was to assist small businesses to become successful nontraditional exporters.

Under the SBED project, the SBED team worked to accomplish five major objectives over the period covered by the project

- Implementation, and improvement where necessary and feasible, of a targeted, results-oriented and market-driven service delivery program. This was accomplished through a combination of JEA and SBED field staff as well as short term technical assistance and training from the U S and other countries,
- Expansions in export earnings and increases in employment within the firms which are, or have been, the recipients of SBED services, 36 firms dealt with on a more intensive basis reported an aggregate increase in export earnings of US\$ 11,778 during the life of SBED,
- Build upon pre-existing foundations for establishing JEA as Jamaica's leader in the articulation, development and implementation of opportunities for small business within nontraditional export sub-sectors. This was achieved primarily through a series of seminars focused on exports in agriculture, light industry and information technology, more general seminars on exporting and the application of modern communication technology to the export sector,
- As a byproduct of the overall effort, assist in improving JEA's organizational effectiveness. The primary area of improvement was in the use of computer technology by a broad representation of the JEA staff,
- Expand JEA's capacity to deliver services to its members and the exporting community through effective cooperation and linking of JEA activities to resources available through other programs. In the majority of the SBED training sessions, and in special events such as the Jamaica Jamboree, the support of other organizations was sought and obtained

Over the life of this project, JEA used the resources available through Chemonics and its subcontractor, International Technology Investment, Ltd (ITI) to assist it in accomplishing the following outputs as summarized in Annex A

- Diagnostics and assessments of 36 firms with an additional 249 firms receiving forms of assistance such as information, market contacts, profiles, business and export expansion plans and other technical assistance,
- Development of a high-impact portfolio of ventures, each of which has met specific selection criteria and has defined its targets to include expansion of export earnings (a 158% increase was reported by participants versus 20% targeted over the life of the project), and increased employment (91% was reported by participants versus 10% targeted over the life of the project),

- Provision of 60 SBED TA interventions targeted to achieve specific results and 39 training interventions designed to extend program and to expand project ability to generate impact across businesses and within and among nontraditional export sectors Together generate US\$22,700 in fees (for which clients will have paid on a fee-shared basis)
- Attraction of U S \$1 million in new investment as a result of project activity, US\$4 1 million was reported by clients during the course of the project.
- Increase in JEA's active membership base, during the course of the project, JEA membership remained stable

## **B Strategic Approach to Program Implementation**

SBED's strategic approach to program implementation was based on the following

- Provision of technical assistance, training and information resources by the technical assistance contractor, while progressively integrating these activities into the programs, services and activities of JEA
- A visible shift for JEA from its previous, more general image as a lobbying and networking organization to one of provider of targeted and monitored business development and export expansion services
- Development of JEA's capacity to provide members and other clients with a strategic vision of market and export possibilities—to reach into and develop new market opportunities based on in depth understanding of markets in Jamaica and the world
- Mastery of the dialogue and initiatives surrounding Jamaica's exporters and the challenges associated with maximizing export potential, particularly for small firms

## **C Key Elements of Program Strategy**

Based on the above strategic directions and output targets, the following key project elements guided the longer-term institutional development strategy

- SBED's role was that of export expansion catalyst focused on assisting firms to package and implement ventures that resulted in increased exports and employment This approach provided the starting point for defining services to client firms and for developing both short- and long-term strategies for fee generation and sustainability

- SBED's approach to choosing clients was designed to ensure transparency in the selection process and to enable the organization to call upon and complement existing services. A wide variety of JEA and non-JEA members were interviewed. Where potential existed, more in-depth assessments were made. Agreements were made between SBED and the client regarding the services to be provided by SBED and the actions to be taken by the client, including cash and in-kind contributions to the cost of provision of the services. Quarterly statistical reports were required of the clients during the life of the project.
- SBED's firm-specific activities, whether in agribusiness or light manufacturing, were organized within specific agreements for action made between SBED and the client firm. These provided a vehicle for establishing baseline information and accountability, as well as for monitoring performance and output of both the technical assistance contractor and the clients.
- SBED technical assistance, training and information resources were coordinated within a framework that allowed for maximum program effectiveness and efficiency.
- SBED coordination of outside resources with those of the JEA to ensure maximum impact.
- SBED resources directed at the JEA were coordinated to professionalize its internal procedures and service delivery capability.

#### **D Major Program Issues**

**Credibility and sustainability** Based on JEA activities prior to the advent of SBED, the organization was perceived largely as a lobbying and trade promotion organization rather than as a comprehensive export business development center providing proactive services. A major challenge for SBED was to achieve specific export successes with client firms through the effective delivery of a range of highly professional services which establish JEA as a credible provider of export services.

**Business expectations and competition** Start up work for implementation of the SBED project showed that there are a number of programs under way in Jamaica which provide services, some of which are seemingly similar to those which will be offered by JEA and are provided at no cost to the client. Since SBED services were available only on a fee-for-service basis (albeit highly subsidized), the availability elsewhere of free services magnified the challenges in terms of attracting clients and laying a base for sustainability.

**JEA institutional capacity** The SBED project provided challenge, opportunity and the impetus for JEA to put into place specific business and export development services. Key to SBED's success was gradual transfer of information and know-how to the JEA without becoming an administrative burden to the JEA in the process.

**Funding** The availability of funding and advance knowledge of such availability was of paramount importance to the development and maintenance of project momentum, and to the credibility of the project. A summary of the budget and estimated final expenditures under the project can be found in Annex E - Estimated SBED Project Expenditures

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## SECTION II PROJECT ACCOMPLISHMENTS

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### **B Key Milestones and Achievements Under SBED**

Key milestones and achievements during the SBED project were as follows

#### **1 Project Operationalization and Administration**

- Establishment and staffing of SBED (October, 1994),
- Procurement of project vehicle (January, 1995),
- Procurement of project computers and other equipment (January, 1995),
- Development and implementation of a targeted, results-oriented and market-driven service delivery program (January, 1995),
- Design and implementation of selection criteria for TA interventions, including a formula for firm contributions (January, 1995),
- Completion of annual (February, 1995 & March, 1996) and quarterly work plans (eight),
- Completion of quarterly (nine) and monthly progress reports (18)

#### **2 Firm-level Technical Assistance**

- SBED carried out 285 firm-level technical assistance interventions impacting 164 firms, organizations and individuals See Annexes B and C for details on the firms, organizations and individuals assisted and the categories of assistance
- SBED initiated market contacts led directly to an expanded relationship for Jamaica's Mona Informatix Ltd with Boeing Aircrafts Company, through its Wichita Kansas office, and to expected new contracts of between US\$100,000 and \$500,000
- SBED initiated market contacts led directly to a vanilla marketing and technology transfer agreement between Jamaica's Virginia Dare Ltd and McCormick and Company, the world's largest spice producer It has also led to the expansion of production of vanilla for export
- SBED initiated the planning process and organized much of the funding for a new multi-faceted, international event, Jamaica Jamboree, which was executed in August, 1996, in New York City Jamaica Jamboree provided venues for display of Jamaican crafts, fashions and art, and generally raised the profile for Jamaican products in the New York Market Participation in the Jamboree resulted in trial export orders and direct sales for a number of firms

- SBED also introduced Jamaican crafts producers to the premier international marketing venue, the New York International Gift Fair. Participation in this Fair in August 1996 resulted in trial export orders for several Jamaican craft firms.

### 3 Firm-level Training

- Trained 157 individuals via the following programs
  - \* Irrigation Training, Mar/Apr-95
  - \* Herbs Field Training, Nov/Dec-95
  - \* Vanilla Field Trip, Feb-96
  - \* Apparel I Field Training, Apr-96
  - \* Crafts II Field Training, May-96
  - \* IPI Supervisory Training, Jul-96
  - \* Computer File Organization, Jan-97
  - \* Crafts III Field Training, Jan-97
  - \* IT Buyer/Seller Meet, Jan-97
  - \* Vanilla II Field Training, Feb-97

### 4 Cross-Cutting Training

- Trained 966 individuals via the following programs
  - \* CARICOM Trade Mission Preparation, Jan-95
  - \* Entering Export Markets, Feb-95
  - \* Getting Market Smart, Jun-95
  - \* High Value Seminar, Jun-95
  - \* Vanilla I Seminar, Dec-95
  - \* Herbs Seminar, Dec-95
  - \* Crafts I Seminar, Dec-95
  - \* Crafts IA Seminar, Mar-96
  - \* Exporting At the Speed of Light Seminar Series, Mar-96 through Feb-97
  - \* Organics Seminar - Kingston, Mar-96
  - \* Organics Seminar - Mandeville, Mar-96
  - \* Apparel I Seminar, Apr-96
  - \* Crafts II Seminar, May-96
  - \* GIS Seminar, Jun-96
  - \* Expo 96 Exhibitors Seminar - Internet, Oct-96
  - \* Apparel II Seminar, Nov-96
  - \* Crafts III Seminar, Jan-97
  - \* Vanilla II Seminar, Feb-97
  - \* Fresh Cut Seminar, Feb-97

**5 Institutional Strengthening (Technical Assistance & Training)**

- Recommended appropriate export information system for the JEA (April, 1995),
- Designed and implemented a project results monitoring and tracking system focusing on exports, investment and employment (July, 1995),
- Designed and implemented a World Wide Website for placing the JEA Market Information System "on-line" (December, 1995),
- Introduced a cost effective, appropriate technology system for small businesses to establish their own export businesses on the World Wide Web,
- Implemented a multi-phased Strategic Planning Program at JEA
- Trained 66 individuals through the following programs
  - \* General Computer Training, Apr-95
  - \* Information System Training, Apr-95
  - \* Spreadsheet Training, May-95
  - \* Word Perfect Training, Jul-95
  - \* OMS Seminar, Sep-95
  - \* JEA Board Internet Presentation, Dec-95
  - \* Spreadsheet II - Database Development Training, Dec-96
  - \* Database Creation Training, Feb-97
  - \* Email/NetScape Training, Feb-97
  - \* Ad Hoc Computer Training, Jan-95 through Feb-97

**6 Fees Generated**

- J\$ 2,723,696 in fees and co-funding were generated from technical assistance, training, publications, and other information and project activity as follows

Fees paid in kind	J\$ 36,750
Co-funding (cash and kind)	1,930,100
Fees paid in cash	756,846
for Training	559,670
for Technical Assistance	183,676
for Publications/Information	<u>13,500</u>
	J\$ 2,723,696

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## SECTION III LESSONS LEARNED

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### **A1 General Lessons Learned During the Implementation of SBED**

Despite the progress achieved by SBED, Canexport and Target Europe, the post-SBED small business export sector in Jamaica remains precarious. High real interest rates, an overvalued currency, high inflation, and high collateral requirements have contributed to the demise of many small businesses in Jamaica. At the microeconomic level, a lack of information, training, and technical assistance, whether for wider market access or improved quality standards, further inhibit competitiveness in the emerging global market, a market rapidly becoming dominated by free trade pacts which represent both opportunities and threats to all countries. So while macroeconomic policies arguably are now more pro-export than at any other time in modern Jamaican history, many small businesses remain severely handicapped in an ever more competitive global marketplace. Overcoming the preceding range of constraints continues to require a coordinated approach to promoting export competitiveness.

The Jamaica Exporter's Association (JEA) continues to be widely regarded as the best mechanism through which to promote competitiveness among Jamaica's small business export community. It has a long and solid history of assisting its members and the exporting community at large through its lobbying efforts and a range of helpful services. During SBED, the JEA successfully integrated the project's technical assistance, training and information capability with its traditional service mix. JEA also utilized the project to increase the knowledge and abilities of its staff in critical areas, particularly with regard to computers. It also embraced the new Internet technologies where they were useful to the exporting community, particularly small firms, and to its own plans for greater fee generation. The good integration of SBED into JEA indicated the organization's seriousness with respect to the project's objectives, and its willingness to adapt to change.

Today's global market is rapidly evolving, presenting challenges which require new sets of organizational skills, new approaches and new services. During SBED, with the project's assistance, the JEA began a strategic reorientation to position itself to more effectively provide competitiveness-enhancing services to its members. The range of services identified under SBED continues to be valid as small Jamaican firms continue to need an organization focused on assisting them to develop and implement viable export plans linked to specific market opportunities.

Other valuable lessons were learned during our implementation of the first phase of SBED. The activities under SBED confirmed that the services targeted by the SBED designers were indeed valid. The firms dealt with during phase one had a voracious appetite for technical assistance, training and information about markets, technology, quality control, management practices and a wide variety of other topics. Market information and business contacts were the most sought after commodity. Generally, the SBED services were best received when they were delivered in a timely fashion and a practical format with direct impact on the business. For example, the SBED-engineered introduction of McCormick & Company to Jamaica's Virginia Dare Ltd, and the resulting production,

procurement and export marketing arrangements, were very well received. Maintenance of this focus on the market is recommended for the second phase.

The design of the original project, which covered a broad sectoral spectrum with a full range of training, technical assistance, and export market information, meant that it was generally not possible to work with any one firm in an in-depth manner over a sustained period. Understandably, this lack of focus constrained performance since resources had to be widely disbursed. Greater focus is particularly necessary in any subsequent phase of SBED so that the gains achieved are not lost, but rather built upon.

Perhaps the most important lessons learned were about the companies themselves - which ones took SBED assistance seriously, which possessed products or services with good market potential and which had the most prospect of leveraging their own resources with those of SBED to generate greater exports. These lessons, which essentially defined the "star" firms under the first phase, must be incorporated into the design of any subsequent SBED phase to arrive at the greater focus necessary for meaningful impact.

In addition to the need to focus on "stars", relatively short export development projects, also require a focus on *deal-making*. This is more productive than a focus on studies, unless those studies directly support deal making. This was clear during SBED. Direct market linking activities were not only more popular with clients, they more quickly lead to real export opportunities or to the realization that perhaps the client firm needed to alter its business methods or redeploy its resources. In this regard, the Canexport project also provided a case in point in Jamaica. With deal-making in mind, and a design which supported deal-making and a single sector focus, that project generated dramatic success in market share growth for Jamaican papaya in Canada. SBED also achieved success through several deal-making initiatives, such as the cases of Virginia Dare, Mona Informatix and several manufacturers who attended the Jamaica Jamboree expositions in New York in 1996.

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## SECTION IV KEY CONSTRAINTS

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The following are mentioned as key constraints to SBED project implementation in the January 1997 evaluation of the project

Macroeconomic difficulties seriously impeded the ability of small companies to remain or become export competitive during the period in which the SBED project was implemented. High interest rates and a scarcity of long-term capital, combined with exorbitant collateral requirements (reported to be up to 300% of the value of the loan) were of primary concern during this period among the JEA membership which comprised SBED's clientele.

Issues of project design complicated implementation of the SBED project. The project attempted to accomplish too much in too many sectors and hence ended-up being generally broad but lacking in depth. A tighter, less ambitious sectoral focus (say on two sectors instead of four) would have allowed the project to accomplish more. Given the relative complexity of the project and the nature of the project itself (small business export development), a thirty month time frame for implementation was unrealistically short.

Relatedly, the technical assistance component of the project was under-funded. Total short term technical assistance was budgeted at only \$340,273.70 for the life of the project. During key periods, notably late 1995 to early 1996, funding was very tight because of the delay in scheduled obligations. This limited flexibility in project implementation of short-term technical assistance and negatively affected the overall project workplan.

Managerial turnover and absence of key personnel early in the life of the SBED project essentially shortened the life of the project from 30 months to about two years. Whereas both the resignation of the first chief of party to the project, and the absence due to family illness of the locally hired export development advisor were handled very capably by the contractor to the project, still the project's momentum was slow to develop as a result of these occurrences.

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**ANNEX A**  
**PROJECT SUMMARY**

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Chemonics International Inc

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**ANNEX B**

**FIRM-LEVEL TECHNICAL ASSISTANCE INTERVENTIONS (60)  
BY CATEGORY AND SECTOR**

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**ANNEX B - Firm-level Technical Assistance Interventions (60)  
By Category and Sector**

- Business Planning, Furniture, September-95/October-95
- Consultations, Crafts, July-95/Trade Fairs, August-95/Herbs, August-95/Seafood, August-95
- Consultations, Fresh Produce, January-96/Spice Packaging, January-96/Information Technology, June-96
- Diversification Assistance, Geographic Information Systems, June-96/Gifts, October-95
- Equipment Information, Crafts, October-95
- FDA Contact Information, March-96
- Farm Survey, Fresh Produce, June-95/Herbs, August-95
- Farm Tours, Herbs, October-95/Vanilla, February-96
- Graphic Design Support, Crafts/Spices, February-97
- Internet Market Enquiries, May-96/July-96
- Irrigation, Bananas, March-95/Fresh Produce, April-95/Herbs, April-95/Horticulture, April-95
- Jamaica Jamboree, Crafts/Fashion Breakfast, August-96
- Market Contacts, Biscuits, December-95/Chemicals, January-96/Information Technology, October-96 & January-97/Vanilla, September-95 & February-97
- Market Contact List, Fresh Produce, August-95/Ornamental Fish , October-95
- Market Information, Fresh Produce, August-95/Crafts, July-95/Herbs, July-95
- Market Surveys, Ceramics, April-95/Chemicals, February-95/Coffee, February-95/Crafts, April-95 & July-95/Information Technology, April-95 & July-96/Processed Foods, March-95/April-95/July-95
- New York Gift Fair, Crafts/Fashion/Furniture, August-96
- Pre-feasibility Studies, Fresh Cut, December-96 & February-97/Herbs, November-95
- Private Labeling Contacts, Crafts, October-95
- Product Development, Apparel, April-96/Crafts, March-96, May-96, January-97
- Production Assistance, Vanilla, December-95 & February-97
- Production Information, Crafts, July-95/Herbs, July-95
- Raw Material Sourcing, Horticulture, February-95/Light Industry, January-95
- Research & Publication, Coffee studies, March-96/Food Labeling, November-96
- Research & Publication, Herbs, October-95/February-96
- Samples to Market, Coffee, June-95/Processed Foods, October-95/Spices, January-96/Tumeric, March-96
- Supplier Information, Light Industry, February-96
- Supply Survey, Kola Nuts, March-96
- Venture Capital Contacts, Information Technology, February-96
- Web Page Development, Crafts, February-96 & January-97

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**ANNEX C**

**FIRMS/ORGANIZATIONS/ENTREPRENEURS RECEIVING TECHNICAL ASSISTANCE**

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## ANNEX C - Firms/Organizations/Entrepreneurs Receiving Technical Assistance

164 Total Unique Entities, 285 Total Interventions

Advanced Digital Services	H C Trading (Export) Ltd	Papaya Growers Association
Advanced Farms Ltd	Hall's Naturano Foods	Paradise Prints Workshop
Allsides Workroom	Hanes Jamaica Ltd	Peart, Wayne
Art Beat	Heflin Products	Phillips, Tobl
Artsmiths	Highgate Needlecraft	Phillips-Dean , Linda
Bamboo Development Co	Holland Farms Ltd	Pinto, David
Bay Telemarketing Ltd	Island Food Processors Ltd	Port Computer Ltd
Bellina Designs	Ital Craft Ltd	Powell, Everard
Bernard, Edward	JADF	Pragma Consultants Ltd
Bernard, William	JAMPRO	Ramble Hill Farms
Best Foods Trading	JEA	Redden Ceramics Ltd
Blooming Things Ltd	JETCO Ltd	Reggae to Wear Ltd
Blue Mountain Aromatics	Jablum Ja Ltd	Renner Ltd
Blue Mountain Coffee Venture	Jacks Hill Community Council	Richard Vassell & Associates
Bucaneer Jamaica	Jamaica Floral Exports Ltd	Rippon Farms
Butterkist Ltd	Jamaica Microfilm Ltd	Rose Hill Farms Ltd
CCS Jamaica Ltd	Jamaica Standard Products Ltd	SWA
CDPI Ltd	Jamfest	Salada Foods Jamaica Ltd
CM Associates Ltd	Jasmine	Selexions Ltd
Cacoon	Jolly, Mr	Sinclair Ceramics
Calabash Creations	Kemicals Worldwide Ltd	Soas, Norma
Callender, Lisa	King, Denise	Soas, Sadie
Calm Collections	Lee, 'Terri	Specialist Manufacturing Co Ltd
Caymanas Estates	Longville Park Farms Ltd	Spunk Creations Ltd
Central Food Packers	Lopez, Sharon	St Jago Farm
Chang Michael	Lopez-Byer, Adrian	St Mary's Longroad Cooperative
Chin Farm	Magic Toys Ltd	StarFish Oils Ltd
Clays of Jamaica Co operative Ltd	Market Development Ltd	Stewart, Claude
Coffee Industries of Jamaica Ltd	Marlborough Farm	Stoddart, Ralston
Coffee Industry Board	Marzouca Helga	Stona, Winston
Coleyville Farms Ltd	Mavis Bank Central Factory	Strawberry Hill Workshop
Conrad Douglas & Associates Ltd	May, Frank & Kathryn	Sun Studio Ltd
Cosmetic & Handbag Co	McGhie Margaret	Sunsavannah Farm
Craftique	McKenzie, Arlene	Taylor Made Apparel Ltd
DPK Jamaica Ltd	Meggie Merline	Te Moana Enterprises Ltd
Datagraphics Ltd	Middlemist Ltd	Texterity Ltd
Dataprox Ltd	Mijan Ltd	The Design Centre Ltd
Dawn Vaz Artworks	Mikar Jamaica Ltd	TiJule Company Ltd
Deeds Industries	Mirand Response Ltd	Tkula Ntama
Design Design	Mistflora Ltd	Transfer Data Ltd
Digimap Ltd	Mitchell Fenton	Tropicrop Mushrooms/Kircamp
Dorcarm Ltd	Mona Informatix Ltd	Tweedside Processors Ltd
Duperly Adrian	Moon & I Designs	Valley Fruit Co Ltd
East Westmorland Strawcraft	Morant Farms Ltd	Vilcomm Ltd
Environmental Solutions Ltd	Morris, Derrick	Virginia Dare Ltd
Export Partners Ltd	Morrison Lorna	Visual Arts Guild
Fletcher John	Mt Pleasant Coffee Company Ltd	Vivida's
Flowers & Fancies	Munji Ma Lou Pots	WCJF
Francis-Dixon Sonya	NACO Caribbean Ltd	Walkerswood Caribbean Foods Ltd
Fruits of Jamaica Ltd	Nap Crafts Sales & Market	Watson Steve
Gallery of West Indian Art	New Dimensions Manufacturing Ltd	Wellington Lloyd
Gaynair Margaret	Nolte Mr	Williams, Denzil
Gia Designs	Nyambani Farm	Xaymaca Craft Ltd
Gilfillian	Ogden Jessica	Zincs
Green Valley Farms	Original Bamboo Co Ltd	

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**ANNEX D**

**INDIVIDUALS TRAINED UNDER THE SBED PROJECT**

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## ANNEX D - Individuals Trained Under the SBED Project

844 Unique Individuals  
1189 Total Individuals Trained

Adams, Ann	Bleary, Solomon	Carby, Donald	Cunningham, Cynthia	Ennis, Glenroy
Aikman, A E (Mrs)	Bloomfield, Robin	Carmichael, L Ann	Cunningham, D	Esferina, Rupert
Aikman Cleveland	Bodden, Pamela	Carr, Ephram	Cunningham, Tyrone	Ettrick, Milton
Aimes, Roger	Bogle, Joan	Carrington, Yvette	Daley, Camille	Evans Kenardo
Alexander, Simeon	Boos, Beverly	Casserly Marie	Daley Stephen	Evans Natoya
Alexander, Sydney	Boulan, Merlene	Chambers, Alva	Davey, Novelette	Evelyn, Patricia
Allen, Erica	Brantt, Beverly	Chambers, Dawn	Davidson, K B	Ewan, Vivienne
Allen Marjorie	Brown, Bert	Chambers, Sara	Davidson, Neville	Facey, LLOYD
Allen, Vivianne	Brown, Beverline	Chambers, Stanley	Davis, Daphne	Facey, Robert
Allimane, Bueala	Brown, Darcia	Champagne, Cheryl	Davis, Kimani	Fearon Karlene
Anderson, Michael	Brown, Darral	Chandley Nat	Davis, Nathaniel	Feltis-Coore, Donna
Angoin, Anthony	Brown, Denniston	Chang, Larry	Davis, Sandra	Fenton Paula
Ansine, Errol	Brown, Devon	Charles Cleopatra	Dawkins, Andrea	Ferguson, Glen
Archer, Pauline	Brown, Georgia	Chen See, Donovan	Dawkins, Denzil	Fernando Skandha
Ashman, Gregory	Brown, Ivy	Chen, Errol	Dawkins, Loretta	Ferraro, Carmeta
Atkinson, Edward	Brown, Jannethe	Chin Bridget	Dawkins, Nadine	Ferraro, Melberlee
Austin, Fitz	Brown, Joycelyn	Chin Nina	Dawkins, Thelma	Findlator, Howard
Bailey, Beverly	Brown, Kerry Ann	Chin, Peter	De Lisser, Nicky	Findley, Keisha
Bailey Esme	Brown Leslyan	Chong, Elizabeth	De Sousa, A	Finlay, Noelle
Bailey, Errol	Brown, Lloyd	Chong, Michelle	Deane, Megan	Finn, George
Bailey, Orville	Brown Patricia Joy	Christie, Joan	Deegan-Crawford, S	Finnigan Sonia
Baker, Ireko	Brown R A	Chung, Brian	Dennis, Michael	Fishley, Pamela
Baker, Robert	Brown Sonia	Chung Melanie	Detassis, Lorenza	Fletcher John
Baracatt, Abe	Brown, Tanya	Clark, Clarence	Dewar William	Fletcher-Gayle L
Barnes Reynell	Brown, Terry	Clarke, Claudette	Dewdney, Trevor	Flynn, Gwendolyn
Barnett, Beverly	Brown-Mckenzie, S	Clarke, Diane	Diwoeff, C	Flynn, Patrice
Barovier, Nicky	Browne, Michael	Clarke, Kerrion	Dixon, Denise	Folks Esmine
Barrelty, Paul	Browne Winston	Clarke Mark	Dixon Everdon	Forrestor, Denny
Barrett, Berretta	Bruce, Marjorie	Clarke, Shernette	Dixon, Gene Michael	Foster Earl
Barrett, Domion	Bruce, Robert	Clarke, Viola	Donaldson, Rohan	Foster, Karen O
Barrett, Margaret	Bryan, Racquel	Clayton, Richard	Dougall, Alex	Foster, Milton
Barton, Tony	Bryan, Sedgea	Clur, Ruth	Douglas, Clinton	Francis, Brenda
Bashes Huett	Buchanan Bobby	Coke Silrose	Douglas Millicent	Francis Cheryl
Battuck, Shaun	Buchanan Joyce	Cole Craig	Doyle, Andrew	Frankel Ritula
Baugh Christine	Bucknor, Carla P	Coleman, Violet	Dreyer Elaine	Fraser Maurice
Baugh Donald	Budhai, Blossom	Collins Anna	Driggen Norris	Fray, Camille
Bayley Brian	Budhlall, Penelope	Colquhoun, Heather	Drummond, Donald	Frecklton, D M
Beaumont, Jean	Bunting Pamela	Colquhoun-Linton, P	Duffy, P	Frederick Mark
Becket, Grace	Burke Averil	Cooke, Kynan	Duncan, Dennis	Friend Kenrick
Beckford, Camille	Burke, Nancy	Cooke, Marlene A	Duncan, Flo	Gabbidon, Eleith D
Beckford Elon	Burke, Virginia	Cooke, Sharon	Duncan, Mary	Gadishaw Meva
Been Basil	Burnett Maxine	Cools-Latique, M	Dunkley, Karen E	Garbutt, D
Beharie, Robert	Burnell Monica	Cooper Paulette	Dunkley, Stephen	Gauntlett Noel R
Bell, Vannice	Cadien Olive	Coore, Carol	Dunn, David	Gayle, Richard
Benjamin Bernard	Callender Lisa	Costabile, Althea	Dunn Marjorie	Gaynor Michelle
Bennett Karen	Calvert Hilary	Couren Stephen	Dunn, Valrie	Geanes, Ann Marie
Bernal, Margaret	Cameron Hector	Cox, Suzette	Duperly, Adrienne	Gibbon Carmen
Bernstein Michael	Cameron S V	Coyan S A	Dwyer, Hugh	Gibbs, Althea
Best, Robert	Campbell Andy	Crawford Vincent	Dyce Winnifred	Gibbs Christian
Betty Jacqueline	Campbell D	Crichton Eleanor	Earle Roan	Gibbs Doreen
Beverly O	Campbell Diane	Crockett Ngozi	Edwards Lorna J	Gibson Stacy-Ann
Bicknell Sandra	Campbell Michael	Crooks Colleen	Edwards Pansy	Gilfillian T
Bingham Norman	Campbell Nicole	Crum Ewing Robin	Edwards Peter	Gillins Angelina
Bingham Phillip	Campbell, Sonja	Cummings, Allison	Edwards, Webster	Girod Edward
Blake, Cecile	Campbell Winston	Cummings, Cora	Ellis, David	Goban Antoinette
Blake, Katherine	Can Adi	Cummings Eunice	Ellis Jacenta	Godfrey James
Blake, Una	Canton, Michael	Cunningham Carlton	Elson Carolyn	Goldson Wayne

## ANNEX D - Individuals Trained (Continued)

Gooden, Christopher	Henry, Joan	Kerloff, Kevin	Mathews, Marcia	Morgan Pete
Gordon, Tricia T	Henry, Judith	Kerr, Marlyn	Mathews, Z	Morgan, Stacy-Ann
Gosse, John	Henry, Kevin	Kerr Penelope A	Matthews, Janet	Morris, Derrick
Graham, Daphne A	Henry, Mike	Khan, Gregory	Matthies, Peter	Morris, Hyacinth
Graham Delroy	Henry, Pauline	Kilbourne, Sandra	Mattis, Granville	Morris Roxanne
Graham, Harold	Henzell, Jason	King, Denise	May, Frank	Morrison, Haldeen
Graham, Yvonne	Hibbert, Horace	King, Hilary	McCalla, Junior	Morrison, Lorna
Grandison, Winnifred	Hicks, Michael	Kinglocke, Avis	McCarron, Gary	Morrison-Cooke, R
Grant, Carol	Hilbert, Grant	Kirkwood, David	McCarthy, Nerick	Moulton Desmond
Grant, Noel	Hinchcliffe M A	Knight, Arlene	McCatty, Leighton	Muirhead Jennifer
Grant, Orrette	Hind, Vivienne	Knight, Fred	McCatty, Thelma	Muldoon Jennifer
Grant, Pauline	Hinds, Maxine	Kong Lorna	McCaulay, Peter	Mulleady, Thomas
Gray, Pauline	Hinds, Miriam	Lafayette, Aubrey	McCclean, Grace	Mullings, Jennifer
Gray-Smyle, Carol	HoSue, Michael	Lafayette, Phil	McConnell, Sharon	Mundle, Christopher
Green, Carmen	Holness, Margaret	Lai Veronica	McDonald, Ingrid	Munroe N
Green, Daniel	Hoo-Fatt, Beverly	Laidlaw, Chris	McDonald, Paul	Murray, Rowena
Greeve, Paul	HoodDaniel, Jeremy	Lam, Brian	McEwan, Leo	Murray, Natalie
Grier, Michelle	Howe Courtney	Lam, Kamala	McFarlane, Johnny	Muschett Paul
Griffith, Violet	Howell Irine	Larmonal, G	McFarlane, Maria	Muschett, Sheona
Griffiths, Shernet	Hugh Sam, Lisa	Lawrence, Janette	McGann, Betty	Muschett Winston
Guise, Earl	Hussey Percival	Lawrence, Monica	McGann, Sandy	Myers, Jennifer
Guy Dianne	Hutchinson, Michael	Lawson, Compton	McGhie Margaret	Naley, Clinton
Hall, Anetta	Hutton Howard	Lawson, Margaret	McGregor Gretel	Napier, Angella
Hall, Desmond	Hylton Michael	Lee Camille	McGregor Natalie	Napier, Tyrone
Hall, Dionne	Irve, Teneisha	Lee, Lorna	McHardy, Pauline	Naringsingh, David
Hall, Joy	Jackson Charles	Lee, Terri	McIntosh, Arlene	Neita Adriana
Hall, Tammy	Jackson, Jackie	Leslie, Cynthia	McIntosh, Dianne	Nelson Donnet
Hall, Valerie	Jacobs, Deborah	Leslie, Jason	McIntosh, S	Nelson, Gaye
Hamilton, Hernal	James, Anand	Leslie, Tamisha	McIntosh, Stephane	Nelson, Lawrence
Hamilton, Johnnie	James Christopher	Less Carlo	McKenzie, Arlene	Nichol Suzanne
Hamilton, Sezvin	James Doreen	Lewis Michael	McKinley Easton	Nichols, S
Hanna, Susan	James, Locksley	Lewis Donovan	McLean, Yvonne E	Noble, Paul
Harley, Joan	James, Marcia	Lewis, Jasmine	McMarrow, Eaton	Norman, Christopher
Harnett, Hope	James Shirley	Lewis, Michael	McMillan Mariana	Ntama Tkula
Harriat-Wilson	Jarrett, Sam	Lewis Nora	McNab, Alan	Nugent Andrea
Karen	Johan	Lewis-BrownSonia	McNeil, Enid	O'Connor Derek
Harnott, Karen	Johnson, Alfred	Little-White, Lenne	McNeil, Kenneth	O'Connor Yvonne
Harris, Craig	Johnson, Beverley	Lopez, Annie	McWhinney, T	Osbourne Clifford
Hart Bruce	Johnson, C	Lopez, Beverly	Meeks, Victoria	Ottoy, Dawn
Hart, Gordon	Johnson, Clavie E	Lopez, Claudette	Meggie, Merline	Palmer Orville
Harvey, Piers	Johnson Colin	Lopez, Sharon	Meikle Theresa	Palmer Sharon
Hasan, Hasan	Johnson, Karlene	Lugg Lameta S	Meikle Vernon	Panton Mark
Haughton, Nadine	Johnson Lyndon	Lyn, Charles	Mesquita Clifton	Panton Suzette-Ann
Hay Carol	Johnson Marcia	Lyn, Jennifer	Mignott, Karen	Pardle, Beryl
Haye, Shirley	Johnson Myrtle E	Lyons Everton	Muller, Annette	Parris Clifton
Haylett Richard	Jonas Albert	Lyons, Paulette	Miller, Jeshan	Peart, Michael
Headley Janice	Jonas Everton	MacDonald Robert	Miller Mellecia	Peart Wayne
Heffes Denise	Jonas Harold	MacMullen Tracie	Miller Raphael	Penny Violet
Hemmings Marcia	Jones Dan	Mair, Keisha	Miller Robert	Pereira Marlene
Henderson Alec	Jones Delores	Mais Margaret	Miller Sandra	Perrin Hugh
Henlen Janice	Jones Eleanor	Manhertz, Huntley	Miller Tanya	Person Resource
Henley Janice	Jones Laura	Manhertz Sean	Mitchell Anthony	Phang Sang Lori
Henry, Alvin	Jones Lester	Marks Judith	Mitchell Dave	Phillips Harold
Henry Blansford	Jones, Paula	Marshall, Valerie	Mitchell, Fenton	Phillips, Linda
Henry, Heather	Kalpat Pauline	Martin, Denise	Mitchell, Maxime A	Phillips Sharon
Henry, Jacqueline	Kavanagh Peter	Marzouca, Helga	Moffat, Eula	Phillips Tobl

## ANNEX D - Individuals Trained (Continued)

Phillips-Dean, Linda	Robinson, Ester	Skeene, Garth	Taylor, Vanessa	White, Dleon
Pinks, Desta	Robinson Lennox	Sleem Sharleene	Taylor, Veronica	Whittingham, Wayne
Pinnock, Jacinth	Robinson, Lois	Smalling, Verna L	Taylor, Violet	Whyte, Angela
Pinnock, Jassette	Robson, Will	Smart, Yvette	Taylor, Winston	Whyte, Claudia
Pinnock, Marjorie	Rock, Harry	Smith, Amy	Taylor-Bushay, Jean	Whyte, Garfield D
Pinnock, Nordia	Rose, Audrey	Smith, Andrea	Tennabt, Winsome	Whyte, Neisha
Pinnock, Shirley	Rose, Derek	Smith, Arthur	Tennyson, David	Whyte, Ricardo
Pinto, David	Rose-Brown, Janice	Smith, Castley	Terrier, Bruce	Wilcott, Jacqueline
Porter, Joan	Ross, Charles	Smith, Claudette	Terry, Liz	Wilkie, Rosemarie
Powell, Al	Ross, John	Smith, Elaine	Thomas, Denise	Wilkins, Andrea
Powell, Everard	Ross, Phillipa	Smith, Jean	Thomas, Joy	William, Kathryn
Powell Hyacinth	Rowe Andrea	Smith Jeanie	Thomas, Marcia	Williams Danover
Prestwidge, Warren	Rowe, Natale N	Smith Kevin	Thomas, Marlene	Williams, Denzil
Protz, Maria	Rowe, Nettie	Smith, Marcia	Thomas, Raymond	Williams, Donald
Proudlock, Annabella	Royer, Lesiane	Smith, Patrick	Thomas, Sereline	Williams, Doug
Proudlock, Peter	Royes, Mark	Smith, Trevor	Thomas, Suzanne	Williams, Emru
Radlem, Judy	Russell, Balfour	Smith, Verona	Thomas-Girvan, J	Williams, Glen
Radway, Trevor	Russell, Gloria	Soas, Norma	Thompson, Ingrid	Williams Hyacinth
Raebel, Christian	Salmon, Sharline	Soas, Sadie	Thompson, Mvette	Williams, Jerise
Raebel, Saskia	Salmon Tyrone	Solan, Ikhalfani	Thompson, Patrick	Williams, Katherine
Ralston, Althia	Samai Bernadette	Solomon, Karita	Thompson, Roger	Williams, Kathryn
Ramsay, Francis	Samuels, Carlton A	Somans, Sonia	Thompson, Sybil	Williams, Paul
Ramsay, Marjorie	Samuels, Mavis	Spence Philip	Thompson-Rose, M	Williams Rose
Ramsey, Dorothy	Samuels, Paulette	Spence Thelma	Tingline, Dennis	Williams, Sandra
Raphael Florice	Sappleton, Courtney	Spence, Velma	Tucker, Carl	Williams, Sheryl
Rattray Enid	Sappleton, Marjorie	Spencer, James	Turner, Merethe	Williams, Sudeen
Raus, Beverley	Saunders, Maxine	Spencer, Rohan	Tyndale, Gerald	Williams, Tamica
Reece Stephanie	Sawyers, Andrea	Staple, Beva	Tyson, Janiese	Williams, Vinney
Reid, Carl	Sawyers, Dean	Steele, Linton	Vassel, C	Williams, Yolán
Reid, Charles	Scantlebury, Bridget	Stephens, Robert	Vaughn, Hilda	Williamson, Faith
Reid, Chersa	Scholes Rhonda	Stephenson, Jennifer	Vernon, Rachele	Wilson Ellen
Reid Henry	Scott Althia J	Stephenson, Keron	Vidal, Alvin	Wilson Hugh
Reid, Oswald	Scott, Anne	Sterling, Joan	Vidal, Marcia	Wilson, Paul
Reid Robert	Scott Gretel	Stewart Corvel	Virgo Marlene	Wint, Rhemalee
Reid-Taylor,	Scott, Joy	Stewart, Jennifer	Virtue, Paul	Wison, Karin
Veronica	Scott, Kelly	Stewart, Kirk	Walcott Anthony	Wolfe Patricia
Reiley, Marcia	Scott, Robert	Stoddart, Ralston	Walcott, Natoya	Wong Charmain
Reirie-Gooden, M	Searchwell Alan	Stona, Winston	Walker, Garreth	Wong, David
Rhoden, Paulette	Senior, Daphne	Stone Edgar	Walker, Robert	Wong Denise
Richards David	Seow, Debbie	Stone, Joan	Walker, Y	Wright, Audrey
Richards, Dionne	Sewell, Madge	Surtees, Johnathon	Wallace, Christine	Wright, Carolyn
Richards, Matthew	Sewell, Madge	Sutherland Karen	Walters, Earl	Wright, Charles
Richards, Winnifred	Shade, Afola	Sutherland, Patricia	Wan Shawna	Wright, Dionne
Richardson, L	Shand Jean	Sutherland Ronnie	Ward Susan	Wright Hermine
Ricketts, Stephen	Sharpe, Glen	Sutherland, Wayne	Warren, Edward	Wright Ian
Ried, Paul	Sharpe, Velma	Sykers, Sylvia	Wates, Ricky	Wright, Lorna
Rilby, H	Shaw, Fitz	Symes, Rita	Watson, Carol	Wright Pat
Riley Omar	Shaw Katheryn	Symes, Tonia	Watson Dean	Wright Vincent
Roach Albert	Shepherd Trevor	Tapper Clive	Watson Edgar	Wright Winston
Roach, Janet	Sherman Richard	Taylor Ann-Marie	Watson Herma	Yap Llewelyn
Roach Oliva	Silvera Sherburn	Taylor Cynthia	Watson Kevin	Yong Thlema G
Robb Durman	Simon Grace	Taylor J P	Watson Rhona	Youis Mark
Roberts David	Simpson Hugh	Taylor, Jane	Webb Jim	Young Garfield
Roberts Simon	Simpson Winston	Taylor, Joan	Webster Dawn	Zadie Mathew
Robinson Ann-Marie	Sinclair Allison	Taylor Minor	Webster Delroy	
Robinson, Denise	Sinclair, Karen	Taylor, Paul	Weir, Audley	
	Singh Doreen	Taylor, Sonia	West, Morris	

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**ANNEX E**

**SBED PROJECT BUDGET AND ESTIMATED EXPENDITURES**

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**ANNEX E - SBED Project Budget and Estimated Expenditures  
September 2, 1994 - February 28, 1997**

The following budget shows the original budget compared to the final amended budget. The final project billing was not submitted by the date of this report so actual expenditures shown are not final. Final expenditures are projected to be slightly less than the final budget amounts in most categories. In some categories, funds have been expended over and above the budgeted amount but have not exceeded the permitted USAID 115% ceiling. As a whole, expenditures are slightly under the original budgeted amount. All figures are in US dollars.

	<b>Original Budget</b>	<b>Amended Budget*</b>	<b>Expended**</b>	<b>Balance</b>	<b>% of Budget Expended</b>
Salaries	516,826	504,517	485,571	18,946	96%
Fringe	110,428	129,300	113,373	15,927	88%
Overhead	404,196	352,688	389,977	-37,289	111%
Travel and Transportation	82,330	72,892	45,646	27,246	63%
Allowances	185,072	197,505	186,760	10,745	95%
Other Direct Costs	109,933	159,567	168,887	-9,320	106%
Equipment, Freight	69,246	69,246	67,795	1,451	98%
Subcontract (Including Access Groups)	239,816	239,817	224,298	15,519	94%
G&A	56,517	48,837	54,235	-5,398	111%
Fixed Fee	51,535	51,530	50,305	1,225	98%
Award Fee	111,659	111,659	74,365	37,294	67%
<b>TOTAL</b>	<b>1,937,558</b>	<b>1,937,558</b>	<b>1,861,212</b>	<b>76,346</b>	<b>96%</b>

\* Budget by major line item per amendment no 10

\*\*Figures do not include residual billings posted after March 31, 1997. These are projected to be between \$30,000 and \$60,000 depending upon whether Chemonics wins the follow on project. It is able to implement this 2nd phase project then almost \$30,000 in repatriation costs for the project director and his family will be saved.

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**ANNEX F**

**ESTIMATED LEVEL OF EFFORT (LOE) CONTRACTED AND DELIVERED  
LIFE OF PROJECT**

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**ANNEX F - Estimated Level of Effort (LOE) Contracted and Delivered - Life of Project**

Chemonics was contracted to deliver 125 person months of Level of effort. As of 4/30/97\* 109.34 months or (87.48%) of budgeted LOE had been expended. This was divided up into 95 months of professional, or "technical" LOE and 30 months of support LOE.

Only 21.95 months of support LOE were expended. This was caused by the early resignation of our administrative manager, Nicola Barovier in August, 1996. As there were only 8 months remaining in the project, the project director elected not to replace her but instead hired a local assistant on a part time basis. In the first year of the project, Sheila Graham, the export development advisor took an extended leave of absence to care for her son. This, coupled with her early resignation in January 1997 resulted in the expenditure of only 20.68 of the projected 30 months level of effort for this position. These two items, taken together, approximate the unused LOE. In some cases, other labor categories were used to compensate for these shortfalls leading to selected line item overruns.

Another factor which led to selected line item overruns was the resignation of the first project director, Alan Small, in late 1994. Chemonics home office technical and administrative LOE was used to fill the gap while the new project director, Mr. Steven Wade, was selected and mobilized. As a result, there is a small overrun in administrative LOE and a balance of 2.23 person months of LOE remaining under the project director line item.

See the LOE Chart on the following page for a detailed account of LOE expended under the project

*Final*

LEVEL OF EFFORT CATEGORY	LOE EXPENDED					BALANCE (months)
	BUDGET (months)	YEAR ONE	YEAR TWO	YEAR THREE	LIFE OF PROJECT	
<b>I Long-Term LOE</b>						
Project Director	30	224 00	259 00	128 00	611 00	2 23
Export Development Advisor	30	176 00	176 00	103 00	455 00	9 32
<b>SUBTOTAL LONG-TERM LOE</b>	60	400 00	435 00	231 00	1,066 00	11 55
<b>II Short-Term LOE</b>						
ST Chemonics Home Office	10	143 75	15 75	10 00	169 50	2 30
ST Chemonics Consultants	8	116 00	89 88	27 00	232 88	-2 59
ST ITI	10	22 63	20 88	19 00	62 50	7 16
ST Access Group	2	0 00	42 00	112 25	154 25	5 01
ST Local Professional	0	24 00			24 00	1 09
<b>SUBTOTAL SHORT-TERM</b>	30	306 38	168 50	168 25	643 13	0 77
<b>III Home Office LOE (Chemonics &amp; ITI)</b>						
<b>Technical LOE</b>						
Chemonics Project Supervisor	1 5	10 50	0 00	0 00	10 50	1 02
ITI	1 5	107 06	10 00	0 00	117 06	-3 82
<b>Administrative LOE</b>						
Project Administrator	1	15 00	1 00	14 00	30 00	0 36
Procurement Agents/MB/TC/KP	0 5	30 01	0 38	0 00	30 38	0 88
Field Accountant	0 25	7 00	0 00	4 00	11 00	-0 25
Pubs	0	3 38			3 38	-0 15
Computer Specialist	0 25	6 00	0 00	5 00	11 00	0 25
<b>SUBTOTAL HO LOE</b>	5	178 94	1 38	23 00	213 32	-4 70
<b>IV Local Support LOE</b>						
Admin Manager/Nicola Barovier	30	230 00	253 00	0 00	483 00	8 05
<b>SUBTOTAL LOCAL SUPPORT</b>	30	230 00	253 00	0 00	483 00	8 05
<b>TOTAL PROFESSIONAL LOE</b>	95	885 32	609 88	422 25	1 922 45	7 62
<b>TOTAL SUPPORT LOE</b>	30	230 00	253 00	0 00	483 00	8 05
<b>TOTAL LOE (days)</b>	2750	1 115 32	862 88	422 25	2 405 45	344 55
<b>TOTAL LOE (months)</b>	125 00	50 70	39 22	19 19	109 34	15 66

Note One person month = 22 person days

\*As with the budget, all expenditures under the SBED contract have not yet been invoiced Therefore, the numbers shown are a reflection of LOE recorded as expended as of 4/30/97 A remaining subcontractor invoice remains outstanding and should cause minimal changes to this information

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**ANNEX G**

**FINAL DISPOSITION OF PROJECT EQUIPMENT**

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**ANNEX G - Final Disposition of Project Equipment for the  
Small Business Export Development Project**

The following items were purchased under the Chemonics contract for use by the SBED Project. With the exception of the project vehicle, these items were formally transferred to the JEA on February 17th, 1997. The project vehicle was transferred to USAID for use by the follow-on project.

<u>Quantity</u>	<u>Description</u>	<u>Condition</u>	<u>Serial No</u>	<u>Model No</u>
1	Hewlett-Packard Laser Jet 4 Plus Printer	good	USF8064576	C2037A
1	Hewlett-Packard Desk Jet 560C Printer	good	US4AV1G1F7	C2168A
1	Lanier 6713 Photocopier	good	JG414381	6713AG
1	Cannon Bubble-Jet Fax Machine	good	04990	B-340
3	Magnavox Computer Monitor	good good good	38127576 38127493 38127460	CM2015 BE01 CM2015 BE01 CM2015 BE01
1	Samtron Computer Monitor	good	A9507048386	SC-428-TX
2	FutureNet CPU	good good good	309C5202 309C5203 309C5204	486DX2/66 486DX2/66 486DX2/66
1	Computec CPU	good	029548648	
3	Acer keyboard	good good good	K6349273519 K6349273517 K6349273516	6311 6311 6311
1	Keytronic keyboard	good	03570	101WN

*[Handwritten signature and date]*

<u>Quantity</u>	<u>Description</u>	<u>Condition</u>	<u>Serial No</u>	<u>Model No</u>
1	Logitech mouse	good	LCA51917530	
1	Clix mouse	good	94197173	JX Mouse
1	Mitsumi mouse	good	0431661	
1	Microsoft Mouse	good	0038483	
3	APC Backup Power Supply	good good good	B9409349016 B9412458868 B94114533402	4505A backups 400 backups 400
2	Newport Surge Protector Newport Surge Protector	good good	lot/date code 46-94 lot/date code 48-94	S751 S751
1	Prestige Surge Protector	good	BM245C0034	0650P1
2	Omega Surge Protector	good		PT-B041 (P)
1	U Robotics 14,400 Fax modem	good	003680211633076	5505313A
1	Genius Document Scanner	good	S5257E1356	Color Page - I
1	Genius Document Feeder	good	S3B4903466	ADF-I
1	Jeep Cherokee Sport S/W Index Mark and Registration No Chassis No		6415 BE 1J4FJ6857SL524872	
2	Computer table w/wheels	good		
1	Desk w/keyboard tray	good		
3	Tables (blue), 4'x2'	good		
2	Sofa chairs, blue	good		
1	Cabinet, 2' x 2 5' x 1 5', w/sliding glass doors	good		

<u>Quantity</u>	<u>Description</u>	<u>Condition</u>	<u>Serial No.</u>	<u>Model No.</u>
2	Cabinet, 2' x 1 5 x 5' , w/sliding glass doors	good		
1	File Cabinet, 6'x2'x1 5' grey metal with doors	good	.	
1	File Cabinet, 3'x1 5'x4' grey, 3 drawers	good		
4	Executive Desks	good		
6	Executive Chairs w/wheels & arms	good		
5	Executive Chairs w/arms	good		
1	Office Chair, black s/wheels, no arms	fair		

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**ANNEX H**

**EXCERPTS FROM THE "DISCUSSION" SECTIONS OF SBED QUARTERLY REPORTS**

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## ANNEX H Excerpts From the "Discussion" Sections of SBED Quarterly Reports

### 1st Quarter 1995

#### **A Variances**

There are no significant variances to report for the period

#### **B Team Leader Position**

Stephen Wade arrived in Kingston on February 15, 1995 to fill the SBED Team Leader position. For much of the period prior to Wade's arrival, Kim Kennedy led the project as Acting Team Leader, and Kennedy remained in country until February 18th to ensure a smooth transition.

#### **C Export Development Advisor**

Sheila Graham continues to be with her son Russell in Seattle while he recovers from the bone marrow transplant. The timing of a return to Jamaica by Sheila remains uncertain. Bill Kedrock filled in for Sheila during much of the months of January and February.

#### **D Firm-level Assistance**

During the quarter, discussions were held with 48 companies, of which 26 led to more in depth discussions. Proposals were forwarded to 23, and eleven have signed. During the quarter, technical assistance interventions were commenced on 6 of these and four were completed.

#### **E Training Program**

One cross cutting training program, Entering Export Markets: The Strategic Approach, was executed. Thirty-three persons from 22 firms attended, and J\$16,500 (J\$10,560 net of expenses) in trust fund fees were generated. The program, led by Laurel Druben, focused on why exporters need to think strategically in all aspects of their operations to effectively compete in the world marketplace.

Druben and Kedrock also met with the Jamaican Trade Delegation during its preparation for the upcoming CARICOM Trade Mission. "A Checklist for Successful, Cost Effective Trade Mission Participation" was prepared for this meeting.

#### **F Short Term Assignments**

Laurel Druben completed her second three week assignment during which she concentrated on providing direct firm-level assistance.

Dale Key spent on week at JEA installing computers, a printer, two modems and linking them all together in a network. Currently four computers in the JEA/SBED office and one computer in the JEA main office are networked. An Internet link via the university of the West Indies was also established.

Don Brosz, irrigation specialist, commenced a five week assignment during the period. He had rendered service to three firms and trained 16 people by the end of the period. He is projected to complete the assignment by April 17, 1995.

## **2nd Quarter 1995**

### **A Variances**

During the second quarter of 1995, the SBED project trained 192 individuals (versus 160 projected for the period) and rendered technical assistance to 17 Firms (versus 10 projected for the period). Project activities generated JA\$211,625 in fees (vs JA\$50,000 projected for the period).

### **B Export Development Advisor**

In order to fill, in a timely fashion, the void caused by Sheila Graham's absence, Mr. Steven Watson was contracted to serve as Acting Export Development Advisor. Mr. Watson commenced work on April 18, 1995, and worked until the end of May. His primary focus was development of new firm-level relationships. Sheila Graham returned to active duty as Export Development advisor in early May.

### **C Firm-level Assistance**

During the quarter, discussions were held with 34 companies, of which 21 were new contacts. Eight of these new contacts led to more in depth discussions, and the generation of profiles. During the quarter, proposals for technical assistance were signed with seven firms, and technical assistance interventions involving seventeen firms were undertaken.

### **D. Training Programs**

During the quarter, firms received irrigation training, dasheen cultivation and market demand requirements for papaya, and several in-house JEA computer trainings were delivered. Conducted in general computer literacy, Word Perfect, QuattroPro, DOS, Windows, Internet usage, market information system (EXITOS Library CD-ROM collection, National Trade Data Bank, US Phone Directory CD ROM) access and usage of the Monitoring & Evaluation System.

During the quarter, two cross-cutting seminars were conducted - the High Margin Export Crop Seminar (101 attendees) and the Export Competitiveness-Getting Market Smart Seminar (29 attendees)

### **E Short Term Assignments**

During the quarter, Don Brosz, irrigation specialist, completed a five week assignment which began in March, and provided irrigation troubleshooting advice and training to seven firms (three this quarter)

Bruce Brower, market information/computer systems specialist, undertook two assignments totaling nine weeks. He provided computer training to the entire JEA staff, installed several pieces of computer hardware and software, fine-tuned the JEA/SBED computer network, assessed the market information needs of JEA, conducted a pre-feasibility study on an information technology product concept for JEA, provided computer advisory information to complementary organizations, investigated and consummated SBED Internet linkages, assisted in the planning, execution, and follow-up related to the High Margin Export Crop Conference executed in conjunction with JADF

Four other short term consultants arranged by SBED participated in the High Value Export Crop Seminar - Michael Paske of Exotic Farms Ltd (UK), Dr Ramon de la Peña of the Univ Of Hawaii, Dr Dale Krigsvold, and Dr Eugene Ostmark of FHIA (Honduras). Paske & de la Peña conducted two separate series of firm-level training sessions in Westmorland, St James and Clarendon. Discussions continue with Exotic Farms related to the purchase of Jamaican fresh produce and to obtaining reduced freight rates for Jamaican producers to the UK and European markets. Discussions also remain active with both FHIA and Dr de la Peña concerning planting material for plantain and dasheen, and a nematode-killing fungus.

During the quarter, Laurel Druben returned to Jamaica 1) to provide follow-up feedback to firms whose products have been shown to buyers in the U S , 2) to continue discussions with IPI, its member firms, and others in the information processing industry to develop a sector profile and strategy, and 3) to develop new firm-level relationships. Ms Druben also facilitated discussions among participants in the information technology industry regarding the development of an industry advocacy organization.

David Reidenbach, also of ITI, arrived in Jamaica on June 18, 1995, for one week. He consulted with several SBED clients, and planned and delivered the Export Competitiveness-Getting Market Smart Seminar.

### **3rd Quarter 1995**

#### **A Variances**

In response to USAID's May 19, 1995, letter advising of newly imposed budget constraints, and in view of significant project expenditures during June and July necessitated by commitments made prior to the receipt of USAID's letter, project activities were slowed during the quarter. US technical assistance continued but at a scaled-back pace. Due to non-availability of additional funding, on August 30, 1995, USAID declined approval of the \$82,989 in supplemental funding requested in the Third Quarter Work Plan. This had no material additional impact in July and August, but led to one major TA intervention, IPI, being put on hold and five training interventions (herb exporting, 10 individuals), originally planned for September, was postponed. Field technical assistance and training was limited to assistance which could be obtained gratis or provided directly by the SBED office.

### **B Firm-level Assistance**

During the quarter, discussions were held with 38 companies of which 22 were new contacts. Twenty-two companies received assistance. Six new agreements were signed on the strength of prior commitments, two agreements were canceled, and one was put on hold.

### **C. Training Programs**

Follow-up in-house JEA/SBED institutional training was completed in advanced Word Perfect & Quattro Pro (2 persons), in accessing the EXITOS Library CD-ROM/Consumer Price Database CD-ROM collection (1 person) as part of the JEA market information system, in the use of computerized fax communication (1 person) and in the use of database management for membership management (1 person).

The OMS seminar took place in September. This training had its genesis with the SBED project although no SBED funds were expended. Fifteen persons were trained.

### **D Short Term Assignments**

Bruce Brower, market information/computer systems specialist, completed a four week assignment which had commenced in June. During July he provided computer training to JEA's staff, refined his assessment of JEA's market information needs, fine tuned the JEA/SBED computer network, provided computer advisory information to complementary organizations, and effected Internet access for the SBED project.

One short-term TA assignment was undertaken in August by Charles Coiner of Cousman/Rock Garden (Miami). This was arranged by the SBED project, but did not require funding beyond the cost of local transport and incidentals. Two active and five potential herb farmers received advice from Coiner as to the suitability of their farms for herb production, husbandry practices for herbs, capital investment requirements and marketing arrangements.

### 4th Quarter 1995

#### **A Variances**

SBED exceeded quarterly targets for the number of people trained, the number of firms assisted and fees collected

#### **B Firm-level Assistance**

During the quarter ending December, 1995, contacts were made with 37 companies of which 12 were new leads. Twenty-three companies received assistance of one form or another (eleven were ongoing USA TA provided by ITI and Chemonics, twelve were various types of assistance provided or arranged by the project). Interventions included completion of ongoing market development work in the USA, a tour of an existing herb exporter for prospective new culinary herb exporters, feasibility studies for five potential herb farms, and preliminary steps to the development of a business plan for one new client. Seven new agreements were signed.

#### **C Training Programs**

One firm-level training program (Mistflora, herbs) and three cross cutting training programs (herbs, vanilla, crafts) trained 142 persons during the period. All programs were well received by the participants. Twelve JEA Board and Secretariat members were given a demonstration of the MIS WWW site. Ad hoc computer training to JEA staff was provided by SBED/Kingston.

#### **D Short Term Assignments**

Four short-term assignments (Coner [herbs], Kaestner [vanilla], Gibbs [crafts] and Sosa [herbs]) were undertaken.

#### **E Other Initiatives and Information**

During the month, SBED/Kingston focused on research, planning, materials preparation, networking (JEA, JAMPRO, UNIDO, Jamaica Tourist Board) and other activities related to the work plan strategy in apparel, crafts, herbs, vanilla and export marketing (Jamfest). This included initiation of a meeting at JAMPRO of fashion designers/apparel manufacturers to assess their needs, in depth discussions with one of Jamaica's two vanilla growers, numerous discussions, and one farm visit, with existing and potential herb growers, and the principal hosts of one of Jamaica's top crafts markets.

SBED/Kingston completed a report entitled "Aquarium Fish - Market Contacts" for a new client, and compiled a handbook entitled "Resources on the Internet ITC" for use by JEA in market and other types of research, and completed the design and development of the Market Information

System's WWW Pages Subsequent additions to the "Resources on the Internet" series will be compiled in the future

SBED/Kingston initiated contacts in the U S market for private labeling opportunities for two clients, and initiated contacts in the U S to source machinery for one client

SBED/Kingston arranged for testing of soil & plant material samples for five existing and potential herb farms in preparation for the field visit of Jaime Sosa. This is in keeping with work plan strategy for expansion of exports of culinary herbs from Jamaica.

SBED/Kingston arranged for the shipment of processed foods samples from one of its clients as part of the market development work being undertaken by ITI, and conducted a site visit/factory tour of one light manufacturing customer

SBED/Kingston participated in a JAMPRO-sponsored discussion related to the information technology sector, its opportunities, its problems and its needs regarding a representative association

SBED/Kingston also provided content for, and attended, JEA's monthly board meeting, and annual Retreat

### **1st Quarter, 1996**

#### **A Variances**

**Training** The project was essentially on target in the total number of persons trained with 111 versus 110 planned for the quarter. Significantly more women attended our seminars, 65 versus 45 planned, and there was a corresponding drop in the number of men attending. However, the most significant variance was in the number of persons from the Information Technology sector receiving training, that is, zero versus 35 planned. This was due to postponement of planned activity due to uncertainty over funding. This shortfall was made up by higher than planned attendance from persons in fresh agriculture, light industry and other sectors. Three planned firm-level training programs were not undertaken due to uncertainty over funding.

The project was fortunate to be able to obtain, with the assistance of USAID Kingston and the LAC TECH project, training resources in the persons of speakers K. Weiss and Robert Bailey for the execution of two seminars on the market opportunities in the USA for organically grown products. This extra-project assistance was meaningful in achieving our training targets for the quarter.

**Technical Assistance** No significant technical assistance activities were undertaken during the quarter, again because of postponement of planned activities due to funding uncertainty. Twenty-three interventions were planned, but only eleven were provided, and none of these could be considered in-depth services.

Both technical assistance and training activities planned for the current year continued to remain on hold due to funding. However, postponed training and technical assistance are expected to be made up in future quarters if

- the bulk of the remaining project funding becomes available early enough in the remaining life of the project to allow for proper planning, procurement of training and TA resources and execution of the programs, and if
- the postponed intervention is not part of a larger, multi-phased activity which has to be terminated or delayed beyond the point of usefulness due to lack of funding (e.g. interventions planned in support of Jamaica Week and the next New York Gift Show)

Fee inflow resulting from project activity slightly exceeded target with J\$53,100 received versus J\$50,000 planned

#### **B Firm-level Assistance**

No new firm-level assistance was undertaken during the quarter except as follows

- 1 The primary information technology relationship with IPI, placed on hold in September, 1995, remained dormant, however previous requests for further definition of the training needs of IPI were reiterated,
- 2 Initial contact was made with Advanced Digital Systems, a maker of software for the insurance industry. ADS is seeking venture capital to modify its software for the U.S. market and to establish a marketing presence there. The SBED office put ADS in touch with InterSouth Partners, a venture capital firm in North Carolina,
- 3 Further discussions were held with, and considerable follow-up undertaken on behalf of, Mona Informatix Ltd. regarding the development of the U.S. market for their digitization services and development of a training program in geographic information systems,
- 4 Most follow-up TA on work done in the past remained suspended, except for additional work refining feasibility studies for potential herb producers, except in the case of Kemicals Worldwide, where ITI relayed an inquiry on some of their products from a U.S. company,
- 5 Preliminary work was done with Selemons regarding the development of a World Wide Web page for that company,
- 6 Publications related to vanilla, herbs and oriental vegetables were sold to four firms/individuals, and information was provided to one caller regarding contacts at the U.S. FDA,
- 7 Minor activity was undertaken by Chemonics HO on Mikar, and the final report for Butterkist and Mikar were completed,
- 8 SBED did local research regarding kola nuts on request from McCormick which could ultimately result in exports of this cola drink ingredient,
- 9 The SBED office also had discussions with, and sent samples to, McCormick regarding local turmeric for export,

- 10 Minor assistance was provided to St Mary Rural Development regarding their packaged spices (samples sent to Rock Garden South,
- 11 Various types of information was provided to a variety of firms on request

### **C Training Programs**

During the quarter, a total of 111 persons were trained via the following training activities

- 1 SBED arranged a study/training tour for interested parties to the Canewood vanilla farm as a follow-up to the oversubscribed vanilla seminar in December, 1996,
- 2 Two pilot training sessions of the Exporting At the Speed of Light seminar were delivered The bulk of these seminars will be delivered in April and May, and could become a permanent, periodic feature,
- 3 Two organics seminars, with speakers provided by LAC TECH were executed in Kingston and Mandeville,
- 4 A second Crafts seminar was held in conjunction with JAMPRO and in preparation for Jamaica Week and the New York Gift Fair,
- 5 Ad hoc computer training to JEA staff was provided by SBED/Kingston

### **D Short Term Assignments**

Due to uncertainty regarding continued funding, no short term technical assistance or assignments were undertaken during the quarter

### **E Other Initiatives and Information**

SBED continued research, planning, materials preparation, networking (JEA, JAMPRO, UNIDO, Jamaica Tourist Board) and other activities related to work plan strategy in the apparel and crafts This primarily involved

- 1 S Graham's trip to New York to
  - a. Attend the NY Gift Fair to update her knowledge of the U S crafts market with a view to conducting training programs in crafts in Jamaica,
  - b. Meet with Aid To Artisans to determine next steps in crafts training and market entry from Jamaican producers,
  - c. Meet with the Jamaica Tourist Board to begin preparations for an eight month program in fashion, fashion accessories, and crafts to culminate in "Jamaica Week" in New York in August, 1996,
  - d. Meet with fashion consultant, to introduce the consultant to the JTB for joint discussions on item c above, and to commence preliminary planning for activities leading up to "Jamaica Week" in New York (8/96)
- 2 The SBED office's attendance at a numerous meetings (JTB) in Kingston and several in NYC relating to 1 c above

These efforts culminated in a special event arranged by the SBED office which resulted in Mr Harry Belafonte agreeing to become the patron of Jamaica Week

The SBED Office overhauled and expanded the World Wide Web pages for the JEA/SBED Market Information System and applied for a domain name for the web site Posting of the Web Site occurred in early February Further research was conducted into providing a cost effective approach to offering JEA members and others storefronts on the Web

The SBED Office also produced a Briefing Book for the Fiery Foods Show for JEA in anticipation of attendance at that show in early March by JEA members

The SBED Office also completed the SBED First Quarter 1996 Work Plan and the Second Annual Work Plan during the quarter, and attended several JEA board meetings

## **2nd Quarter 1996**

### **A Variances**

The SBED project trained 133 individuals during the month of July, against a target of 175 This took the project to almost seven hundred individuals trained against a LOP target of one thousand The project accomplished a total of 125 firm/interventions during the period, of which 12 were considered core activities (against a target of 15) The project was well beyond its LOP target of 32-36 firms assisted Fees totaling J\$58,225 were generated against a target of J\$50,000 This took the project beyond the half-million mark in the amount of Jamaican dollars raised

### **B Firm-level Assistance**

During the month of July, 1996, firm-level assistance of one type or another was provided to 125 firms, of which 12 were considered core firms The bulk of this technical assistance was provided by Ms Suzanne Harvey, fashion consultant, Ms Meredith Robinson, craft product development consultant, Karen DeVoto, GIS specialist, and follow-up work by the SBED office related to products for display at the New York Gift Fair and the Jamaica Jamboree Work commenced on a market investigation of the aircraft and other engineering intensive industries in the Wichita, Kansas area on behalf of Mona Informatix Ltd Assistance was also provided by researching market and supplier information

In support of JEA's prominent participation in Jamaica Jamboree (8/96) and EXPO '96 (10/96), SBED added new pages to the WWW dealing with these events, and during the period began receiving online registrations for the latter Between two and five enquiries about Jamaican products were being received every two weeks SBED also produced an Internet report on incorporating in the USA, linked two "incorporation online" Web sites to the JEA Web pages, and added other

research links SBED conducted several Web searches on behalf of JEA and client firms Other aspects of the Web site were also improved

SBED also established a commercial web page entitled Jamaica's Famous Products store, essentially a virtual cooperative store front for small firms who cannot afford to deal with the WWW directly However, for operational reasons, SBED has primarily been using this site only for demonstration purposes SBED's "Exporting at the Speed of Light" seminars have generated considerable interest in using this format for marketing products over the Web Through the format, SBED offers the development of other virtual store fronts for Jamaican exporters Several proposals were written for Jamaican firms, and SBED held follow-up discussions on the subject During the period, this commercial service also generated its first, albeit modest, fees for JEA

Efforts continued on behalf of JEA to develop address lists for buyers who might be interested in attending EXPO '96 A list of 1,400 names of members of the United Fresh Fruit and Vegetable Association and additional list of 185 craft outlets in the U S and Canada were provided

### **C. Training Programs**

During the quarter, SBED provided firm-level training in the fashion and crafts sectors for 27 firms impacting forty-four individuals Work on training needs assessments and training resource location in the information technology sector continued with Mona Informatics and several other firms related to Geographic Information Services (GIS), with Vilcomm (3-D animation) and with IPI (mid-level management training)

SBED also provided five cross-cutting seminars training 89 individuals

- 1 one for the fashion sector delivered by Ms Suzanne Harvey,
- 2 one IT related seminar on GIS delivered by Ms Karen DeVoto, and
- 3 three monthly segments (four sessions per month) of its Exporting At the Speed of Light seminar

Three JEA personnel participated in the Exporting at the Speed of Light seminars

### **D Short Term Assignments**

During the quarter, three short term assignments were undertaken Suzanne Harvey (fashion), Meredith Robinson (market development specialist - crafts, and Karen DeVoto (information technology - GIS)

### **E Other Initiatives and Information**

During the quarter, SBED continued research, planning, materials preparation, networking (JEA, JAMPRO, UNIDO, Jamaica Tourist Board) and other activities related to work plan strategy in the apparel and crafts, including product design and preparation related to the NY Gift Fair and the

Jamaica Jamboree (formerly Jamaica Week) The project was instrumental in obtaining the sponsorship of Harry Belafonte as Patron of the Jamaica Jamboree, and Kodak and AT&T in providing funding for the events

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An evaluation survey of the SBED core firms was commenced in June, 1996, and should be completed by the end of July This is to provide evaluation feedback on SBED performance from the client viewpoint, and to meet one of the specific fee-award criteria for this fee award semester

A project technical materials/equipment list, encompassing the bulk of the remaining procurement for the project, was largely finalized during the quarter Actual procurement still awaits receipt of an official amendment obligating the funds necessary

#### **4th Quarter 1995**

##### **A Variances**

SBED exceeded quarterly targets for the number of people trained, the number of firms assisted and fees collected

##### **B Firm-level Assistance**

During the quarter ending December, 1995, contacts were made with 37 companies of which 12 were new leads Twenty-three companies received assistance of one form or another (eleven were ongoing USA TA provided by ITI and Chemonics, twelve were various types of assistance provided or arranged by) Interventions included completion of ongoing market development work in the USA, a tour of an existing herb exporter for prospective new culinary herb exporters, feasibility studies for five potential herb farms, and preliminary steps for the development of a business plan for one new client Seven new agreements were signed

##### **C Training Programs**

One firm-level training (Mistflora, herbs) and three cross-cutting (herbs, vanilla, crafts) training programs were provided during the period training 143 persons All programs were well received by the participants Twelve JEA Board and Secretariat members were provided with a demonstration of the MIS WWW site Ad hoc computer training to JEA staff was provided by SBED/Kingston

##### **D Short Term Assignments**

Four short-term assignments (Coimer [herbs], Kaestner [vanilla], Gibbs [crafts] and Sosa [herbs]) were undertaken

### **E Other Initiatives and Information**

During the month, SBED/Kingston focused on research, planning, materials preparation, networking (JEA, JAMPRO, UNIDO, Jamaica Tourist Board) and other activities related to the execution of the work plan in apparel, crafts, herbs, vanilla and export marketing (Jamfest). This included initiation of a meeting of fashion designers/apparel manufacturers at JAMPRO to assess their needs, in depth discussions with one of Jamaica's two vanilla growers, numerous discussions and one farm visit with existing and potential herb growers, and the principal hosts of one of Jamaica's top crafts markets

SBED/Kingston completed a report entitled "Aquarium Fish - Market Contacts" for a new client, and compiled a handbook entitled "Resources on the Internet ITC" for use by JEA in market and other types of research, and completed the design and development of the Market Information System's WWW Pages. Subsequent additions to the "Resources on the Internet" series will be compiled in the future

SBED/Kingston initiated contacts in the U S market for private labeling opportunities for two clients, and initiated contacts in the U S to source machinery for one client

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SBED/Kingston arranged for the shipment of processed foods samples of one of its clients as part of the market development work being undertaken by ITI, and conducted a site visit/factory tour of one light manufacturing customer

SBED/Kingston participated in JAMPRO-sponsored discussions related to the information technology sector, its opportunities, its problems and its needs regarding a representative association

SBED/Kingston provided content for, and attended, JEA's monthly board meeting, and annual Retreat

### **3rd Quarter 1996**

#### **I Discussion**

#### **A Variances**

During the Third Quarter of 1996, a total of fifty-two firms and individuals, mostly in the crafts and fashion industries, received the benefit of technical assistance provided by the SBED project versus a target of five

Seventy-three individuals received training versus a targeted fifty. Of these, fourteen received firm-level training and fifty-seven received cross-cutting training via our "Exporting at the Speed of Light" seminar series. Two JEA persons were trained via the same seminar series.

Fees and other sources of funding, in cash and kind, totaling JA\$1,966,100 were generated as a result of the efforts of the SBED project. This is compared to a target for the period of JA\$50,000.

### **B Firm-level Assistance**

During the Third Quarter of 1996, 46 crafts producers and 6 Jamaican fashion designers benefited from continued technical assistance rendered by Ms. Suzanne Harvey, Aid to Artisans and the SBED office in further product and market preparations. This culminated in product displays at the Jamaica Jamboree exposition and the New York Gift Show in August, 1996. The designers displayed their wares at the Jamboree's Fashion Breakfast which was attended by twenty-nine buyers from fourteen firms. Additional one-on-one meetings were arranged between individual buyers and Jamaican designers. Approximately US\$59,634 in craft sales and \$8,000 in fashion orders were generated through the two events.

Work was completed investigating the market for Mona Informatix Ltd. (MIL) services for digitizing drawings for the aircraft and other engineering intensive industries in the Wichita, Kansas, area. The Kansas (Mid-America) World Trade Center worked to uncover interest in MIL and its services. Follow-up technical assistance to plan and execute a market education exercise for MIL personnel is scheduled for the Fourth Quarter, 1996.

In support of JEA's coordination of the Jamaica Jamboree, SBED added five new pages to the WWW dealing with that event. As part of its "Exporting at the Speed of Light" seminars, SBED continued to offer the development of other virtual store fronts for Jamaican exporters. This service is designed to generate fees for JEA.

During the quarter, SBED provided institutional assistance to JEA in support of EXPO '96. The resignation of Pragma Consultants Ltd. as the primary implementation contractor for EXPO '96 so close to the dates of the exposition left JEA in severe difficulties. In September, 1996, using the recently acquired 1996 US Importers Directory, SBED prepared 683 invitation letters to potential buyers, mailed 535 of these via the Chemonics home office in Washington D.C. and faxed 119 of them from the SBED office. SBED also began preliminary work in learning the Perfecting Matching software acquired for EXPO '96 and will train JEA personnel in its use in October. Prior to Pragma's resignation, SBED had also produced address lists for buyers who might be interested in attending EXPO '96.

During the quarter, SBED completed a brief survey of a sample of the firms receiving technical assistance from the project to date

### **C Training Programs**

During the quarter, the following training occurred

- 1 One firm-level training program in information technology for supervisory personnel from three IIFI member firms Fourteen individuals were trained
- 2 SBED continued its training seminar series entitled "Exporting At the Speed of Light" Fifty-seven individuals attended from a variety of sectors information technology, light industry, fresh produce, services, government and other sectors
- 3 One individual from JEA attended the training seminar series entitled "Exporting At the Speed of Light", and one received initial training related to conversion of database information to invitation letters connected with Expo '96

In September, training via the "Exporting at the Speed of Light" seminar was suspended due to computer problems (the machine used for these demonstrations had to be shipped to Washington for repair and upgrading)

### **D Short Term Assignments**

During the quarter, short-term work occurred as follows

- 1 the Kansas (Mid-America) World Trade Center market survey for Mona Informatix Ltd
- 2 Suzanne Harvey's work supporting Jamaican fashion designers
- 3 Aid to Artisans' work supporting Jamaican crafts producers

### **E Other Activities and Initiatives**

During the quarter, as a direct result of SBED efforts, US\$56,146 in cash and in kind was raised from various private sector firms to be used to co-fund the activities related to the Jamaica Jamboree and the New York Gift Fair SBED coordinated the participation of JAMPRO, Air Jamaica, the Jamaica Tourist Board, Aid-To-Artisans, Suzanne Harvey, and the Jamaican Consulate, as well as outside parties such as Harry Belafonte, who acted as Patron for the Jamaica Jamboree, and many others who supported the events were generally regarded as very successful first efforts at gaining exposure for Jamaican products in the U S market

Further minor refinements were made to the JEA/SBED web pages to improve accessibility to a wide variety of trade related information The SBED office also coordinated the responses to numerous export enquiries generated by the web pages Additional work was limited by computer system slowness and computer operational problems

SBED also produced an Internet-sourced report on wholesale and retail buyers of fresh flowers in New York City

### **Final Five Months (4th Quarter 1996 plus January and February, 1997)**

#### **A. Variances**

**Firm-level TA** During the final five months of the project, SBED completed 8 TA interventions impacting 37 firms and generating J\$47,700 in fees (the work plan called for 7 TA interventions, 26 firms and J\$20,000 in fees),

**Firm-level Training** During the period, SBED completed 3 firm-level training interventions, trained 23 individuals, and generated J\$14,500 in fees (the work plan called for 2 training interventions to train 10 individuals and generate J\$15,000 in fees),

**Cross Cutting Training** During the period, SBED completed six CC training interventions, trained 295 individuals, and generated J\$104,420 in fees (the work plan called for five programs to train 200 individuals),

**Institutional Strengthening/Technical Assistance** During the period, four institutional strengthening technical assistance interventions were executed (the work plan called for three to be executed), the JEA Trade Hub was not completed because the technical requirements originally planned would not have allowed it to be finished before the end of the project. However, ten web stores were purchased for use by JEA and are expected to be part of the Trade Hub which is expected to be completed during the second phase of SBED,

**Institutional Strengthening/Training** During the period, three institutional strengthening training interventions were executed and seven individuals trained (the work plan called for three to be executed and ten to be trained),

**Market Information** The JEA computers and network were upgraded during the period. This involved the procurement and installation of minor equipment (network hub, cabling, hard drives, memory chips, internal modem, and so on). Minor technical materials were also procured. The content of the JEA web pages was updated. Two publications were produced for sale (J\$5,000 in fees received by project's end), and numerous ad hoc information inquiries were serviced.

#### **B Firm-level Assistance**

During the final five months of the project, SBED delivered 7 TA interventions impacting 32 firms and generating J\$42,200 in fees. These interventions included

- KWTC Market Education Tour TA

- Apparel II TA
- Crafts III TA
- IT Buyer/Seller TA
- Fresh Cut TA
- Vanilla II TA
- Web Store Creation

### **C Training Programs**

During the final five months, SBED completed 3 firm-level training interventions, trained 23 individuals, and generated J\$14,500 in fees. These interventions included Crafts III, the IT Buyer Seller Seminar, and computer training to one firm. SBED also executed six cross cutting training sessions which trained 295 individuals and generated J\$104,420 in fees. These sessions included Apparel II, Crafts III, Fresh Cut, Vanilla II and two monthly Exporting at the Speed of Light sessions.

### **D Short Term Assignments**

During the final five months, short term assignments were undertaken by Mr J Rebeyro, Ms J Goodwyn, Mr K. Weiss (2), Ms S Harvey, Mr J Lamb (3), Mr D Flood, Ms W Maldonado, Mr R Oquendo, Mr R Goldrich, Mr H Kaestner, Messrs M Holt, T Cosgrove, J Solomon, C Samuel, B Bauer, and W D'Avirro.

### **E Institutional Strengthening, Other Activities and Initiatives**

During the final five months, a project evaluation and program audit was performed by David Flood, a financial audit was performed by Ms Jackie Goodwyn, and closeout activities were handled by Ms Wendy Maldonado. The JEA computers and its network were upgraded during the period by Mr Jaeson Rebeyro. This involved the procurement and installation of minor equipment (network hub, cabling, hard drives, memory chips, internal modem, and so on). Minor technical materials were also procured. The content of the JEA web pages was updated. Two publications were produced for sale, and numerous ad hoc information inquiries were serviced. Ten web store slots were procured.