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A DISCUSSION ON NEEDED INPUTS TO FOSTER  
EMPLOYMENT GENERATION IN BARBADOS AND THE LDC'S

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Summary and Recommendations

This report, based upon five weeks of interviewing civil servants, development bankers, management trainers, and business people in four East Caribbean countries, discusses the everyday problems which impede the development of business (in particular small business) and jobs within the region. The consensus of those interviewed is that the scarcity and low quality of human resources with respect to business training is the prime obstacle to the growth of viable businesses of whatever size. Ipsa facto, this inhibits employment generation.

Businesses must draw upon the human resources geographically available to them, and most businesses must sell primarily to the same population. To evaluate the human inputs available to a potential new project or to estimate the extent of the market for a product requires numbers about the size and specific characteristics of the population. Such data are woefully inadequate throughout the region. One consequence is that countries attempting manpower planning usually lack estimates of such a fundamental quantity as the net number of additional jobs needed each year. The labor force data which exist suggest a shortage of administrative and managerial workers, and skilled craftsmen. These are the very skills most vital to economic development.

Inaccessibility of credit is another obstacle faced by small business people, who lack collateral to secure loans. A few institutions have experimented with small business loans, most of which are too recent to yield any experience to evaluate. However, they have found that the provision of credit is only the beginning of the services required by these clients, many if not all of whom need counselling in business systems and accounting. Very quickly these institutions have found their loan counselling resources stretched thin.

Both local and enclave industries were interviewed to discover the problems they considered most urgent and/or pervasive. The responses, which tallied well with each other, can be grouped into the following categories: a lack of entrepreneurial skills; a lack of feasibility or marketing studies; problems of management and accounting; problems of financial management and credit; and problems of industrial discipline.

There is one institute in the region solely devoted to management business training. Other institutions have mounted occasional educational efforts aimed especially at small business people, with some very positive results. However, so far the numbers who have been exposed even briefly to such training are very low compared to those who would benefit from it. Furthermore, such training programs have not been attempted on most of the smaller islands on even a one-time basis.

Several project needs, some for loans, others for outright grants, were identified. They include:

1. Provision of a loan or a loan-guarantee fund for small business, for selected islands.
2. Provision of small loan funds for working capital, for selected islands.
3. Provision of a small loan fund to the Caribbean Development Bank to finance brief trips for fact-funding or equipment acquisition purposes, by small business credit applicants.
4. Financing a series of seminars or short courses for local small business people on each island on management and technical topics.
5. Financing the development of basic materials for training supervisors.
6. Provision of funds to train local statistical personnel.
7. Funding a position for a technical assistance coordinator.

## Introduction

The goal of utilizing the human and physical resources potentially available to a society is an elusive one for most of today's developing countries. Traditional mechanisms of generating employment and production are either inappropriate or insufficient in a world which has altered the traditional balance between population and resources and which has internationalized the markets for most products and commodities.

Societies usually prefer the development of local industry to that of foreign-based enclave industries. Local industries harness indigenous entrepreneurial talents, reportedly use more labor and certainly create more linkages with other local businesses; and have the virtue of retaining local control. But the development of industry, whether indigenous or foreign-based, requires the sorts of resources precisely in shortest supply in a developing nation: credit availability and credit facilities; people knowledgeable about modern business organizations or at least schooled in modern industrial discipline; and sufficient data describing the society to permit a wise use of resources and proper exploitation of the market place.

The Caribbean region is deficient in all these three resource areas. Although an outside observer can hope to discover by looking around the nature of the data problems, the best sources of information about the bottlenecks and problems encountered in the daily operation of a business are those people who have to cope with these problems. Only they can accurately assess the relative importance of these obstacles.

Programs to remove these bottlenecks are likely to result not only in the greater viability of business and enhanced employment generation but also in the increased employability of the better-trained participants produced by them.

This effort to identify and evaluate the nature of the barriers to business development and employment generation in the region was made possible by the very generous co-operation of civil servants, development bankers, business people and their associations, and educators in Barbados, Antigua, St. Lucia, and St. Kitts.

Many of those interviewed went to extraordinary lengths to procure and send to me hard-to-obtain data. A list of persons interviewed is given in Attachment 4.

A Discussion on Needed Inputs to Foster  
Employment Generation in Barbados and the LDC's

I. Labor Force, Employment and Occupational Mix

A. Problems of Measurement and Data Accessibility

Un and under-employment are correctly ranked among the region's major problems, yet numerical estimates are difficult to come by for most of the relevant countries, and reliable ones are currently non-existent in this author's opinion. The presence of continually high rates of emigration, much of it undocumented between censuses, testifies more vividly than the data to the paucity of employment opportunities, let alone attractive employment opportunities, within the region. Where employment data exist, their interpretation is complicated by the question of the applicability of concepts and definitions taken from developed countries to the more informal and less monetized local economies.

For all countries of the region, the long search for a job (especially for new labor force entrants) and the absence of an organized employment information service result in large numbers of discouraged workers. Labor force definitions which adhere strictly to those of the industrialized countries would exclude a large number of those persons willing and able to work. For the LDC's we encounter more basic definitional problems. As British Development Division (BDD) economist David Wood discovered in Dominica (one of the least developed countries within the region), many young people working on family farms or apprenticed in certain trades do not regard themselves as being "employed". The meaningfulness of survey employment data based upon self-classification is therefore questionable. Furthermore, exclusivity of occupation is not as advanced as in an industrialized nation. Few people spend all their time in or derive all their income from one occupation.

Censuses of industry or working establishments are still more difficult to come by than those of manpower. Hence, for many of these countries only "guesstimates" of occupational structure were offered. Detailed data on the number and size of establishments, sales by industry, etc. do not exist. Even where surveys of industrial establishments have been attempted, namely in Barbados, there are serious problems of non-response and consequent bias. The smaller, indigenous firms do not reply, and only one clerk is charged with follow-up of non-response. Those employed in cottage industry and those self-employed do not figure in such statistics at all, yet they are a far greater proportion of

the labor force than comparable workers are in developed countries.

The age composition of the population and the numbers of working age have been affected in all the regional countries by large-scale emigration, particularly to Canada, the U.K., and the U.S. Although legal emigration has been increasingly restricted, the fact remains that these countries were relieved for the past two decades of the necessity to generate sufficient jobs for those reaching labor force age. Additionally, the pronounced tendency of adults to emigrate, although resulting in a loss of human capital and increase in the dependency ratio (the ratio of those outside labor force age to those age 15-64), also resulted in a high level of remittances from abroad. Presumed diminished emigration and the maturation of large birth cohorts born 15-20 years ago before birth rates began declining in several countries (Antigua, Barbados, Dominica, Montserrat, and St. Kitts) are resulting in much increased numbers entering the labor force in the late 1970's and early 1980's.

#### B. Employment and Unemployment Estimates

Bearing these caveats in mind, we turn to Table 1, which gives labor force and employment estimates for three East Caribbean countries. The lowest estimated unemployment rate is 11.3% , the highest 23% , and even these understate the magnitude of the employment problem. The point is frequently made that the quality of much current employment is unsatisfactory from an income viewpoint. At the time of the 1970 Dominica Census only 9% of female-headed households reported that the head's earning exceeded US\$370 compared to 44% of male-headed households. Although the net new jobs which need to be created number only in the hundreds, relative to current employment they represent an annual expansion of jobs by between 2.9 - 4.7 percent, a very major effort indeed.

More detailed data stretching over time exist for Barbados. Table 2 documents the Barbadian recovery from the 1973-1975 recession, with the unemployment rate dropping considerably from that of 22.5% in the 4th quarter of 1975 to 13.6% in the 2nd quarter of 1976, and oscillating since between 12.4 - 16.8%. However, the rather large random quarterly fluctuations in the numbers employed and, hence, the total labor force raise questions about the reliability of these statistics. Female unemployment rates range between 30 and 130 percent higher than the corresponding male rates, a common occurrence in the Caribbean as elsewhere.

Table 1  
Labor Force and Employment Estimates for  
Dominica, Montserrat, and St. Kitts: 1977

	Dominica Dec. 1977 <sup>1</sup> Total	Montserrat 1977 <sup>2</sup>			St. Kitts 1977 <sup>3</sup> Total
		Male	Female	Total	
Population (No.)	77,200			11,000	47,700
Population (15-64)	39,400	2800	4000	6,800 <sup>a</sup>	23,125
Labor Force	30,000			3,900	23,125
Employed (no.)	21.7-23,300	1945	1436	3,381	
Unemployed (No.)	6- 7,000			500	
Unemployment rate	20-23%			12.8%	11.3%
Annual Growth L.F. (Net L.F. entrants) As percent of employed	650-700  3.0%			160  4.7%	600  2.9%
a) Population 15+					

SOURCES

1. Wood, David, The Manpower Situation in Dominica, N.P.O., Nov. 1978, pp. (9-11) (Wood's personal estimates).
2. Foster, Michael and Vaughan Evans, Manpower in Montserrat 1978-1982 British Development Division, Barbados, May 1978.  
The figures for total population and population 15+ are the author's estimates; the labor force estimate was derived by applying 1970 census participation rates to the 1977 population estimates; the numbers employed were based upon National Provident Fund and Treasury data plus author's estimates of self-employed. The annual growth in labor force was derived by this researcher from Table 15 of the above study.
3. Planning Unit, Ministry of Finance, Fact Sheet No. 11, A Bird's Eye View of the Economy of December 1978. The estimated labor force is taken to be the population 15-64; since no unemployment rate was available, the Planning Unit used a rough estimate for October, 1977. The net labor force estimates was the average for 1970 - 1975.

Table 2

Barbados

Unemployment (a)

	No. of persons unemployed 000's			Percentage of Labour Force		
	Male	Female	Total	Male	Female	Total
<u>1975</u>						
4th qr.	11.8	13.7	25.5	18.2	28.2	22.5
<u>1976</u>						
1st. qr	8.7	11.5	20.2	13.7	22.2	17.5
2nd. qr.	6.6	7.1	13.7	12.0	15.6	13.6
3rd. qr.	7.6	9.4	17.0	12.3	20.9	15.9
4th. qr.	6.2	10.2	16.4	10.4	21.3	15.3
<u>1977</u>						
1st. qr.	5.7	9.4	15.1	10.4	20.9	15.2
2nd. qr.	6.6	11.1	17.7	11.3	23.6	16.8
3rd. qr.	6.1	8.6	14.7	10.3	19.8	14.3
4th. qr.	6.3	11.4	17.7	10.4	24.1	16.4
<u>1978</u>						
1st. qr.	5.4	7.6	13.0	9.4	16.1	12.4
2nd. qr. ) 3rd. qr. ) <sup>b</sup>	...	...	...	...	...	...
4th. qr.						

Note: (a) These estimates are subject to Sampling error. No adjustment has been made for seasonality. The figures relate to adults living in private households.

Source: Statistical Service  
Continuous Sample  
Survey.

(b) Quarterly estimates replaced by six-monthly estimates as from April, 1978.

Table 3

## Barbados: Unemployment Rates by Sex and Age Group, 1976-1978

	1976		1977				1978
	Qtr.3	Qtr.4	Qtr.1	Qtr.2	Qtr.3	Qtr.4	Qtr.1
<b>Males</b>							
Age 15	NA	25%	50%	-	100%	67%	100%
16 - 19	33%	29	40	33	31	28	37
20 - 24	20	10	11	17	16	12	9
25 - 29	14	8	15	10	10	7	10
30 - 59	5	5	6	4	4	4	3
60+	2	4	6	12	2	4	3
<b>Total Male</b>	<b>12</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>9</b>
<b>Females</b>							
Age 15	NA	100	80	67	-	100	-
16 - 19	64	57	55	68	48	76	60
20 - 24	32	26	30	21	26	36	23
25 - 29	22	24	22	22	15	20	13
30 - 59	9	12	11	16	12	11	7
60+	4	-	11	3	19	11	3
<b>Total Female</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>24</b>	<b>20</b>	<b>24</b>	<b>16</b>
<b>Total unemployment rate</b>	<b>15.7</b>	<b>15.3</b>	<b>15.2</b>	<b>16.8</b>	<b>14.3</b>	<b>16.4</b>	<b>12.4</b>

SOURCE: Calculated by AID Team from Barbados Statistical Service data from the Continuous Household Sample Survey.

Although school leavers tracer studies have indicated for several islands the disproportionate concentration of unemployment among youths, none of the LDC's have employment data refined enough to bear this out. Fortunately, despite obvious data problems (small cell sizes for the youngest age groups occasion sharp fluctuations in rates based upon them), Barbados does publish data on unemployment by age. Table 3 substantiates that youth do indeed bear the brunt of unemployment, a third of the teenage boys and well over half of the teenage girls in the labor force being unemployed. Although these rates drop markedly for those age 20-29, they are still higher than those for the 30-59 groups as a whole. Moreover, women are more sharply hit in each age group than are men: even in the prime working group 30-59, female unemployment rates range from two to four times as high as for the corresponding male rate.

There has been concern expressed over the mix of jobs by sex type generated by the assembling jobs associated with the typical enclave industry being wooed currently by the countries of the region. Development plans for Montserrat if implemented would lead to a preponderance of female employment by 1982, Foster and Evans calculated. In St. Kitts the airport terminal being planned would generate a disproportionate number of male construction jobs; hence, government planners want to attract enclave industries in order to balance by sex the growth of employment opportunities. Variability in Barbadian figures for employment by age is such that no great reliance may be placed upon them, but nothing so far indicates that the sexual balance in employment is being affected by this sort of development. There are still fewer young women employed than young men, and they have a much higher unemployment rate as we have seen.

### C. Industrial Distribution of Jobs

Available data permit two kinds of comparison: an analysis of changes in the sectoral distribution of employment over time for Barbados, and a cross-country comparison of employment distribution for four countries of the region. The former is illustrated in Table 4. Agriculture, the largest employer in 1960, has declined steadily from 26 per cent in 1960 to 9 percent of the labor force in 1978 while the share employed by services has risen from 24 percent to 35 percent. Manufacturing has barely held its own, if that. Data elsewhere indicate the increasing importance of enclave employment within this sector, however. Trade, wholesale and retail, has also grown.

Table 4Barbados: Employment by Industry, 1960-1978

Percent

	1960	1970	1978 1st Qtr
Agriculture	26.4	16.5	9.5
Mining	0.6	0.4	.1
Construction	10.6	13.0	6.1
Manufacturing	15.2	14.9	13.9
Utilities	0.9	1.3	1.1
Trade	17.3	14.7	22.9
Transportation	5.2	5.6	6.8
Financial services	-	-	5.0
Other services	23.6	31.0	34.6
Other	0.1	2.6	-
Total employment, 000's	83.7	82.3	91.6

Source: For 1960 and 1970 IBRD figures derived from the respective population censuses. For 1978: calculated from the Continuous Household Sample Survey.

Other Eastern Caribbean countries lag behind Barbados in the redistribution of jobs from the primary sector to the secondary and tertiary. Montserrat, the least agricultural of the three Eastern Caribbean countries shown in Table 5, has a quarter of its labor force in agriculture, about the proportion Barbados had in 1960. At the same time it has a smaller proportion in manufacturing and in trade than did Barbados at that time and an appreciably higher proportion in services, especially government services. Dominica, too, with a third of her labor force in agriculture, has a significantly higher proportion of her workers employed in services, especially government services than did the

Table 5

Employment by Industry: Barbados, Dominica, Montserrat, and St. Lucia

	Barbados		Dominica		Montserrat			St. Lucia
	1st Qtr 1978 Male %	1st Qtr 1978 Female %	1st Qtr 1978 Total %	Dec, 1977 %	July 1977 Male %	July 1977 Female %	July 1977 Total %	1978 %
1. Agriculture, Forestry & Fishing	8.5	10.8	9.5	33.3	26.3	22.9	24.8	43.4
2. Mining & Quarrying	.2	-	.1	-	-	-	-	.4
3. Mining & Manufacturing	-	-	-	-	9.1	12.8	10.7	-
4. Construction	10.4	.5	6.1	3.9	15.1	1.0	9.1	7.3
5. Manufacturing	12.7	15.4	13.9	5.1	-	-	-	6.0
6. Electricity, Water, Gas	1.0	1.2	1.1	1.1	2.9	1.0	2.1	.6
7. Retail and Wholesale Trade	21.6	24.7	22.9	} 16.7 {	7.1	11.7	9.1	8.0
8. Hotels (and restaurants)					3.8	4.9	4.2	3.5
9. Transport & Communica- tion	9.6	3.0	6.8	8.4	10.1	1.7	6.5	4.6
10. Financial & Insurance	5.0	5.0	5.0	1.1	1.6	4.4	2.8	4.0
11. Government services	} 31.0	39.3	34.6	17.8	14.0	24.1	18.3	} 22.0
12. Professional services				3.7	2.0	1.0	1.6	
13. Other services				8.9	8.2	14.5	10.8	
Total	100.0	100.0	100.0					
Total number employed	51,900	39,700	91,600	22,500	1,945	1,436	3,381	40,000

- SOURCES:
1. Calculated by AID team from Barbados Statistical Service Data from the Continuous Household Sample Survey
  2. Calculated from estimates by David Wood, The Manpower Situation in Dominica ...N.P.O. Nov, 1978 page 9. Midpoints of range of estimates used.
  3. Foster, Michael and Vaughan Evans, Manpower in Montserrat 1978 - 1982, British Development Division, Barbados, May 1978, Table 5. Data sources: National Provident Fund and Treasury data plus author's estimates of self-employed.
  4. Supplied by David Wood to the AID team. Data source: Household Labor Force Survey 1978, A. Rooke. Please note that the estimates are not reliable. Mr. Wood believes that agriculture as a principal industry of employment is overstated while distributive trades and hotels are likely understated.

Barbados of 1960 and nearly as high a proportion as the Barbados of 1978. In contrast, the proportions in construction and manufacturing are only about a third of the corresponding 1960 figure for Barbados. St. Lucia whose proportion employed in agriculture is two-thirds larger than the corresponding Barbadian figure for 1960, has the equivalent in government services. To the extent that manufacturing and construction together with agriculture represent the productive sectors of an industrializing economy, the data from Dominica and Montserrat indicate economies with less underlying strength than the Barbadian one of 1960.

D. Occupational Distribution of Jobs

The only country in the region for which current figures on occupations of those employed are available is Barbados.

Table 6

Barbados: Occupational Distribution of Employed Labor Force 1976-7

	1976		1977			1978	
	4th Qr	1st Qr	2nd Qr	3rd Qr	4th Qr	1st Qr	
Professional technical and related workers	9.9%	12.0%	10.5%	13.2%	10.0%	14.1%	
Administrative and managerial	1.9	3.9	2.7	3.2	2.1	3.4	
Clerical & related	13.7	16.3	13.5	15.5	14.7	17.8	
Sales workers	8.5	11.2	8.7	10.8	9.5	7.6	
Service workers	16.2	15.6	16.4	12.9	15.3	16.2	
Agricultural & related	10.3	10.9	10.4	12.2	10.5	10.0	
Production Process workers	7.0	5.6	9.8	5.0	7.5	7.8	
Skilled craftsmen	7.2	6.2	6.4	6.3	6.5	5.0	
Workers in transport and others N.E.C.	25.3	18.3	21.6	20.9	23.7	18.1	
Total	100.0	100.0	100.0	100.0	100.0	100.0	
Total number (000's)	91.0	84.5	87.6	88.2	90.2	91.6	

Source: Calculated from Continuous Household Sample Survey data.

The great variability of the data precludes refining upon specific figures but the relatively high educational attainment of Barbados is expressed in the relatively large proportions for its stage of development in professional and clerical occupations. Note also the relatively small proportion in the administrative and managerial category. As will be reported later, all discussions about Barbadian development needs and bottlenecks to further growth consistently stressed the scarcity of such skills.

#### E. The Impact of Emigration

Several studies suggest that conventional migration statistics for the Caribbean, obtained by taking the difference between recorded arrivals and departures have consistently underestimated out migration. There is sizeable illegal and hence unrecorded migration. One manpower expert explained that the Virgin Islands, Barbados, Trinidad, Martinique, and Guadeloupe all receive illegal migrants. Sensibly, the pattern is to move to the closest neighbor with a higher standard of living and/or greater employment opportunities. For example, those from Dominica move to Guadeloupe, those from St. Lucia to Martinique.

For purposes to estimating the kinds of human capital lost to migration, we shall ignore the problem of estimating magnitude per se. Instead we will examine the occupational composition of migration from the region to one major recipient nation, the United States. The latest quarters for which such information is available are the first three quarters of 1977, which are lumped together in Table 7. The quarterly data, which are not given here, depict a fairly steady outflow from the last quarter of 1976 through the third quarter of 1977 for Dominica, Montserrat, St. Kitts and St. Lucia, but a higher level in the second half of this period as compared to the first for Antigua, Barbados, Grenada, and St. Vincent. Trinidadian figures, included for comparative purposes, show a steady increase by quarter during the period.

The magnitude of the recorded migration is sobering, especially when one realizes this is just to one country and for only three-quarters of a year. At an annualized rate, Barbados and Grenada are losing about 1.2 percent of their populations to the United States, Antigua about 1.3 percent, St. Kitts about 2.1. Few of the smaller islands with educational levels below that of Barbados can be expected to equal her 11-12 percent of the employed labor force in professional occupations, yet in most cases (Montserrat excepted) the proportion of professionals among employed emigrants approaches or exceeds this, indicating a disproportionate outflow.

Table 7

East Caribbean: Migration to the United States by Occupation, First Three Quarters 1977

	Antigua	Barbados	Dominica	Grenada	Guyana	Montserrat	St.Kitts	St.Lucia	St.Vincent	Trinidad & Tobago
NUMBERS										
Professional, technical & related	51	121	19	67	287	3	46	19	31	312
Managers & admin	16	53	7	17	143	2	14	4	13	139
Sales workers	12	28	6	9	37	2	28	9	9	61
Clerical & kindred	58	170	24	93	390	5	50	25	33	453
Craftsmen & kindred	79	169	58	81	269	16	76	51	56	357
Operatives, except transport	17	118	28	58	215	5	26	30	34	331
Transport Equip operatives	10	26	7	10	29	2	11	8	2	55
Workers exc Farm	26	28	24	7	61	4	31	25	14	61
Farmers & farm mgrs	-	-	-	1	3	-	-	1	-	-
Farm laborers & foreman	-	6	1	6	73	-	2	8	2	10
Service workers, exc. priv hh	42	135	37	82	178	5	61	32	29	224
Private household workers	47	463	24	140	244	11	58	16	43	271
Housewives, children, and others	340	992	262	424	2729	76	363	214	248	2699
Total	698	2141	497	995	4658	131	766	442	514	4979

Table 7 (Cont'd)

	Antigua	Barbados	Dominica	Grenada	Guyana	Montserrat	St.Kitts	St.Lucia	St.Vincent	Trinidad & Tobago
% Distribution, Employed only										
Professional, technical & related	14.2	10.5	8.1	11.7	14.9	5.4	11.4	8.3	11.6	13.7
Managers & admin	4.5	4.6	3.0	3.0	7.4	3.6	3.5	1.8	4.9	6.1
Sales workers	3.4	2.4	2.6	1.6	1.9	3.6	6.9	3.9	3.4	2.9
Clerical & kindred	16.2	14.8	10.2	16.3	20.2	9.1	12.4	11.0	12.4	19.9
Craftsmen & kindred	22.1	14.7	24.7	14.2	13.9	29.1	18.8	22.4	21.0	15.6
Operators, except transport	4.7	10.3	11.9	10.2	11.1	9.1	6.4	13.2	12.8	14.5
Transport equip. operatives	2.8	2.3	3.0	1.8	1.5	3.6	2.7	3.5	0.8	2.4
Workers exc Farm	7.3	2.4	10.2	1.2	3.2	7.3	7.7	11.0	5.3	2.7
Farmers & farm mgrs	-	-	-	0.2	0.2	-	-	0.4	-	-
Farm laborers & foreman	-	0.5	0.4	1.1	3.8	-	0.5	3.5	0.8	0.4
Service workers. exc priv hh	11.7	11.7	15.7	14.4	9.2	9.1	15.1	14.0	10.9	9.8
Private household workers	13.1	40.3	10.2	24.5	12.6	20.0	14.4	7.0	16.2	11.9
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

SOURCE: Calculated by AID team from unpublished U.S. Immigration Service data

Were the true figures known, probably a more disproportionate share of administrators and managers emigrate. Skilled craftsmen are also lost in proportions far exceeding their share of the labor force. Farmers are the most immobile of all groups. Finally, an extraordinary 40 percent of all employed Barbadians emigrating to the United States are private household workers, as are 24.5 percent of Grenadians and 20% of Montserratians. Whether this is a function of more knowledge of such jobs via information from countrymen who have previously emigrated or what, we do not know.

## II. Review of Some Local Business Development Programs in the Region

This, then, is the background on the human capital resources available to the countries of this region. Large numbers of potentially productive aspiring workers remain outside the formal labor force; still others turn to self-employment in the service sector, an economically marginal way to earn a living. The managerial/administrative class is poorly developed, and a disproportionate number of its members, along with members of the professional and the skilled craftsmen categories emigrate and thereby deplete the capital stock.

Both international development agencies and local economic institutions look favorably upon small business development as a means of generating employment. Setting up and running a small business offers a local person an outlet for his or her own talents and the opportunity to earn financial and social benefits commensurate with the business effort expended. A small business usually looks to a local market and hence can result in import substitution with a consequent savings in foreign exchange. To the extent that it does not merely mimic the assembly operation of the pure enclave type industry, the indigenous small business should make use of local materials and therefore produce spin-offs and linkages within the economy. Finally, most authorities accept the maxim (to the best of this author's knowledge, untested and unproven for this region) that small businesses are more labor-intensive than are large businesses.

One might think that figures on investment in local businesses, on the net employment generated both by new local businesses and by enclave industries eligible for various incentives, and on the probable costs of generating jobs in an array of industries would have been assiduously compiled and available to guide new investment policies and employment generation projects. This is patently not the case. Very few islands have ever developed or collected figures on such topics for any sample of industries or manufacturing establishments, let alone their economies as a whole. Moreover, such data as was handed to this team member were either incomplete or accompanied by caveats to disregard the columns of greatest project interest because of the lack of validity or reliability of the figures. Finally, in at least one instance a staff analyst at a local institution had erred in his reading of certain figures, leading to a seriously flawed analysis of the benefits of the given investments.

With the above in mind, we shall briefly describe the investment and loan policies and experience of selected development institutions, both in order to include whatever "data" were available and to give an idea of the range of manufactures currently being attempted.

We shall stress but not limit ourselves to small business promotion projects. The author, though based in Barbados, made brief visits to Antigua, St. Kitts, and St. Lucia.

The two main local institutions involved in development investment programs in Barbados are the Barbados Industrial Development Corporation (BIDC) and the Barbados Development Bank (BDB). The BIDC, begun in 1956, administers the fiscal incentive programs which affect mainly foreign investors, provides the infrastructure and factory space required by export-oriented foreign-owned enterprises; mounts the overseas public relations efforts to woo such investors; and administers a program to encourage the development and upgrading of local handicrafts. Although the fostering of small business is admittedly outside its domain, the BIDC is committed to employment generation.

This commitment notwithstanding, the BIDC has no refined information on the kinds of employment its investments have generated and no readily available information on the employment per enterprise located on any of its nine industrial parks. There are also no current figures on total investment to date or sales volume by tenants in those properties. As of February, 1979, tenants had a total of 4,985 employees.

Two tables from BIDC's forthcoming annual report (Attachments A & B) do report on the current employment of IDC's assisted enterprises established during 1977-78 and on employment gains equalling at least ten persons per company for any IDC-assisted company during 1977-78. As of the date of compilation of the table, 653 jobs had been created by newly-established enterprises. Since these companies had not had time to build to planned levels of ultimate employment, no investment/job ratio can be meaningfully calculated. Established companies added at least 861 new jobs. Most companies manufacture electronic components, clothing and food products.

In its Development Plan - 1978-82, the BIDC aims to generate at least 5,000 manufacturing sector jobs during the period. It hopes to encourage local entrepreneurs by joining with them in equity investment. In calculating equity requirements, BIDC uses a figure for labor intensive industries of US\$15,000 investment per job. Whether the government will meet BIDC's request for equity capital remains to be seen.

Attachment A**Table 3 - IDC Assisted Enterprises Established 1977/78**

✓ Clifford Electronics Ltd.	Electronic Components	May, 1977	17	\$ 90,000
✓ Pan Indiana Ltd.	Quilted Bedspreads and Ladies Foundation Garments	September, 1977	15	320,000
✓ TRW Resistive Products Inc.	Minaturized Wirewound Resistors	November, 1977	42	918,000
✓ Barbados Batik (Export) Ltd.	Hand-Dyed Batik	November, 1977	8	60,000
✓ Bayer Caribbean Ltd.	Insecticides and Air-fresheners	December, 1977	47	4,500,000
✓ Micro-Data Ltd.	Cathode Ray Tubes & Terminal Assembly	January, 1978	325	1,200,000
⊔ Island Plastic Ltd.	Plastic Bags, Pipes and Boxes	January, 1978	22	150,000
⊔ Vitamin Pet Foods	Pet Foods and Requisites	January, 1978	7	100,000
✓ Applied Magnetics Ltd.	Magnetic Head Devices	February, 1978	138	290,000
× Fun Foods Ltd.	Processing & Packaging of Salted Nuts	March, 1978	10	170,000
✓ McKay Industries Ltd.	Shirts, Jackets, Tote Bags & Seat Covers	March, 1978	16	200,000
⊔ Aerosols Ltd.	Air-fresheners, Cosmetics & Insecticides	March, 1978	6	247,000
Totals:			653	\$8,245,000
× Fun Foods Ltd.	\$86,700 local	\$83,300 foreign		

⊔ means 100% local

✓ means 100% foreign

Attachment B

**Table 4- Major Expansions  
by IDC Assisted Companies 1977/78**

COMPANY	PRODUCTS	ADDITIONAL EMPLOYMENT
B'dos Dairy Industries	Milk, Cream, Yogurt & Orange Juice	18
B'dos Packers & Cannery	Food Processing & Canning	58
Bridgetown Industries	Household Linen & Ladies and Children's Garments	40
Tiny Tots Ltd.	Infants and Children's Garments	26
Towels Ltd.	Turkish Terry Towels & Wash Rags	30
Edmont B'dos Ltd.	Coated Fabric Gloves & Safety Clothing	77
I.P.C. B'dos Ltd.	Brassieres	40
Koves	Children & Ladies Sleepwear and Underwear	12
Trident Gloves	Industrial Type Gloves	12
Modutec	Timing Meters	50
Tansitor B'dos Ltd.	Tantalum Capacitors	43
VRN Electronic Components	Variable Resistors and Components	90
Fawcett Input Centre	Data Processing	24
Intel B'dos Ltd.	Integrated Circuits	251
Russell Knitt B'dos Ltd.	Sport Shirts & T-Shirts	32
Cooper B'dos Ltd.	Ice Hockey Equipment and Other Sporting Goods	58
	<b>TOTAL</b>	<b>861</b>

**N.B.** Companies who increased their work force by less than ten (10) persons were not taken into consideration in the compilation of the above list.

The BDB began operations in 1969, a spin-off of the BDC. Its two main purposes are to provide medium and long term finances for development enterprises, cooperatives and small businesses; and to mobilize domestic financial resources by encouraging savings and investment. It is distinguished from the BDC by dealing solely with local investors and with smaller scale non-infrastructure projects. It finances projects in the following areas: tourism, industrial enterprises of medium to large scale, agro-industry, services, co-operatives, and small businesses. In 1977-78, a very good year for the BDB, it approved US\$4.22 million in new loans (compared to disbursements of US\$3.75 million); These were distributed as follows: tourism, 66.2 percent; manufacturing and other industries, 16.3 percent; agriculture and fisheries, 12.0 percent; small business, 2.6 percent; and small manufacturing, 2.2 percent. The size distribution and number of loans approved for the last two categories are presented below.

Table 8

New Loans Approved by the BDB, 1977-78

for Small Business and Small Manufacturing

<u>Sector</u>	<u>New Loans</u> No.	<u>Approved (US\$)</u> \$
<u>Small Business</u>		
Up to \$2,500	-	-
2,501 - 5,000	10	38,650
5,001 - 7,500	5	30,750
7,500 -10,000	4	39,750
Total	19	109,150
<u>Small Manufacturing</u>		
Up to \$5,000	3	6,350
5,001 - 10,000	3	21,500
10,001 - 15,000	-	-
15,001 - 20,000	1	16,500
20,001 - 25,000	2	48,600
	9	92,950

SOURCE: Barbados Development Bank, Ninth Annual Report, 1977-1978

Using a BDB table purporting to examine employment generated during 1976-1977, we have derived Table 9. However, before refining too much upon the industrial projects figures, keep in mind that only two projects were included in that sector. Other BDB figures support the inference that tourism is very expensive in terms of size of loan to employment generated.

Table 9

BDB Employment Generation 1976-1977

Sector	Loan Size ooo's US\$ (1)	Number Employed Before loan (2)	Number Employed 1976 (3)	Number Employed 1977 (4)	Number Jobs Created to 1977 (5)	Ratio Col (1) Col (5) (6)	Revenue Earned 1977 000's (7)	Ratio Col (7) Col (4) (8)
Tourism	752.7	30	42	43	13	57.9	489	11.4
Industrial Projects	80.0	48	66	83	35	2.3	1226	14.8
Total	832.7	78	108	126	48	17.3	1714	13.6

Source: Derived from figures provided by the BDB

The BDB's attitude towards small scale manufacturing is forthrightly presented in its latest annual report:

"....The Bank has mounted an out-reach program to bring awareness of the availability and benefits of the Bank's programs to persons in these sectors.

However, entrepreneurs of small scale enterprises are not generally equipped with the financial, accounting, and technical skills required for formal project formulation and evaluation. The Bank is providing many of these services for its borrowers, which is placing an increasing strain on the Bank's small staff resources which will therefore need to be expanded to meet the growing demand for what is becoming a supervised credit scheme.

Despite higher levels of analytical inputs during the formative stages of the projects, the failures and arrears patterns of small enterprises tend to be high. The Bank will need special finance by way of grants, or equity financing, for accelerated development of projects in the sectors."

A final Barbadian institution significant for small business support is the Barbados Institute of Management and Productivity. Its main roles are to provide training and technical assistance, as will be examined later on. However, since 1974 B.I.M.A.P. has administered a loan guarantee fund of US\$200,000, half of which has ever been used to back loans made by commercial banks to small business clients. B.I.M.A.P. claimed to be unable to provide figures on the collection history of the loans guaranteed by them, let alone information on the net effect of these loans in increasing productive capacity and employment. A conflicting report on this point was received, as will be discussed in the project proposal section.

The St. Lucia DFC is the National Development Corporation. Its Small Business Program has made loans in the range US\$2,200 - \$37,000. There are three sources of loan funds, all CDB financed: the Small Industry Credit Facility (SIC); the Trinidad & Tobago Counterpart Fund, and the Small Ordinary Loans to Industry (SOLI). Although monies have been available since 1973, this stepchild program was in abeyance until 1977, when a majority of the 15 loans currently outstanding were disbursed. Given the medium and long term nature of the loans, it is too early to assess the collection experience. The growth of several small manufacturing clients was described as slow but steady, although one guest house has proven a bad investment.

St. Lucia: Description of New Companies Granted Incentives During 1978-1979

1978/79 Industry	Value of Total Share Capital E.C.D.	% National Participation	% Foreign Participation	% Floating Equity	Proposed Employment (Initial stages)	Local Value Added %	
1. Carib Processors Ltd.	1000 000	20	20	60	12	40	Margarine, lard, shortening etc.
2. Satson Knitwear	100 000	20	80	(20)*	38	47	Garments
3. Soft Furnishings Ltd.	150 000	60	-	40	10	40	Furniture upholstery & Drapes etc.
4. Uniontex Ltd.	1000 000	-	100	-	100 <sup>E</sup>	25 <sup>E</sup>	Garments
5. National Garments Ltd.	416 000	2.9	7.1	90	22	60	Garments
6. National Handbags Ltd.	1000 000	14.5	35.5	50	17	61	Patent leather bags
7. Caribelle Batik (St. Lucia)	3000 000	=	30	70	23	En*	Batik garments
8. Paul Sexius	265 140	100	-	-	7	100	Heavy equipment services
9. Agro-Industries Ltd.	280 000	80	20	-	25	56	Food Processing
10. St. Lucia Paper Products Ltd	250 000	29.2	-	70.8	14	47	Paper bags
11. Wash-O (St. Lucia) Ltd.	25 000	60	-	40	10	48	Bleach
12. Chuganis Industries Ltd.	500 000	-	100	-	77	27	Garments
13. Caribbean Garments (St.L) Ltd	500 000	-	20	80	61	67	Garments
14. Nettings Ltd.	1000 000	-	16	84	35	47	Mosquito nets and netting
15. Exotic Garments Ltd.	1000 000	6.8	6.7	86.5	40	En*	Garments - Denim
16. LAINWU Enterprises Ltd.	50 000	-	100	-	20	36	Artificial flowers
17. Kaper Industries Ltd.	100 000	-	100	-	40	49	Brushes, brooms, mats, elastic webbing
18. Super Comfort Products Ltd.	400 000	51	49	-	11	34	Sanitary napkins
19. Caribbean Colour Lab.	100 000	80	-	20	8	51	Colour, black & white photography
20. Data Delay Services Ltd.	20 000	-	50	50	42	En*	Electronics
21. Cynthia of the Caribbean	5 000	-	10	90	25	50 <sup>E</sup>	Haute Couture Garments
22. Alka (St. Lucia) Ltd	277 362	33 1/2	66 2/3	-	6	30	Watch assembly, garments
23. St. Lucia Aluminum Ind. Ltd.	500 000	-	50	50	12	23	Aluminum building materials
24. Fisa (St. Lucia) Ltd.	500 000	Nil	100	-	27	50	Seasoning and spices prep.
25. Karibu Ltd.	400 000	10	90	(10)*	15	40	Buttons
26. Environmental Eng. Ltd.	20 000	-	.1	99.9	28	27	Polyurethane products and housing
27. Meat Products Ltd.	600 000	24.5	25.5	50	25	63	Poultry and pig products
28. Belle Fashions Ltd.	100 000	-	20	80	50	En*	Garments, trussiers
29. Shields Electronics Ltd.	45 140	-	100	-	54	En*	Electronics
National Average %		21	41	18		45	E - Estimate
TOTAL					855		En* - Enclave Industry
							(*)-(X) - Reserved for nationals

SOURCE: Ministry for Trade, Industry & Tourism

There has been high turnover among the SIC officers to date. Currently there is none on board, and an already heavily-burdened staff member is wearing two hats, with SIC receiving low priority.

Without a trained SIC officer, the processing of loans is very discouraging as someone has to come in from Barbados to evaluate applications. The process from filing of application to loan approval can easily take three months or longer. A process similar to the BDC-BDE spin-off is under way. A new DFC is being formed, which would divest NDC of Small Industry and student loans. NDC will be left with capital development (i.e. creating industrial estates) and marketing (i.e. public relations work abroad) functions.

A newly-compiled table on characteristics of companies granted incentives by the NDC in 1978-79 was available. (see Attachment C). The column "floating equity" means unsubscribed shares and signifies full capitalization has yet to be attained. Therefore the column "value of total share capital" is meaningless. The proposal employment refers to hoped-for employment within the first 18 months of operation; there are no guarantees that this will materialize. In fact the contact at the Ministry for Trade, Industry and Tourism estimated that only 60% of this might be realized in the first year. Since no estimate of the ultimate employment planned to be supported by these investments has been made, no capital-labor ratios could be calculated even if the total realized investments were known. Thus, the only usable information we are left with is an estimate of local value added.

On St. Kitts the DFC has been a failure. The Manager of the National Bank of St. Kitts-Nevis-Anguilla has just finished setting up National Investments Ltd. NIL has two goals: (1) to administer a new program for low-cost housing, up to US\$740,000 a year; and (2) to set up a privately run DFC to supply indigenous entrepreneurs with money and some managerial skills, ultimate volume also contemplated around US\$740,000. A Canadian executive volunteer from SCORE (Senior Citizens of Retired Executives) will be in St. Kitts the first half of 1979 to help NIL become operational.

Other than this avenue of employment generation, St. Kitts has a very large capital expenditure plan, hopefully to be financed by the Caribbean Development Facility. The Planning Unit of the Ministry of Finance is hoping for a 50 percent greater capital flow by 1980-81, maybe US\$4.8 million in constant dollars.

The Canadians are financing a US\$1.85 million airport terminal. Due to the low capacity of local construction firms, it is unclear how many jobs will be created but those which are will be in generally male occupations. The Planning Unit would like to get one enclave industry a year, to balance the male construction employment. A brassiere factory which opened in December has already hired 150 young women.

No small business figures were locally obtainable for Antigua. Both the Ministry of Trade and Economic Development and the Antigua-Barbuda Development Bank have positive attitudes towards small business; the ABDB has offered with CDB and CESO (Canadian Executive Service Overseas) assistance two seminars in the last two months on small business topics. The feeling is that a small business loan or loan guarantee fund would be very useful here. Local ideas for new business exist, but the lack of collateral has been an obstacle to loans.

The ABDB manager commented that the Bank has been trying to direct people into production and away from the traditional commerce and services. A real problem has been that many new manufacturing businesses are established by craftsmen who do not realize that different skills are needed from those for cottage industry. This is why ABDB has come out so strongly for small business education.

Another problem is that although local project officers perform local appraisals, they then have to go to CDB for final approval, with the predictable lengthening of turn-around time. This is particularly onerous when a small businessman waits until the last minute to apply for a loan the need for which could have been foreseen months earlier and then has to cool his heels for 2 - 3 months. The example was given of someone who first builds a boat, then comes in to apply for a loan for a motor. The ABDB would like local autonomy to approve loans up to say, US\$5,600.

About 600 jobs have been created in the last year or two at the Coolidge Industrial Estate. About 1200 jobs total are forecast for that estate when fully developed. Other smaller factories have been set up.

#### ANNEX

##### CDB Experience and Cost Figures Supplied by Industry

Although local agencies and institutions uniformly lacked specific information on small business loan experience, the CDB's Small Industry Credit Project has prepared tables giving the history and implementation status of approved

subloans by country. Over approximately a five-year period, the CDB disbursed US\$1.1 million in small industry loans to the countries given in the table below. Excluding St. Vincent, for which employment data were not available, loan amounts of US\$855,000 (including local counterpart funds) were associated with 208 jobs (it is unclear whether these were jobs directly created by these loans). This works out to a loan investment of US\$4100 per job.

Table 8

A Summary of CDB Small Industry Credit Loans  
to Five Eastern Caribbean Countries, 1973-1978

COUNTRY	PERIOD LOANS WERE DISBURSED	LOAN FUNDS			# OF LOANS	JOBS
		CDB (US\$)	LOCAL (US\$)	TOTAL (US\$)		
Antigua	1975-78	327,400	30,800	358,200	17	105
Dominica	1975-78	209,200	3,000	212,200	14	64
Montserrat	1973-77	99,000	4,400	103,400	10	15
St. Kitts	1973-76	176,600	4,800	181,400	10	20
St. Vincent	1973-77	297,900	103,500	401,400	35	NA
TOTAL		1,110,100	146,500	1,256,600	86	208

SOURCE: Calculated from figures supplied by the Caribbean Development Bank.

This figure compares with an off-the-cuff figure of small business job creation of \$4,000 used by the head of the Barbados Manufacturers Association. The head of the Barbados Small Business Association supplied the following estimates for setting up factories in unsophisticated industries using sewing machines, wood working machines, metal furniture working machines, etc.

For a plant of 200 people ultimate capacity:  
 Concrete block building = \$600,000  
 Equipment = \$250,000  
 \$850,000  
 Fixed investment/worker = \$4250

Comparable figures for a new electronic assembly plant were supplied by one enclave firm. For a planned work force of 1600 a figure of \$7 million for investment in a new building and equipment was anticipated. This works out to be \$4375 per worker.

On the other hand, in line with BIDC's figure of \$15,000 per new job are the figures supplied by an enclave electronics plant with a much more capital-intensive line. Calculations for a new 30,000 square feet facility are as given:

For a plant of 250 people ultimate capacity:

Building shell	\$ 500,000
Leasehold improvements and machinery	\$ 3,500,000
	-----
	\$ 4,000,000

Fixed investment/worker: \$16,000

For all these facilities the cost of initial working capital, training costs and other setting up costs are not included.

No studies of linkages or indirect employment creation seem to have been carried out so far. The consensus was that enclave industries have essentially no spin-off in terms of local employment, other than that generated by the construction of original infrastructure or supported by the buying power of factory workers. A figure of .3-.5 per industrial job was most frequently offered as an estimate. No estimates of the indirect employment effects of jobs or investment in local industries were quoted to this team member.

### III. Industry's Views on Problems of Business Development

#### A. Small and Local Business Representatives

All local Bajan informants agreed on the problems which need to be overcome for indigenous businesses to improve their viability. Those interviewed on other islands expressed essentially identical responses. These problems include:

- 1) A lack of entrepreneurial skills as evidenced by lack of recognition of opportunities for exploitation, an inability to assess levels of risk accurately, an unwillingness to take risks in expansion of production and penetration of new, foreign markets.
- 2) A lack of proper feasibility studies/poor research and marketing strategies. Understanding and measuring the potential market for a product or service, knowing how and when to use advertising, even knowing where to go for marketing information is not knowledge widespread among locals.
- 3) Problems of management and accounting. Arranging for the timely flow of materials through the production process, performing cost analysis and control, setting up of books, keeping accounts, even a rudimentary knowledge of scientific personnel practices are all skills in very short supply among local entrepreneurs. Many businessmen could not afford to pay for accounting assistance, etc., even if they could recognize the need for such.
- 4) Problems of financial management and credit. Knowledge is lacking about how to control cash flow, how and when to borrow money, and how to approach and work with bureaucratic financial institutions. Lack of collateral is a common barrier to obtaining a loan.
- 5) Lack of personal discipline reflected in easy-going attitude towards debt repayment, an unwillingness to plow profits back into the firm, and a readiness to abandon habits of hard work for such indulgences as a protracted "businessman's lunch" as soon as financial pressures ease only slightly.

Little elaboration is required by these items. Feasibility studies are much more commonplace now than ten years ago in Barbados. Recently, there have been marketing studies for exports. Although small businessmen may dismiss

commissioning a study as an unaffordable luxury, both the BDB and B.I.M.A.P. perform them routinely if asked. At B.I.M.A.P. feasibility studies are free to small businessmen. However, to the extent that the avoidance of risk taking is based upon the dearth of local data and current market intelligence, it represents reasonable behaviour on the part of these businessmen.

One small businessman commented that with respect to specific skills the options are to hire the skill on a contract basis or to learn as one goes along. The latter requires that technical assistance be available. This informant stressed how difficult it is to change the traditional mentality from a trader's to a manufacturer's, the latter having to be in complete control of the entire production process.

Only two persons, both active in promoting small business, felt that what is needed most in Barbados is risk capital. They maintained it is difficult to find people willing to go into new product lines and at least as difficult to get credit for a new venture because a bank would not know how to evaluate it.

Both these persons regarded the establishment of a loan fund or a loan guarantee fund to replace the one which is drawing near term as highly important to small business. One man appeared to believe that nearly every potential entrepreneur should be given funding as this was the only way to ensure that every viable idea had a chance to be implemented. The other considered increased loan access vital in order to permit those persons who had completed B.I.M.A.P.'s management courses or had otherwise acquired a knowledge of business fundamentals the opportunity to utilize these skills in real life growth situations.

Both men predicted a high level of risk for such loans, one projecting a 50 percent failure rate on venture capital to small business. This did not appear to bother them, believing that even a lower success rate would justify such a program.

The attitude was expressed that financial institutions should adapt to the known proclivities of local small businessmen to procrastinate and run past deadlines. If a monthly payment is not in on time, the bank should accept the responsibility of careful and immediate follow-up. The bank should try to discover why a payment was overdue and try to help the creditor. If this attention incurs additional administrative costs, then simply raise the interest rate ½ percent or so. To demand that the creditor assume responsibility for meeting his contractual obligations is to be hard and unsympathetic.

Related to the provision of credit is the problem that no institution makes loans for working capital. The manager of the ABDB was certain production and sales opportunities at peak season (i.e. Christmas) are lost because temporary additional capacity cannot be added on. This author encountered in Barbados a would-be manufacturer of some indigenous construction material with a large order in hand but, after outfitting his factory without the means of purchasing necessary materials in economical bulk. He may well lose the order unless he can find a way of getting a 90-day line of credit.

In the one indigenous factory visited by the author, personnel problems surfaced similar to those experienced by the large enclave plants described in the next section. A staff of 34 employees includes 9 office staff and 25 line workers. All the supervisors were the better assembly workers originally as were many of the stockroom staff. It has not really occurred to the owner that the skills or abilities required to be an effective supervisor are not necessarily those required to be a good operator. He has been more effective grappling with the problem of creating company allegiance. He has worked towards developing a group ethos of "we" instead of "I" and has recently started a program to give all employees background information on the organization and its finances.

## B. Enclave Industry Representatives

### 1) Employment Parameters in Enclave Plants

Some brief background information on the work force in enclave operations may help place the observations of the managers in context. As would be expected, these typically assembly operations have a high proportion of line workers, usually exceeding 70 percent. The one exception in Table 11 is a plant with large numbers of technicians, but even here line workers constitute two-thirds of all employees. The average proportion of line workers for the five plants supplying this information was 78 percent.

Wages are fairly standard, running US\$.75-.80/hour, a little lower for trainees, a little more for experienced workers. Factories vary in whether or not they use an incentive system; it seemed to make little difference in wages or productivity.

Table 11Employment Structure in Enclave Plants: Barbados, 1979

<u>NUMBERS</u>			<u>PERCENT</u>
Line Workers	Non-line	Total	Line Workers
76	30	106	72
152	52	204	74
330	35	365	90
310	58	368	84
260	140	400	65
Total 1128	315	1443	78

Note: All figures are approximate

Wage rates have risen considerably over the past three or four years, a result partly of inflation (10 - 12% per year) and partly reflecting real salary increases. Although there is still a very considerable cost advantage over United States plants (one firm cited a figure for overall costs of 20 percent of the comparable U.S.), wages for certain plants are no longer competitive, even allowing for non-pecuniary factors, with those elsewhere in the developing world (figures of \$.30-.40/hour were offered for Manila, Haiti, etc.). At least one plant is considering the introduction of at least semi-automatic equipment.

Productivity per se does not seem to be a problem. However, worker dissatisfaction more with the length and continuity of the factory day than with the pace of factory work itself is openly expressed. Problems with tardiness and absenteeism are endemic with visible cost effects. As one manager put it, the productivity is acceptable on the basis per hour worked, but the other factors lower the utilization rate of the machinery and fixed equipment. A higher overall work force has to be employed to compensate for worker no-show of various origins.

Two of the six factories surveyed use shift work, although a second shift is a lot of headaches. This is probably the reason shift work is not more common. Barbadian law requires that businesses provide workers with transportation

home if quitting time is during non-operative bus hours. Therefore, one plant scheduled a 10:30 p.m. - 7:00 a.m. shift to coincide with bus hours. A 35 percent turnover rate has forced a decision to experiment with a 4:30 p.m. - 1:00 a.m. shift, even though it means providing transportation. The other factory, with a similar 10:00 p.m. - 7:00 a.m. shift, has found performance acceptable, although no one pretends workers will ever like it. A complicating factor in getting workers at night (and to some extent during the day) is the Barbadian parent who not only may pressure his or her daughter not to work in a factory or at night but does not hesitate to call the plant management as well as to inform them of parental disapproval.

## 2) Local Managerial Resources

All plant managers/directors shared a common experience with the problems of the supply and the quality of local management staff. Trained let alone experienced managers are simply not available. Developing them internally within the company takes a lot of time and even then there are persistent culturally-produced problems interfering with reliable and satisfactory performance. Given the brevity of modern production history in Barbados, as well as the size of the market for which local manufacturers produce, these managers accept that it is unreasonable to expect to find certain very high-level people. For instance, one plant had to replace its local managers when what had started out as a moderate-sized sort of "test" venture became an operation employing several hundred workers. The local managers just could not cope with an operation that big. The manager of another plant, a Bajan with extensive foreign training and experience, wearily declared that "one manager who understands a 20,000 unit line/day and what it takes is worth everything."

Training within the firm is the only short-term solution, although certain companies are not budgeted for extensive training times. At least one firm hires middle management hotel personnel and then trains them to industry. One complaint was voiced that U.W.I. Cave Hill does not offer industrial management or many other business-oriented courses. Some places have to send someone in from abroad. All the plants have expanded very gradually, in part because all managerial and supervisory staff had to be developed from within. One manager even felt that the pool of such workers in Barbados is decreasing as certain companies are cutting back on supervisory staff following each wage increase.

Another manager/director who had resigned himself to not expecting U.S. standards of management, spoke for all his colleagues in summing up his problems. He finds Barbadians well-trainable but not quickly. Once they are trained, they have the inflexibility of a computer, no adaptiv ess or

flexibility when facing a novel situation. Inadequate comprehension or acceptance of what management responsibilities entail persists indefinitely. A Bajan production manager with 20 years of experience still finds it difficult to confront workers; the director cannot get him to assimilate the concept that the job must be done, even if all the workers are not joyous about what this entails. The plant manager at the same operation feels he is doing his job if he calls in the production manager and alerts him to what is wrong; he does not feel he has to be personally involved. The concept of personal responsibility, of "the buck stops here", is very alien.

Certain outdated cultural patterns persist. Traces of the British industrial patterns are evidenced by the expectations not just of first-line but second and third line staff that they should receive the perquisites of management - e.g. use of a company car - which the enclave firm is not about to provide. Another directing manager finds that his division managers (manufacturing, product, cost control divisions, etc) still try to get advice from the director not because they lack the background on which to formulate action but because he is white. An appreciation for the attitudes the top managers confront daily can be obtained from the expressed hope of one that in the next 5-10 years, his men will come to have some allegiance to the company rather than always acting on the premise the company exists only to benefit them.

### 3) Supervisory Resources and In-House Training Programs

Just as scarce as, if not scarcer than, managerial personnel is supervisory. No firm goes out and hires first-line supervisors. The usual pattern when a plant is to be newly opened is for supervisory training to be figured in as part of the start-up time. The luckier managers or the more skilled with personnel techniques have been able to exert some control over the selection process, selecting for leadership rather than operative skills. One manager who was brought into an on-going operation encountered a near-intractable problem with his supervisory staff, all but two of them were chosen by the previous management from among the best operators.

This pattern of promoting from below exacerbates some of the problems already identified with local management. It is difficult to get managerial staff to accept fully the fact that managerial interests are not always the same as the workers'. It is probably impossible to get a young woman who still lives among and is friends with lineworkers to accept this new separation between the duties of her new role and those of her former co-workers. It appears more important for Bajans at all levels to be liked, preferably universally, than to be respected. Identifying with the workers, local supervisors find devising ways of disciplinary

workers very difficult. To the extent that they commonly receive threats that their wood houses would be burned down, supervisors are also legitimately fearful about the consequences of exerting discipline. Managers repeatedly voiced frustration with their inability to get supervisors to talk to young workers about tardiness and absenteeism. One manager thought plant productivity would go up 20 percent overnight if proper supervisory techniques were applied consistently.

All the managers had spent many hours and much effort on training problems. Several enclave plants have the benefit of being able to use the parent company for training materials and personnel, albeit the former have to be adapted to local conditions. Most managers ended up developing their own courses. Success has been less than overwhelming. The attitudes described above plus others impede mastering of the materials and the techniques being taught. Among the specific criticisms were that local trainees are passive, lack a sense of competitiveness, lack respect for the person in charge and are unable to work in teams and combine efforts. One group of women has been given the same ten-hour factory-developed course twice; the average grade on the final the second time through was 4.5. Another plant has sent staff to B.I.M.A.P. , held sessions on specific problems; tried role-playing sessions; and concluded that nothing has been really effective.

A complicating factor has been the deficiencies in the formal schooling the work force has received. Rote education and perhaps poor instructional materials and poorly trained teachers have produced school leavers with a functional literacy level estimated by one manager as equivalent to an American fourth grade. Common complaints were workers lacked creativity, initiative, flexibility, and the ability to use logic. Inability to follow through with a task to completion was also cited as a problem: "a repairman will get a machine functioning again, will not tighten a screw the last half-turn, consequently will have to repeat the repair a half hour later, and will not learn anything from the experience." A potentially more serious problem and one certain to impede Barbadian efforts to secure a more sophisticated industrial base is the numerical illiteracy which is endemic. Workers cannot perform quickly and accurately the fundamental arithmetic operations nor comprehend any literature containing numbers. It is common among all plants to receive job applications from graduates with five or more 'O' levels, none of them in arithmetic or mathematics.

4) Industrial Discipline

Running through all the above personnel problems and deserving of a separate section is the matter of industrial discipline and work habits. It must be accepted that at present Barbados lacks a disciplined factory work force in the industrialized country sense. Young people have not been socialized in school or community into what sort of behaviour is legitimately required by the work establishment. They also lack specific knowledge of factory or office organization, routine, and protocol.

This comes out in ways unexpected to a non-Bajan: "The Polytech certificate seems meaningless. They (new workers) say they have learned (this skill or that). Then you given them a time card and say 'punch in' and they say 'Huh?' " The dependency upon bus rather than automotive transportation is time-intensive and requires adjustment on both sides, management and worker. One manager had to train his staff to manage time better and to conserve it, taking off only the two hours needed to transact personal business rather than an entire working day.

Another manager complained about the lack of a work ethic in Barbados, which he attributed to the dependency of "adult children" who can return to their parents for support without a loss of status in the eyes of themselves or their peers. The manager who seems to be dealing with these sorts of problems most successfully has assumed the role of in loco parentis, counselling on nutrition, personal hygiene, and similar areas.

All the managers are concerned with the endemic tardiness and absenteeism. Some felt that the nature of the Barbadian sick pay scheme encouraged malingering, as a worker receives sick pay only if he or she has a doctor's certificate and stays home more than two days. Again, the typical worker has no comprehension that anything or anyone is affected by his dilatory work habits. Lacking a knowledge of the structure and pattern of factory production organization, the worker does not understand even why his superiors place so much emphasis upon regular, prompt attendance.

Most of the managers displayed similar coping techniques. As one put it, a manager is the role model for the workers. The managers are in early, take short lunches on ordinary work days, and try to be visible to the workers by walking down the lines several times a day and knowing the workers by name. The most effective mechanism was to be consistently strict and not let anyone slide. Once the

workers are convinced that the manager or supervisor does really care about tardiness or absenteeism, the problem does improve although it never goes away.

A final problem with worker behaviour is that of pilfering by employees. No one wants to take a solid state chip home but nearly everyone can use given items of soft goods. Apparel factories here and in St. Lucia all voiced concern about the extent of this problem; in one factory 8-9 percent of the finished goods have disappeared, with supervisors being unwilling or unable to crack down on the offenders or break group solidarity by reporting it to higher levels of management. Whether a small businessman would be affected is difficult to say. On the one hand, he presumably would be more personally involved with production and on closer terms with his workers, which should cut down on stealing. On the other hand, he has less volume on which to recoup these losses.

#### IV. Local Technical Assistance Efforts

##### A. BIMAP

The Barbados Institute of Management and Productivity (BIMAP) has played the leading role both in management training and in small business counselling and development. BIMAP administers four separate programs:

1. Management Development
2. External Training (in-plant programs)
3. Management Consulting
4. Small Business Development Program

In operation for the past seven years, BIMAP can take credit for familiarizing a growing number of local businessmen with the principles of modern management and for creating an awareness within the small businessman of some of the technical skills which running a viable business requires. Currently there are fourteen (14) full-time professionals on the staff and twenty (20) part-time professionals including accountants and an industrial psychologist who moonlight at the Institute. BIMAP is sometimes overly-ambitious, especially considering its less-than generous finances (yearly contributions from the local business community matched by an equal government contribution comprise the bulk of its operating budget, although money is received from course tuition and consulting fees). But if all local businesses were as successful and innovative, Barbados would have no economic problems.

The Management Development section runs courses and seminars on marketing, finance, accounting, production, etc. Basic accounting skills are the ones most in demand: formal training in the rudiments of accounting plus, for small businessmen, how to prepare accounting statements. Next, general management skills are the most in demand. Both courses run for 45 hours, 2 hours /2days/week. In March, 1979 a 60-hour course will start, meeting on evenings and weekends to meet the needs of small businessmen. A minimum of four modules will be covered; marketing, accounting, and general management, plus an optional one selected from such topics as layout, pricing, etc.

The Small Business Development Unit was created because small businessmen were not coming in on their own. BIMAP has expended considerable effort on reaching out to the local small business community and has developed strong connections with it. Most of those coming to BIMAP come because their businesses are failing and they hope BIMAP's counselling can save them. Because of limited time and money resources (most services are without charge to small businessmen), BIMAP can only counsel a fraction of those seeking assistance. Those accepted for counselling receive one man-day per month for the first year.

This Unit also counsels those businessmen who have received commercial loans guaranteed by the Small Business Loan Guarantee Fund BIMAP has administered. As mentioned in the section on access to credit, BIMAP has not been able to supply this team with information on the experience of this program.

BIMAP has conducted one course in record-keeping aimed specifically at small businessmen. The material for this course was simpler than that offered in its standard management course, and there was a greater use of audiovisual materials. In collaboration with the Manitoba Institute of Management, BIMAP developed appropriate teaching materials entitled The Ins and Outs of Record-Keeping.

#### B. ABDB - CESO Seminars

In an attempt to reach and educate small businessmen, the Antigua-Barbuda Development Bank (ABDB) has run two recent week-long seminars. Canadian Executive Service Overseas (CESO) helped provide lecturers and funds for a post-seminar dinner for participants. The CDB, which instigated the idea in the first place, provided two lecturers. The ABDB has used the university center and newspaper and radio advertisements in its publicity efforts. The first seminar, on accounting and record-keeping for small businesses, was held two months ago and had to turn people away after the capacity of 45 was reached. The second seminar, on the management of small

business, was held February 12 + 16, 1979. Despite a publicity problem due to radio transmission disruptions caused by power black-outs, forty people participated.

Attachment 2, kindly supplied by F.L. Harding of the CDB, gives the agenda, the list of participants, the handouts and a capsule report of the seminar's reception by the participants at the February seminar. The four sessions, all held in the evening hours so that business people could conveniently attend, covered the topics of human relations, marketing, financial management and the business plan.

One of the most gratifying aspects of the seminar has been the diversity of the participants. The gamut of occupations from managers to bookkeepers to supervisors to clerks to the unemployed has been represented. There has been a similar diversity in the size of the establishments participants are involved in. Participants' reactions were apparently very positive.

In Barbados this spring YORUBA and the Extra-Mural Department of the University of the West Indies (UWI) are sponsoring a series entitled "Is There a Future for Black Business?" The program schedule is given in Attachment 5. The list of participants constitutes an excellent resource list for future small business studies.

## V. Data Availability

The sheer lack of business, economic, and demographic data handicaps businessmen and bureaucrats alike. Marketing and feasibility studies cannot be properly undertaken and manpower planning is being undertaken in some countries without estimates of such basic quantities as the yearly change in the size of the labor force. We will avoid any technical discussion about specific data lacks\* but will marshall in one place the instances in which such problems were mentioned to us.

1. We received tables from a household survey on St. Kitts and on social security contributions of employees in Antigua and Barbuda but were cautioned that the data were confidential because of probable major quality problems.
2. Similarly we received warnings of unreliability of data from Grenada and of quarterly establishment surveys by Antigua's Ministry of Labor. Montserratian data, mainly unpublished, are gathered sporadically.
3. The Antigua Ministry of Economic Development pointed out its government is managing its social security monies sub-optimally due to an absence of projections on population and manpower. In the absence of such data, the Social Security Board has no way of estimating the future course of retirements and thus the call upon its assets. Therefore, a higher level of liquidity is maintained than would be otherwise necessary and scarce funds for investments are effectively frozen.

\* The situation is little changed from that described three years ago by David Wood and Michael Foster in their report for the ECCM on Manpower Planning in the Eastern Caribbean, April 1976.

4. The St. Lucian Ministry of Trade economist who warned us to disregard the capital investments figures for companies receiving incentives stated that to gather reliable data would require more manpower, in particular a travelling field agent. He himself would like to do it, but the Ministry of Finance would have to approve it as it has to approve all travel matters including automobile rentals. The Ministry of Finance is not always attuned to the needs of the Ministry of Trade.
5. The head of the Barbados Small Business Association commented that the dearth of data and current market intelligence considerably added to the risk of innovative investment.
6. BIMAP suggested that a small sample study of small business would be worth funding. Currently there is no knowledge of equity ratios, sales per employee etc.
7. Another team member, Mr. Bea Severn, has suggested in his report a surrogate way of measuring demand. It would require a knowledge of industrial structure, the size and number of establishments, fixed investments by employment and so on: precisely the sort of data which is lacking on all but one or two of the islands in any form whatsoever.

As should be clear by now, any discussion of the problems, labor or otherwise, facing small and large businesses in the Eastern Caribbean must include the data problem. Unless more manpower, more expertise, and more funds become available for data collection, analysis, and dissemination (many agencies receive data which, being irrelevant to the problem at hand, are neither compiled nor made available to other interested parties), all economic growth and development within the region will be hampered.

## VI. Identified Project Needs and Recommendations

- Based upon the preceding discussion as well as the many helpful conversations with knowledgeable local observers (see Attachment 4 for a list of persons interviewed) this team member believes the following project list merits serious consideration. Not all of them fall within the exact scope of the Employment/Investment Promotion Project as currently construed, yet each of them attacks a specific constraint impeding the development of small and local business within the region.

### (LOANS)

1. Provision of a loan or a loan-guarantee fund such as B.I.M.A.P. has administered, on selected islands only.

The figure of US\$200,000 was accepted as a reasonable and functional one. Loans would have a suitable ceiling and be for fixed capital only, with flexible criteria for qualification (see Attachment 1 for EDB criteria). These funds should be administered and evaluated by local manpower to the extent resources permit. The institution to which such a fund would be attached would have to vary from island to island depending upon the commitment to small business development by different local agencies as well as the demonstrated effectiveness of other programs administered by them. In Antigua the Antigua-Barbuda Development Bank seems an appropriate choice. In other islands it might be the Ministry of Trade or Economic Development, etc.

A loan fund is not recommended for each island at this time. Antigua definitely appears able to make good use of one. St. Kitts has ample local resources and would appear not to need outside ones at this time. In St. Lucia, it is difficult to assess if the low level of interest small business has displayed in the Small Industry Credit program administered by the National Development Corporation reflects a low level of need for development capital by local industry or merely the lack of an effective outreach program. If an agency seriously committed to fostering small business can be identified, the loan fund might be at a lower initial figure until the need for more has been demonstrated. In Barbados any decision or setting up a fund should be put off until such time as information on

on the experience on the B.I.M.A.P. fund becomes available (both the credit history and the assessed benefits of the loans as reported by recipients should be considered). AID staff would have to visit the other islands to make assessments about the worth of a loan fund to a particular island at this time.

2. Provision of small loan funds for working capital, on an experimental basis, in selected islands.

The need for lines of credit for short-term working capital has been cited again and again to this team member. A fund should be set up to make working capital loans of no more than, say, US\$50,000 for a period not to exceed six months. To reduce the risk until such time as sufficient experience has accumulated to permit a first-hand assessment on what this risk level is likely to be, very stringent criteria should be initially imposed with respect to an applicant's having orders on hand and the technical capacity to fulfill them within a suitable time period, given materials and labor.

3. Provision of a small loan or a grant to the Caribbean Development Bank to finance brief trips abroad by small business credit applicants, when this is necessary for technical education experience (e.g. tours of industrial plants) or to secure technical assistance or knowledgeable to purchase equipment.

A good case has been made that in selected cases a brief trip abroad to see actual plants in operation or for fact-finding or machinery acquisition purposes can greatly enhance the business judgement or viability of an applicant for a CDB small industry loan. The current CDB small industry loan officer estimates the need at a level of about 10 trips a year for the Leeward Islands taken together and 10 trips for the Windward Islands taken together. Costs would vary from maybe US\$500 for a two-day trip to Trinidad or Barbados (which may be all that is necessary for someone in Montserrat, for instance) or to Florida to maybe \$3,000 for a trip to Europe. This would include in some instances travel funds for a CDB or UNDP escort. At an average cost of US\$1500/trip, this works out to \$30,000 on an annual basis.

(TECHNICAL ASSISTANCE)

4. Financing a series of seminars or short courses for local small business people on each Eastern Caribbean island on management and technical topics, information on which is most urgently needed by them.

To the extent a consensus existed as to what was the most pressing need of small businesses in the region, it centred upon technical assistance in the areas of business and management practices. Although some sophisticated small business people are in more urgent need of other types of assistance, an educational technical assistance program pitched at a rudimentary level appears able to help the widest possible spectrum of local people and help create the human capital so sorely needed in the region.

Attachment 3 presents a description of two possible educational efforts which AID could support. The first would be sponsoring a seminar similar to that run jointly by the ABDB, CESO, and CDB this winter in Antigua. The description has been formulated on the assumption BIMAP would organize and coordinate it, and supply one technical staff member and secure one local counterpart. On that basis, a total cost for a program servicing all eight islands is projected to be in the neighborhood of \$50,000. The CDB has indicated that it might be able to organize these seminars in which case much of the preparation work would be fitted in with other business conducted by the CDB on project visits to the various islands. The Industry Division of the CDB estimated that in such a case AID need pick up only the marginal costs of the effort, say US\$1,000 - 2,000 per island or a total of \$8,000 - \$16,000. However, before any decision can be made about in whose hands to place the project, a comparison of suggested course content and a working out of the availability of needed manpower would have to be made.

The second option presented is a much more in-depth course extending over a period of six weeks. In addition to the obvious benefit to the student of an extended exposure to a more comprehensive curriculum, there is the second not-inconsiderable benefit that the curriculum in question would be fashioned only after receiving local input and would be specially tailored to the local needs. The estimated cost of this is approximately US\$150,000. Because the amount of time course instructors would spend off Barbados, it was thought that no staff member should be responsible for more than two islands in a year's time.

This means that a minimum of four staff people would be required as trainers. B.I.M.A.P. is probably the only organization with the capacity and expertise to handle this.

5. Financing the development of a "core" syllabus for training supervisors, preferably enlisting the efforts of those firms, indigenous or enclave, which have already developed their own materials.

A foremost and urgent need of manufacturers is for reliable and effective supervisors. It seems a great waste of effort for firms to tackle this problem individually, as they have been wont to do until the present. We recommend funding the work either of a task force or of a by-invitation-only conference, participants limited to 8-12 business representatives plus trainers from BIMAP and CDB. The goal would be the production of a core program for training supervisors, to be adopted by employers as needed.

The envisioned format would be preferably a two or three day long working meeting, perhaps spread over two weekends; otherwise one day every other week for six or eight weeks. That would give time to type and prepare enough working copies of the ideas written down during the sessions, before the next meeting.

No attempt has been made to cost this out. Although it is doubtful that any of the business representatives who would agree to participate would want reimbursement, provision could be made for some sort of honorarium. BIMAP certainly and CDB maybe would also require reimbursement for staff time. The main other expenses would be secretarial time, editorial services, and printing needs.

6. Provision of funds to train selected government personnel in data gathering techniques and the use and interpretation of data.

Lacking current population or manpower data, Caribbean countries literally "plan with-out numbers". AID could easily join up with the UNDP, which has provided technical statistical assistance in the region before and reportedly is willing to do so in the future, to decide how best to support efforts to augment statistical capacity. Options include sponsoring a short term (4-8 weeks) course at one of the UWI campuses, bringing in U.N. or U.S. demographers or statisticians to augment the local professional capabilities where needed; funding scholarships to special summer training programs at such institutions as the University

of Chicago or the University of Michigan; and funding scholarships to the year-long training programs for foreign census and other government officials offered by the International Statistical Training Program Center of the U.S. Census Bureau.

The other element needed to attack the data problem is actually funding statistical positions and/or surveys at the level of local government. It is assumed this is beyond the scope of AID activities.

7. Funding a position at the OBE or elsewhere for a technical assistance co-ordinator.

The region as a whole seems uninformed about the existence of many agencies which provide either technical assistance or educational materials free for the asking. Informants in both Antigua and St. Lucia mentioned the problem of obtaining technical expertise for very specific industrial problems. They would probably find exceedingly useful lists of private voluntary organizations such as the one attached to the June 1976 AID report, "Private Voluntary Organizations and Appropriate Technology", a list which is by no means exhaustive. Another resource which seems particularly appropriate here are all the handouts and brochures produced by the government small business administrations in Canada and the United States.

Therefore, there would seem to be an untapped demand for the services of a technical assistance co-ordinator, who keeps current on the sorts of technical assistance available and upon whom both local governments and business people could call with well-defined requests. The coordinator could make referrals and perhaps even carry through on the initial contact by letter. If enough people utilized the coordinator's service, the return might be very considerable.

From domestic sources the Bank mobilises funds for development financing by way of National Development Bonds. Also important as a source are re-payments of loans made by the Bank.

Externally, the Bank has received loans from the Inter-American Development Bank and the Caribbean Development Bank for on-lending to key sectors of the economy. Other sources are being negotiated.

**PROJECTS ELIGIBLE FOR BARBADOS DEVELOPMENT BANK FINANCING**

The Barbados Development Bank finances a wide range of projects. The main form of financial assistance is long-term lending, including in some circumstances permanent working capital. Also the Bank takes equity investment where available and when other sources are not available. The major types and some, though not all, of the types of projects financed, are set out below:

- (a) Tourism – small and medium size hotels and apartments, guest houses and ancillary services in the sector, such as entertainment groups, water sports, taxis, passenger vans and restaurants.
- (b) Industrial enterprises, including the following businesses – manufacturing, processing, assembling, reconditioning and engineering among others.
- (c) Agro-based industrial enterprises including – processing, canning, drying and reconstituting agricultural products and by-products.
- (d) Services including laundry, printing, general cleaning and sanitation, repair and maintenance.
- (e) Co-operatives – The development of these enterprises is now gaining ground in Barbados. The Bank has already provided financing for two projects.
- (f) Small Businesses – restaurants, wrought iron shops, bakeries, retail shops, (except for retail stock) etc.

**SELECTION CRITERIA**

As a banking institution the Barbados Development Bank must ensure that projects financed are indeed viable and able to service their debts, for loans recovered serve as a source of funding for new projects. The main criteria used to select proposed projects are:

- (a) Financial, economic and commercial viability;

- (b) Technical feasibility;
- (c) Marketing strategies;
- (d) Management capability;
- (e) Balance of Payment considerations;
- (f) Employment and income generation;
- (g) Use of domestic raw materials;
- (h) Value added;
- (i) Potential for developing ancillary industries;
- (j) Contribution to the National Economy;
- (k) Effect on the environment; and
- (l) Repatriation and diffusion of ownership.

(ii) The above criteria are applied specifically to projects other than small businesses. Small Businesses are evaluated mainly on:

- (a) the basis of the financial and commercial soundness of their activities;
- (b) personal management ability;
- (c) evidence of effective and careful conduct of existing businesses and the seriousness and care exhibited in the planning of new enterprises.

The Bank has found that initiative and drive matched with prudent management of resources are a sound recipe for success in these types of enterprises.

**INFORMATION REQUIRED**

(i) Project evaluation or the ability to gauge the prospects for a successful venture depends greatly on the amount and quality of data available about the project and the environment in which it operates. The size and complexity of the project will determine the amount and the kind of information needed for effective analysis.

(ii) All projects should have the following basic information:—

- (a) A description of the project; what it is and what it wishes to do;
- (b) The market to be served and some quantitative data on its unit and dollar size e.g. domestic and Caricom markets;
- (c) Operating cost i.e. raw materials, rents, wages and salaries, utilities and overheads;

- (d) Projections of sales per year, broken down by product line and by domestic and export markets;
- (e) Management expertise and availability;
- (f) Source of funds e.g. investor contribution, overdraft etc.

(iii) All this is really basic information without which a serious investor should risk his money. If assistance is available, the Bank will be pleased to help in preparing an application.

**APPLICATION OF FUNDS**

(i) Loans from the Barbados Development Bank are used for the following purposes:—

- (a) Acquisition of machinery, plant and equipment;
- (b) Building construction or renovations;
- (c) Permanent working capital, i.e. that portion of raw material stock, finished goods stock, accounts receivable outstanding, that must be kept on hand at all times, regardless of the nature of operation.

(ii) The Bank does not normally provide funds for:

- (a) Regular working capital i.e. financing the day to day fluctuations for operating capital;
- (b) Refinancing of debts;
- (c) Purchase of land or buildings;
- (d) Purchase of shares.

**LEVEL OF PARTICIPATION**

(i) Loan financing to a single enterprise may not exceed 15% of the Bank's paid up capital. Projects in which the debt burden is more than 60% of the project cost must satisfy more vigorous tests for financial viability and contribution to economic development.

(ii) The Bank prefers equity participation to be invited from the client. In this way the owners of the enterprise make a personal commitment to the project, and of course, gain the rewards. Where circumstances warrant it, the Bank may appoint Directors on the Boards of client companies.

(iii) In the case of small manufacturers and small businesses, the maximum loan is \$50,000.00.

ATTACHMENT 2

Note on Seminar on Small Business Management Sponsored by  
Canadian Executive Services Overseas (CESO) and  
Antigua and Barbuda Development Bank (ABDB) St. Johns, Antigua.

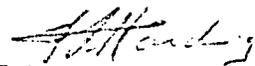
12 - 16th February 1979

On the basis of feed-back from the participants the seminar achieved its objective of motivating a number of existing and would-be small business men in Antigua to regard management assistance for small business as a useful adjunct to the independent efforts of the small businessman himself. There was also some learning experience.

The presentations listed at Appendix I and summarised at Appendix III were regarded as stimulating; the involvement of participants in the discussions was lively and the overall response to the event, encouraging - one participant commented that the seminar was perhaps the most important bit of work achieved by the ABDB.

A list of participants is at Appendix II

A handout incorporating Appendices I - III was given to each course participant at the end of the seminar.

  
F.L. Harding

February 28, 1979

## AGENDA

<u>SUBJECT</u>	<u>PRESENTER</u>
Monday 12 - 6.30 Opening Ceremony 7.00 Human Relations	Hon. Lester B. Bird F.L. Harding, CDB
Tuesday 13 - 7.00 Marketing	H.P. Kelly - CESO
Wed. 14 - 7.00 Financial Management	B. Percival & J. De Nully - ABDB
Thurs. 15 - 7.00 The Business Plan	Mr. Sammy Singh - CDB

Closing Session (16th February) - Dinner for (40) forty and  
Brief Presentation on CESO Activities by Local Representative.

Co-ordinator - Miss Sharon James  
Industrial Officer  
- ABDB.

SMALL BUSINESS MANAGEMENT COURSE

PARTICIPANTS

<u>NAMES</u>	<u>OCCUPATION</u>
1. ANTHONY, Danfield	Book-keeper, Dews
2. BAILEY, Yolanda	Book-keeper, C.D. Brisbane
3. COOME, Cynthia	Clerk - Dews Supermarket
4. BENJAMIN, George	Proprietor, Central Tyre Service
5. COCHRANE, Bernice	Manager, Hardware Store
6. DERRICK, Peter	Audit Clerk, Prinnell Fitzpatrick
7. ETINOFF, Walter	Managing Director, Etinoff Enterprises
8. GOODWIN, B.	Rasta Cooperation
9. DALEY, Veronica	Accounts Clerk, Central Marketing Corporation
10. HENRY, Ann	Manageress, Dress Shop
11. JOSEPH, Maurice	
12. JOSEPH, Yver	Manager, Radio TV Repairs
13. JAMES, Blondelle	Accounts Clerk, Joe Mike's Supermarket
14. MICHAEL, Lila	Assistant Manager, Joe Mike's Supermarket
15. MICHAEL, Camela	Accounts Clerk, Joe Mike's Supermarket
16. LOVELL, Delores	Manageress, Frangipani Dress Shop
17. RYAN, George	Proprietor, Hardware Store
18. SAMUEL, Grantly	Unemployed
19. SAMUELS, Clem	Manager, Dews Supermarket
20. WILTSHIRE, R	Supervisor, Wiltshire Enterprises
21. CLARKE, Alicia	Accountant, Dolphin Guest House
22. KNIGHT, Albert	Manager, Brother Knights Restuarant
23. AFFLACK Annette	Clerk, Golden Arches
24. BAILEY, Joseph	Proprietor, Building Supplies, Old Parham Road
25. OTTO, Sandra	Student, State College
26. IRISH, Bridget	Co-Proprietor, Irish Woodwork
27. WARNER, Leo	Intrade
WARNER, Egen	Managing Director, Intrade
HUGHES, Maria	Intrade
30. WARNER, Andrea	"
31. REYNOLDS, Patmore	"

SMALL BUSINESS MANAGEMENT SEMINAR

ST. JOHN'S, ANTIGUA

FEBRUARY, 1979

Sponsored by: CESO  
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## IMPROVING HUMAN RELATIONS

Every situation is unique. No two individuals are exactly alike, nor are two companies identical. Nevertheless, knowledge of human behavior, research on morale and attitudes in business, and critical reviews of many human relations programs offer certain practical suggestions. They include:

1. Improve your own general understanding of human behavior.
2. Accept the fact that others do not always see things as you do.
3. In any differences of opinion, consider the possibility that you may not have the right answer.
4. Show your employees that you are interested in them and that you want their ideas on how conditions can be improved.
5. Treat your employees as individuals; never deal with them impersonally.
6. Respect differences of opinion.
7. Insofar as possible, give explanation for management actions.
8. Provide information and guidance on matters affecting employees' security.
9. Make reasonable efforts to keep jobs interesting.
10. Encourage promotion from within.
11. Express appreciation publicly for jobs well done.
12. Offer criticism privately, in the form of constructive suggestions for improvement.
13. Train supervisors to be concerned about the people they supervise, the same as they would be about merchandise or materials or equipment.
14. Keep your staff up-to-date on matters that affect them.
15. Quell false rumors, and provide correct information.
16. Be fair!

## MARKETING AND PRODUCTION

"Marketing is the link or bridge joining the producer of a product or service to the consumer of that product or service."

Marketing is a piece of cake - but let's look upon it as a pie. There are quite a few pieces to this pie - packaging, distribution, sales management, personal selling, sales promotion, public relations, advertising, marketing research, production planning and pricing.

Time does not permit us to examine in depth all of these functions, but let's cut the pie and select some of the more important pieces and examine them in detail.

### Market Research

If you are starting up a new business or expanding your present one, you should conduct some type of market and product research .. it doesn't have to be expensive .. to determine the market potential for the product or service you want to produce and more importantly, can I make it or provide the service at a profit.

### Packaging

It has sometimes been said that the packaging of a product is more important than what is in the package. "To buy or not to buy" may well depend on how your product is wrapped.

A selling feature may be just a word or phrase. If your company can establish a theme or slogan that can identify your business in a meaningful way .. it will make your marketing job easier.

### Selling

You're in business to make a profit and the **only** way to do that is to make sales, and to increase sales, by having a good sales force, and you can do that by training them.

Three important things are appearance, opening remarks and product knowledge.

### Advertising

Advertising is like the sun beating down on a field of pineapple. It will help ripen it, but it will not bring pineapple into the barn.

An advertising man is defined as one having knowledge of art and science combined with an understanding of human nature.

Advertising is the paid communications of messages through the Mass Media, to influence the awareness, attitudes and behaviour of individuals. In Antigua, the Mass Media is your local Newspapers and Radio Stations.

Your creative objectives are based on the selling points you have established for your product or service. You create a want, a need, a desire, for your product on the part of the customer.

## Financial Management

Financial Management involves the planning, analysis and control of your business funds. Proper financial management allows you to perform these functions profitably.

### Planning

A good springboard for any endeavour is a good plan. Always plan ahead! Lack of forward planning will have financial implications in that time lag is costly and moreover, lack of planning in the early stages of a project will surface again during latter stages.

Financial Planning is a continuing process.

Planning does not have to be formal or sophisticated. It should be simple but thorough.

### Analysis

Financial analysis is probably the most underutilized and most misunderstood of all management tools. Quite often business owners employ accountants and auditors to prepare elaborate statements for the benefit of the bank. He merely looks at the bottom line to see whether or not he has made a "profit". There is no concern about the level of profit or loss in relation to the amount of funds and efforts invested by him. There are numerous financial analysis techniques which can be employed to interpret or decipher the information which your accountant prepares. Note Accountant or accounts clerk must prepare ~~daily-weekly-monthly~~ reports/records which he should be able to explain and understand.

Audits are prepared to check your work, your accounting systems, your internal controls for your benefit - you employ and pay them. They must assist you in explaining what is happening to your business and how to correct any errors.

### Control

Financial control is directly interlocked with planning and analysis. In other words, a system of control can be introduced only after you have analyzed the information provided by your accountant and corroborated by your auditors. Control measures are introduced when analysis highlights areas of weaknesses which need attention before you plan so that your plans can achieve the goals you have set. For this very reason it is most important that you analyse on a regular basis so that control measures can be introduced before small problems become major catastrophies.

## FINANCIAL MANAGEMENT

### Small Business Seminar

#### Summary

Proper financial planning is essential to entrepreneurial success. Every business concern, whether large or small should establish an organisational unit within its structure to ensure that adequate funds are available for operations, that credit is extended wisely and the total physical volume of the enterprise is maintained at a level compatible with the financial funds available.

From time to time a business or firm should apply appropriate mathematical tests to its financial statements in order to compare performance against objectives. This calls for careful financial analysis. Among the tests used, should be the Current Assets Ratio i.e. to obtain a comparison of the current liabilities vs current assets, to be able to see clearly working capital position. In this regard, Cash Flow should never be overlooked.

Special management attention should be paid to Fixed Assets and inventory: for these two assets together comprise the bulk of total assets for a great number of business concerns. Fixed assets and inventory should always have adequate insurance cover. Since these assets are the least liquid, errors in their management are not easily remedied.

WHAT IS A BUSINESS PLAN?

ESTABLISHMENT OF PHILOSOPHY, BUSINESS PURPOSE, OBJECTIVES,  
STRATEGIES AND GOALS INVOLVING ALL LEVELS OF MANAGEMENT.

PHILOSOPHY

THE PRINCIPLES BY WHICH A COMPANY OPERATES IN RELATION TO ITS  
(1) CUSTOMERS, (2) OWNERS, (3) EMPLOYEES AND (4) COMMUNITY AT  
LARGE.

BUSINESS PURPOSE

HOW THE COMPANY RELATES ITSELF TO THE BROADER SOCIETY IN  
WHICH IT EXISTS AND IN PARTICULAR TO THE MARKET NEEDS WHICH  
IT SEEKS TO SATISFY.

OBJECTIVES

RESULTS TO BE ACHIEVED OVER A LONG PERIOD OF TIME: GROWTH IN SALES,  
SHARES OF THE MARKET, PROFITABILITY, RETURN ON FUNDS.

STRATEGIES

MAJOR COURSES OF ACTION OR APPROACHES TO BE TAKEN BY MANAGEMENT  
TO ACHIEVE STATED OBJECTIVES - EXPANSION OF LINES AND/OR MARKETS,  
DIVERSIFICATION OF PRODUCTS, ACQUISITION OF COMPETITORS

GOALS

INTERIM SPECIFIC TARGETS TO BE ACHIEVED AT DEFINED TIME INTERVALS  
IN ATTAINMENT OF LONG-RANGE OBJECTIVES.

ATTACHMENT 3

DESCRIPTION OF PROPOSED TECHNICAL ASSISTANCE COURSES

A. Four Day Seminar Concept

Logistics:

Research and Promotion Time: 1 week (approx)

This would include:-

- (1) identifying the institutions which work with small businesses;
- (2) asking them for names of local small business people;
- (3) making decisions about when and where seminar should be held, especially consulting with locals about preferred days and times of meeting and interval over which seminar should extend;
- (4) deciding upon best publicity campaign, etc.

There would be a lag of at least a month between this visit and the actual seminar offering.

Manpower Requirements per Island

Setting up time	-	5 man days
Seminar (2 People, 1 week each)	-	10 man days
Follow-up (optional)	-	----
		—
TOTAL		15 man days

For all islands:

15 man days x 8 - 120 man days



**Seminar Content:**

There would be four days of co-ordinated sessions, focus varying upon whether participants are owner-managers or workers (i.e. integrated versus functional skills)

**Initial:** Discussion of the need to understand the interrelationship between management of money and the management of people to get results.

How does a man determine:

- (a) What he wants to do
- (b) Identify resources at his disposal
- (c) Organize resources to get results.

**Subsequent:** Presentation of three modules selected from

- (1) Management of money
- (2) Management of people
- (3) Understanding and exploiting the market.
- (4) Organization of production and business services.

Five - Six Week Course Concept	<u>Elapsed Time</u>	<u>Work Time</u>
Logistics:		
Research and Promotion Time:		
Initial contacts and organizing local resource people (government, banks, chamber of Commerce)	1 week	5 days
Lapse of two weeks minimum before returning	2 weeks+	
Time deciding upon local needs: <del>semi-color</del> lists of names of small business contacts should be ready; initial contact made and consultation meetings set up for 1-2 weeks later to discuss local needs	3 days	3 days
Lapse of one week	1 week	
Time spent speaking individually with small business people about their perceived needs	1 week	4 days
Series of group meetings with potential participants to define their needs in accounting, finance etc.	2 weeks	6 days
Time spent in office developing a course to meet expressed needs	7 weeks	?
Time spent presenting final syllabus and arranging for scheduling of seminar p.r. etc.	4 weeks	-
Total setting-up time	<u>20 weeks</u>	<u>20 days+</u>

	<u>Elapsed Time</u>	<u>Work Time</u>
Course Time	6 weeks	25-30 days
Follow up (after a six month lapse)	1 week	
	-----	-----
Total Time per island	26 weeks (exc. follow up)	55 days (inc. follow up)
For all islands:	440 days	

Costs:

Compensation: BIMAP charges US\$250/day

Salary = 440 x days + indeterminate  
preparation time

= 440 x \$250 \$110,000

Per diem: @ US\$70/day (25%  
tourist season surcharge

= 440 x \$70 30,800

Air Fares (some overlapping of  
island scheduling possible, especially  
during course offering period)

7-8 trips per island for 7 islands  
@ \$150/trip

= 49-56 x \$150 \$7,350 - 8,400

Support, work materials etc.  
indeterminate at this time but  
assumed to be minimal -----

Total estimated costs

-----  
\$148,150-\$149,200

## Course Content

Course would consist of approximately five of BIMAP's basic modules plus a week of tackling problems contributed by participants.

### Module 1:

Production Flow - covering the organization of the production process, layout, location, the handling of materials, machinery procurement, time-and-motion problems, costing in this area and how it impinges upon overall figures for the firm.

### Module 2

Financial Management - covering the planning and control of funds

- (a) cost analysis
- (b) results analysis
- (c) control of cash
- (d) credit - how and when to borrow.

### Module 3

Accounting - covering periodic reporting statements, income statements, accounts receivable etc.

### Module 4

Personal and Interpersonal Dynamics: How to Handle People - covering

- (a) assigning of tasks
- (b) monitoring of performance
- (c) how to take corrective action
- (d) motivation and counselling
- (e) supervisory skills

### Module 5

Marketing (local) - covering

- (a) understanding the market
- (b) identification of opportunities for exploitation
- (c) how to meet the needs of the market
- (d) the concept of service level
- (e) measurement of marketing results.

Attachment 4

LIST OF PERSONS CONSULTED

Barbados

Eric Armstrong, Caribbean Development Bank  
Myrtle Bishop, Chief Economist, BIDC  
Basil Forbes, Barbados Manufacturing Association  
Michael Foster, British Development Division  
Rudolph Gibbons, BIFAP  
Angela Hunt, Barbados Statistical Service  
Frederick Harding, Caribbean Development Bank  
Joycelin Massiah, I.S.E.R., UWI Cave Hill  
E. Anton Norris, Deputy General Manager, BIDC  
Sir Fred Phillips, President, Caribbean Investment Corporation  
Marius St. Rose, Caribbean Development Bank  
Harold Russell, General Manager, Commercial Division,  
Barbados National Bank  
Eric Straughn, Barbados Statistical Service  
Michael Taylor, Barbados Development Bank  
John Watson, Tropical Weavers & Small Business Association  
DeLisle Worrell, Research Director, Central Bank of Barbados  
Dennis Wood-Gaines, Consultant to UNIDO  
Werner Voeth, Caribbean Development Bank

Industry

Ron Goddard, VRN Electronic Components  
Stan Hoffman, Manager, Barbados Childrens Wear  
Kenneth R. Hunte, K.R. Hunte & Co. Ltd.  
Shirley Scott, International Playtex  
Carl Smith, Managing Director, TRW Resistive Products  
Charles Wood, Edmont (B'des) Limited  
Janet Yampolsky, Intel Barbados Limited  
Vivian Thorne, Ascote Products Limited

St. Lucia

Arlette Augier, Assistant Secretary, Ministry of Trade,  
Industry, and Tourism  
Walter Downes, Secretary/Accountant, National Development  
Corporation  
Jacque Francois Michel, Economist, Ministry of Trade  
David Wood, BDI, St. Lucia Central Planning Agency

Antigua

Irving Chennia, Statistician, ECCM  
Charles Wolf Edwards, Ministry of Trade & Economic  
Development  
Francis Riviere, Senior Research Officer, ECCM  
Bernard Percival, Antigua-Barbuda Development Bank

St. Kitts

Chris Dallow, Caribelle Batiks.  
Cecil Jacobs, Managing Director, ECCM  
Luc Klinkenberg, Demographer, UNDP  
Joseph Mills, Director, Planning Unit, Ministry of Finance  
Bill Stuart, SCORE, on loan to St. Kitts-Nevis-Anguilla National Bank  
George Theophilus, Deputy Managing Director, ECCM

**EDUCATION: TECHNICAL AND ENTREPRENEURIAL SKILLS**

THURSDAY: April 5, 1979, 8 p.m.

Speaker: Dr. Leonard Shorey - Educator, Director, Extramural Department of the UWI.

Moderator: Dr. Bradley Niles - Educator, Ministry of Education & Culture

Panellists: Bobby Morris - Managing Director B'dos Dairy Industries Ltd.

Frank McConney - Engineer, B'dos Light & Power Co Ltd

Alvin Barnett; Principal, B'dos Community College.

John Cumberbatch - President, B'dos Union of Teachers



**DISTRIBUTIVE TRADES: WHOLESALE AND RETAIL.**

THURSDAY: April 19, 1979, 8 p.m.

Speaker: Wendell McClean - Economist & Lecturer, Cave Hill, UWI.

Moderator: Ms. June Clarke - President, B'dos Chamber of Commerce.

Panellists: Ms. Gertz Eastmond - Managing Director, Gertz Supermarket.

David Seale - Managing Director, Roebuck Traders.

Ms. Sandra Edwards - Managing Director, Hooper's Garment Factory.

Vic Johnson - Chairman, B'dos Marketing Corporation.



**POLITICAL ECONOMY.**

THURSDAY: April 26, 1979, 8 p.m.

Speaker: Dr. Keith Hunte - Historian & Dean, Faculty of Arts & General Science, Cave Hill, UWI.

Moderator: Robert Best - The Advocate-News.

Panellists: Bernard St. John - Deputy Prime Minister and Minister of Trade, Industry, Commerce and Tourism.

Johnny Cheltenham - Chairman B'dos Industrial Development Corporation.

Senator John Connell - Attorney-at-law and member of the Democratic Labour Party.

Brandford Taitt - Chairman of the Democratic Labour Party, and former Minister of Trade and Commerce.



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PRESENTS

## DIALOGUE

### IS THERE A FUTURE FOR BLACK BUSINESS?

AT

YORUBA YARD

FONTABELLE, BRIDGETOWN.

What we do for ourselves depends on what we know  
of ourselves and what we accept about ourselves.

**DIALOGUE: IS THERE A FUTURE FOR BLACK BUSINESS?**

YORUBA and the Extra-Mural Department of the University of the West Indies are pleased to invite you to DIALOGUE - a series of Symposiums to discuss the question - "Is there a Future for Black Business?"

To do this, we have assembled a number of distinguished Barbadians from the University of the West Indies, the Private and Public sectors, the Media, and the community at large to discuss various components that can and will affect the future of Black Business.

Our community is a small one. It is senseless to believe that national development will occur when devisiveness exists through ignorance and/or a lack of sensitivity to many problems - a product of our cultural heritage. Understanding comes about through dialogue.

Join us.

Baba Elombe  
YORUBA  
Leonard Shorey  
Extra-Mural Dept.  
U.W.I.

**PROPERTY AND LAND OWNERSHIP.**

THURSDAY, February 8, 1979, 8 p.m.

Speaker: Professor Woodville Marshall Historian, Cave Hill, UWI.

Moderator: Albert Alleyne - Lecturer BIMAP.

Panellists: E.L. Jimmy Cozier - Journalist and P.R. Consultant.

Darcy Scott: Real Estate Broker.

Douglas P. Lynch - Chairman and co-Managing Director B'dos Shipping and Trading Co. Ltd.

Victor Babb - Manager of Key Homes, Managing Director of 1st B'dos Savings and Building Society.

**BANKING: FORMAL AND INFORMAL.**

THURSDAY: February 15, 1979, 8 p.m.

Speaker: Victor Norville - Financial Correspondent - THE NATION.

Moderator: Ken Knight - Managing Director Jones & Knight Ltd.

Panellists: Ralph Boyce - President, B'dos Public Workers Co-op Credit Union.

Rudy Gibbons - Executive Trustee, BIMAP.

Tony Maughn - Manager, Barbados National Bank, Broad Street.

**CORPORATE OWNERSHIP AND CONTROL**

THURSDAY: February 22, 1979, 8 p.m.

Speaker: Dr. Christine Barrow - Lecturer in the Department of Government and Sociology, Cave Hill, UWI.

Moderator: Michael Simmons, Attorney-at-Law, Chairman B'dos Foundry Group.

Panellists: John Stanley Goddard - Chairman - Goddard Enterprises.

James Payne - Chartered Accountant, Peal Marwick & Co.

Gray Wilkie - Attorney-at-law.

Grenville Phillips - Chartered Secretary, Coopers & Lybrand.

**MANUFACTURING AND SERVICES.**

THURSDAY: March 1, 1979, 8 p.m.

Speaker: Bas'l Forbes - President, B'dos Manufacturing Association, Managing Director, Forbes International.

Moderator: Johnny Watson - President, Small Business Association, Managing Director, Tropical Weavers.

Panellists: Frank DaSilva - Managing Director, Cavalier Ltd.  
Trevor Clarke - Managing Director, Winifred Enterprises  
John Grace - Managing Director, B'dos Packers & Canners.

Joe Goddard - Director, Goddards Enterprises.

**RACE RELATIONS.**

THURSDAY: March 8, 1979, 8 p.m.

Speaker: Peter Simmons - Anthropologist Assistant Registrar, Cave Hill, UWI.

Moderator: Lynden Lewis - Lecturer in Department of Government and Sociology, Cave Hill, UWI.

Panellists: Ishi Kessaram - Director, Kirpalani Group  
Elton Elombé Mottley - Yoruba.

**TOURISM**

THURSDAY: March 15, 1979, 8 p.m.

Speaker: Ms. Dawn Marshall, - Research Fellow, Institute of Social and Science Research, Cave Hill, UWI.

Moderator: Harold Hoyte - Editor THE NATION.

Panellists: Richard Williams - President B'dos Hotel Association

Andrew Lewis - Economist, Ministry of Tourism.

Al Gilkes - Journalist and promoter

Ms. Pat Nehaul - Acting Director, B'dos Board of Tourism.

**EMPLOYMENT AND MOBILITY.**

THURSDAY: March 22, 1979, 8 p.m.

Speaker: Lawrence Nurse - Lecturer in the Department of Government and Sociology, Cave Hill, UWI.

Moderator: Ms. Jocelyn Massiah - Director, Social & Economic Research, Cave Hill, UWI.

Panellists: Frank Walcott - General Secretary, B'dos Workers' Union.

Collis Blackman - Director B'dos Employment Confederation.

Laurie Johnson - Personnel, B'dos Shipping and Trading Co.

Amoury Phillips - Managing Director, B'dos Lumber Co.

**AGRICULTURE AND AGRIBUSINESS.**

THURSDAY: March 29, 1979, 8 p.m.

Speaker: Frank Alleyne - Economist & Vice Dean, Faculty of Arts and General Studies, Cave Hill, UWI.

Moderator: Edward Cumberbatch - Managing Director of Cumberbatch Hatcheries.

Panellists: Ronald Baynes - Banker, Barclays Bank.  
John Mayers - Research Fellow, Institute of Social & Economic Research, Cave Hill.

Richard Williams - Farmer Managing Director, Richard A. Williams & Co.