PN-ABC-669

A PROFILE OF BUSINESSES IN THE EASTERN CARIBBEAN REGION AND PERCEPTIONS OF MANAGEMENT DEVELOPMENT: A SURVEY

JULY - DECEMBER 1988

Conducted under the

Eastern Caribbean
Regional Management Development Pilot Project
(USAID RDO/C Project # 538-0148)

Prepared by

Dr. Kenneth F. Smith, Team Leader
Mr. Daniel Creedon, Evaluator
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Ms. Melanie Sanders, Project Manager

for the

Regional Development Office
U.S. Agency for International Devolopment
Barbados

March 1989

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PREFACE

This profile of businesses in the Eastern Caribbean Region and their perceptions on management development was developed by the Pragma Corporation at the request of USAID/RDO as one component of Pragma's on-going process evaluation of the Regional Management Development Pilot Project (# 538-0148) -- being implemented by a Project Implementation Unit (PIU) located at the University of the West Indies Cave Hill campus, Barbados, with the assistance of Arthur D. Little Inc.

The data from which these various profiles were developed were obtained from responses to multiple choice questionnaires which were:

1. Mailed to institutions on a master list supplied by the PIU, which comprised the project's estimated target population, and

2. Solicited from participants in various Symposia and Seminars conducted by the project.

More than 250 questionnaires were mailed out, and approximately 100 participants were solicited in addition. However, not all businesses chose to respond, some businesses had more than one individual respond, and a number of responses were incomplete. After eliminating responses from out of the region (a number of participants were from outside the Eastern Caribbean) and screening the usable responses, 178 questionnaires remained. It is from these responses that the enclosed profiles have been developed.

It should be emphasized that this was not a comprehensive census. Neither was it a statistically randomized or stratified survey. Rather the survey was directed against a pre-selected list of organizations, plus a number of targets of opportunity. Thus the results only reflect the composition and interests of some of the project's targetted respondents.

Although these data may be useful in supplementing AID's knowledge of the region by reinforcing (or refuting) other data and perceptions, and can be used as a guide to highlighting further program planning and further areas of inquiry, the findings outlined in the charts and graphs on the following pages are not purported to be truly representative of the Eastern Caribbean business community, and caution should be used in their interpretation and application.

With this caveat, a summary of the survey data is offered. Bearing in mind the adage that one picture is worth a thousand words, many of the data are also presented graphically. Hopefully this form will facilitate the reader's perusal and shed some light on the path ahead.

TABLE OF CONTENTS

The remainder of the report presents profile data in graphic form, as indicated below:-

A PROFILE OF BUSINESSES IN THE EASTERN CARIBBEAN REGION AND PERCEPTIONS ON MANAGEMENT DEVELOPMENT

A. SECTOR, SIZE AND OWNERSHIP

Enterprises in the region responding to our survey were predominantly in the "service" sector. However businesses with a manufacturing, retail and wholesale orientation were almost equally represented, as indicated below:

Focus of Business	Number of Businesses	Percentage of Businesses
1. Service	61	34 %
2. Manufacturing	57	32 %
3. Retailing	56	31 %
4. Wholesaling	46	26 %
5. Importing	36	20 %
6. Exporting	18	10 %
7. Other (Govt)	23	13 %
TOTAL	**297**[1]	**166 %**[2]

Furthermore, most business organizations were of a mixed nature in that the foregoing reflects the responses of only 178 organizations -- thus many were involved in more than one type of activity, as further indicated in the chart on the following page. For example, in the service column, 34% represents the total of all respondents involved in service. The 5% represents the total of respondents involved in service and manufacturing.

[1] This is from an actual total of 178 responses.

[2] Represents more than one function performed by the same organization.

**MULTIPLE ACTIVITY INVOLVEMENT
(PERCENTAGES)**

	S[3]	M	R	W	I	E
Service	34% and					
Manufacturing	5%	32% and				
Retailing	10%	8%	31% and			
Wholesaling	7%	8%	17%	26% and		
Importing	6%	6%	15%	17%	20% and	
Exporting	3%	6%	6%	8%	8%	10%

Most of the respondents assessed their businesses as "large" by local standards -- i.e. with over a 10 million U.S. dollar (equivalent) annual sales volume.

**ORGANIZATION SIZE
(SELF ASSESSMENT)**

Sales Volume	LARGE	MEDIUM	SMALL	TOTAL
TOTAL NUMBER	76	70	20	166
PERCENTAGE	43%	39%	11%	93%[4]
[Excluding Government & non-responses]				
+US$10million	73%	7%	0%	
US$1m - 10 m	25%	73%	27%	
-US$1 million	2%	20%	73%	
Total	100%	100%	100%	

---

[3] i.e. S = Service, M = Manufacturing, etc.

[4] Twelve "no response" including some public sector institutions which were non-revenue generating.

The picture was similar when expressed by number of employees, except that smaller firms tended to have disproportionately more employees, as indicated below:

	ORGANIZATION SIZE		
Number of Employees	LARGE	MEDIUM	SMALL
+ 76	93%	28%	0%
16 - 75	7%	68%	64%
1 - 15	0%	5%	36%
Total	100%	100%	100%

An apparent anomaly is that BOTH the large and medium size organizations appear to be disproportionately short of top management. From the table below it is clearly revealed that most large organizations have only 6 - 15 managers above the supervisory level, while many large, medium and small organizations with 16 - 75 employees tend to have even smaller managerial contingents -- i.e. five or less. [See bold statistics 58%, 21%, 77% & 92% in the table below.]

	ORGANIZATION SIZE		
Number of Managers	LARGE	MEDIUM	SMALL
+ 16	33%	5%	0%
6 - 15	**58%**	18%	8%
1 - 5	**21%**	**77%**	**92%**

These data tend to indicate a lack of willingness to delegate responsibility to intermediate levels of management, and a resultant overworked top manager handling excessive amounts of detail. In the absence of other corroborating information, however, no definitive statement can be made, and indeed, given the specific organization's circumstances, the foregoing may be entirely appropriate. Nevertheless, the findings certainly pinpoint a potential area for future investigation.

Most small businesses identified themselves as predominantly service-oriented, whereas the medium size businesses were more evenly distributed among service, manufacturing and retailing; while the larger businesses were even more widely distributed, as indicated in the table on the following page.

Nature of Business	Numbers of Business types by Organizational Size			
	LARGE	MEDIUM	SMALL	ALL
Service	31	20	10	61
Manufacturers	25	25	4	54
Retailers	30	22	4	56
Wholesalers	26	17	3	46
Importers	21	12	3	36
Exporters	12	2	3	17

When examined from another perspective, the larger and medium businesses responding to our survey predominated in almost all categories, except exporting where a slight reversal is indicated -- exaggerated by the small number of respondents.

Nature of Business	Predominance of Business types by Organizational Size			
	LARGE	MEDIUM	SMALL	ALL
Service	51%	33%	16%	100%
Manufacturers	46%	46%	8%	100%
Retailers	54%	39%	7%	100%
Wholesalers	57%	37%	7%	100%
Importers	59%	33%	8%	100%
Exporters	71%	12%	17%	100%

There was no predominant pattern of ownership. Family-owned enterprises ranked highest, closely followed by those with less than 20 non-family members, as indicated below:

Patterns of Ownership	Percentage
Family-Owned	22%
Less than 20 non-family	18%
20 or more non-family	5%
Shared locally traded	10%
Subsidiaries of larger Orgn	13%
Overseas Owned	6%
Government	13%
Other - misc. and non resp.	12%

This pattern changed significantly when reviewed by organizational size, as indicated below:

Patterns of Ownership	Percentages		
	Large	Medium	Small
Family-Owned	5%	24%	36%
Less than 20 non-family	5%	21%	27%
20 or more non-family	10%	5%	0%
Shared locally traded	28%	3%	0%
Subsidiaries of larger Orgn	10%	21%	9%
Overseas Owned	10%	8%	0%
Government	20%	10%	9%
Other - misc. and non resp.	12%	8%	17%
Total	100%	100%	100%

B. PERCEIVED OPERATIONAL EFFECTIVENESS

For the most part, individuals responding to the questionnaire indicated that they were **generally satisfied** with the present organizational and staff capabilities of various managerial aspects of their enterprises, but were receptive to more cost-effective options which might be available.

At the same time, a significant number of organizations responded that they were not satisfied with the managerial state of their organizations, and felt in **need of immediate improvement**. A priority ranking of these felt needs by these organizations is as follows:-

Rank Order	**Activity/Topic**	**Percentage Dissatisfied**
1	Managing time	44 %
2	Management information/computer systems	42 %
3	Accepting responsibility	38 %
4	Delegating tasks	32 %
5	Managing people	26 %
6	Local marketing	26 %
7	International marketing	23 %
8	Production planning and scheduling	21 %
9	Personnel management/labor relations	19 %
10	Stimulating joint ventures	17 %
11	Accounting	14 %
12	Assessing effects of taxes, duty, insurance and government regulations	13 %

Further refinement and analysis of these data by self-perceived "size of business" indicated that the relative intensity (and consequently the **priority needs**) of these organizations **differ** somewhat, as indicated in the tables on the following pages.

A. Large Size Businesses

Rank Order	Activity/Topic	Percentage Dissatisfied
1	Managing time	53 %
2	Management information/computer systems	39 %
3	Delegating tasks	38 %
4	Accepting responsibility	37 %
5	Managing people	34 %
6	Local marketing	32 %
7	International marketing	25 %
8	Production planning and scheduling	24 %
9	Personnel management/labor relations	22 %
10	Stimulating joint ventures	16 %
11	Assessing effects of taxes, duty, insurance and government regulations	14 %
12	Accounting	13 %

B. Medium Size Businesses

Rank Order	Activity/Topic	Percentage Dissatisfied
1	Accepting responsibility	50 %
2	Management information/computer systems	51 %
3	Managing time	46 %
4	Delegating tasks	34 %
5	Managing people	24 %
6	Local marketing	24 %
7	Personnel management/labor relations	23 %
8	Production planning and scheduling	20 %
9	International marketing	19 %
10	Accounting	17 %
11	Stimulating joint ventures	16 %
12	Assessing effects of taxes, duty, insurance and government regulations	13 %

While the foregoing are somewhat similar, for the most part, the concerns of small businesses take significantly different priorities from the larger ones.

C. Small Size Businesses

Rank Order	Activity/Topic	Percentage Dissatisfied
1	International marketing	40 %
2	Management information/computer systems	35 %
3	Managing time	30 %
4	Local marketing	30 %
5	Stimulating joint ventures	30 %
6	Accepting responsibility	25 %
7	Production planning and scheduling	25 %
8	Assessing effects of taxes, duty, insurance and government regulations	20 %
9	Delegating tasks	20 %
10	Managing people	15 %
11	Accounting	15 %
12	Personnel management/labor relations	5 %

In general, the larger firms appear to be having their major difficulties with "people problems" which might be alleviated with some human resource development programs, while the constraints for smaller organizations appear to be a lack of understanding of the business environment which could be improved with more technical courses in business principles and practices. In essence, the smaller firms want more business, while the large firms seek to manage better the business they already have.

C. MANAGEMENT DEVELOPMENT PROFILE

Most organizations had no full-time training or staff development officer, but relied upon outside consultants or contract management training expertise -- both Caribbean and non-Caribbean, on an ad hoc basis.

	Size of Organization		
	Large	Medium	Small
Number of organizations with In-House Training	34	12	3
Total Number of Organizations	76	70	20
Percentage	45%	17%	15%

Of the organizations that used consultants, the respondents appeared about equally divided between local and off-island (i.e. expatriate) expert consultants in conjunction with local experts as the most effective mode.

	Size of Organization		
	Large	Medium	Small
Number of organizations using Consultants	55	34	7
Total Number of Organizations	76	70	20
Percentage	72%	49%	35%
Types of Consultants employed			
Local only	46%	49%	43%
Foreign only	9%	9%	0%
Both Local & Foreign	45%	42%	57%
Total	100%	100%	100%

Despite the fact that most organizations had no regular budget allocation for management development, almost half of the respondents had attended an executive or management development program within the last 12 months, and almost three quarters within the past four years. Furthermore, most planned to send some of their senior staff to executive or management development programs within the next year.

D. FUTURE MANAGEMENT DEVELOPMENT

The overwhelming majority of respondents indicated that structured management development programs served a dual function -- in that they were useful for stimulating entrepreneurial activity as well as providing formal development for executives and business managers.

The training planned "in the next 12 months" is quite high:-

Percentage of Organizations
Planning Training in the next 12 Months

LARGE	MEDIUM	SMALL
92%	81%	50%

However, this is a considerably higher trend than past experience indicates:-

Percentage of Participants
Previous Management Training Experiences

	LARGE	MEDIUM	SMALL
Within last 12 months	46%	37%	30%
Within last 4 years	30%	34%	35%
More than 4 years ago	18%	20%	20%
Never attended formal management training	5%	9%	15%

A number of organizations -- particularly the larger ones -- had one or more in-house staff concerned with management development training, either part or full time, and some interest was expressed in in-house training, either formal or on-the-job. [In this regard, it is significant to note that the PIU staff informed the evaluation team that among the larger firms, a discernible interest has been regenerated in this type of training as a direct result of the symposia and seminars conducted under the pilot project.]

Some 19 percent of the organizations indicated an immediate need for university graduates with accounting degrees, and another 19 percent for bachelors degrees in business. A further 13 percent expressed the need for business graduates at the Master's level. Survey results also indicate that a relatively high proportion of business managers have had their formal education narrowly focused on "accounting" rather than a broad exposure to other aspects of business management.

Survey results also indicate that a relatively high proportion of business managers have had their formal education narrowly focused on "accounting" rather than a broad exposure to other aspects of business management.

The respondents to our survey indicated the following relative priorities of options proposed as sources for Management Development Training.

Composite Rank Order	**Type of Program**	**Percentage Weightings[5] by Size of Firm**			
		ALL	**LARGE**	**MEDIUM**	**SMALL**
1	Executive Short Course with Certificate	40%	37%	38%	37%
2	Executive Short Course without Certificate	29%	28%	30%	28%
3	Part Time University study	24%	24%	20%	24%
4	Full Time University study	7%	12%	12%	11%

The questionnaire was subsequently modified to probe on two other training modes -- formal "in-house", and informal "on-the-job" training. However, we only received thirty-four responses in this modified form. This much smaller sub-set is outlined below, and there are some significant shifts in priorities with these new options. However, with this relatively small data base, the findings should not be interpreted as also representative of the larger sample.

Composite Rank Order	**Type of Program**	**Percentage Weightings 34 firms**
1	Executive Short Course with Certificate	27%
2	in House formal training	20%
3	Executive Short Course without Certificate	18%
4	Informal on-the-job training	16%
5	Part Time University study	13%
6	Full Time University study	6%

---

[5]Totals do not always add due to rounding.

While the original four options maintained their same relative positions, there was a significant change in the overall priorities. Nevertheless, university study -- full or part-time -- still trailed the field of options.

With the exception of Barbados, where the survey respondents estimated a continuing need for 10 - 25 MBA's per year, the other countries in the region indicated "about 10" per year. However these data are not very reliable as a guide, since our question was not further refined to provide for a lesser response.

Percentage of Businesses expressing Need for University Graduates

Type of Degree	LARGE	MEDIUM	SMALL	Total
Number =	76	70	20	166
BA	28%	14%	15%	19%
MBA	20%	7%	15%	13%
ACCOUNTING	25%	16%	15%	19%

However, many of the "needs" are met by study abroad, and the evaluation team has no data on preferences for local versus overseas study.

E. COUNTRY NEEDS

Looking toward the future, an overwhelming number of the respondent organizations indicated a continuing need for further management training, predominantly of the short-term variety. The numbers, of course, vary widely by country.

ORGANIZATIONS INDICATING A COUNTRY-WIDE NEED FOR FURTHER MANAGEMENT DEVELOPMENT TRAINING

Country	Number of Organizations	Percentage of Country's Respondents
Antigua	16	100%
Barbados	67	97%
Dominica	18	100%
Grenada	26	92%
Montserrat	4	100%
St. Kitts-Nevis	13	100%
St. Lucia	14	93%
St. Vincent	20	100%

TOTAL:	178	

Caution should be exercised in interpreting these data since -- with the exception of Barbados -- the number of respondents from each country is small. Hence, the percentages tend to exaggerate the true picture. Nevertheless, the net effect still indicates a strong felt demand for further management development training.

SOME TENTATIVE CONCLUSIONS

The demand for management development appears to break down into three key areas:-

1. Human Resources Development
2. Specific Marketing/Business Knowledge
3. Internal Operational Efficiency -- through technology and systems

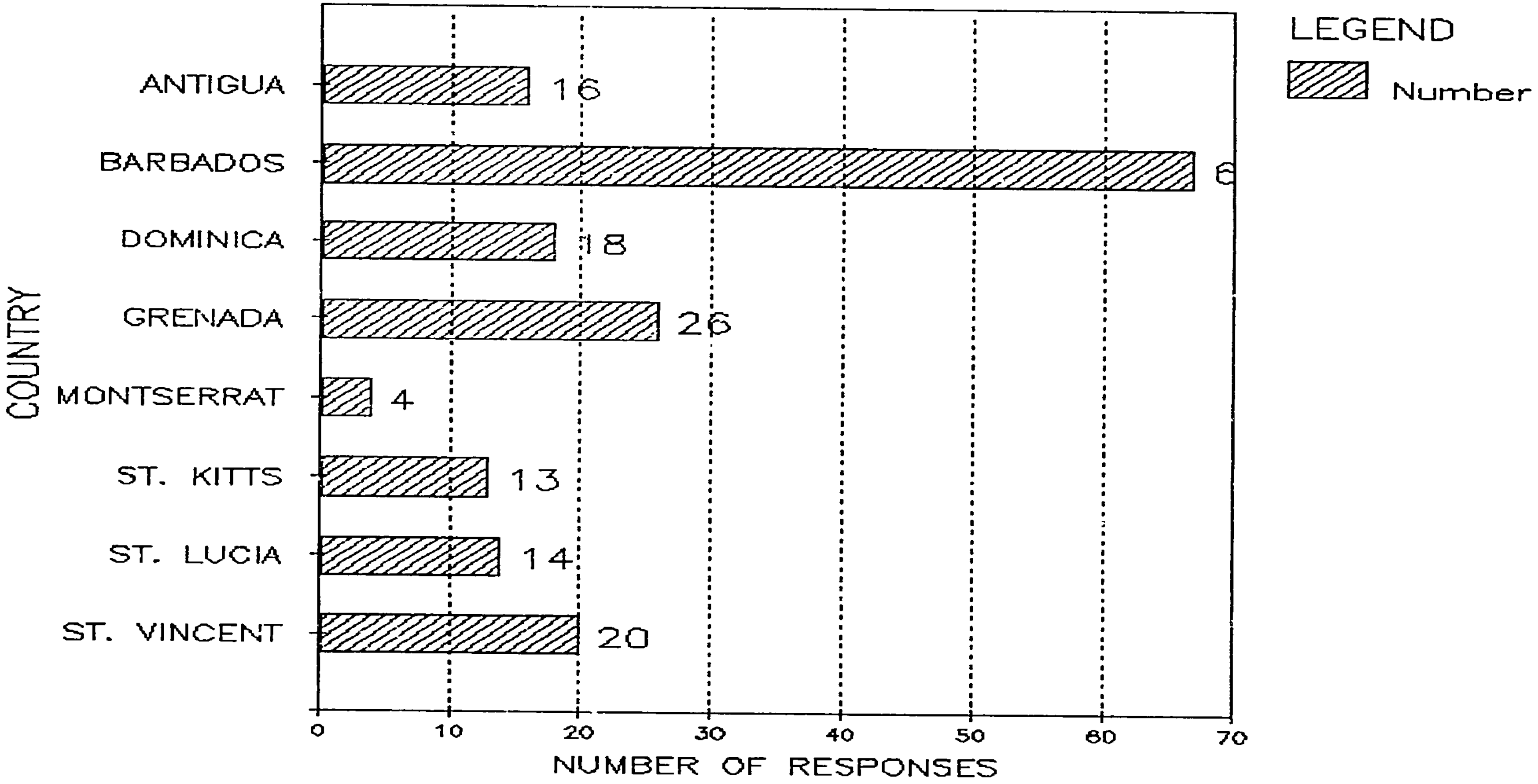
Each of these needs can readily be met by the provision of short-term, competency-based seminars in the region -- either on generic issues, and conducted at a central regional location such as Barbados, or by a mobile team on-site at different country locations. Longer action-training workshop-seminars could also be devised around specific needs for the larger individual companies.

The data give the appearance that there is a major difference in organizational structure and/or management approaches between U.S. organizations and those in the Eastern Caribbean -- as indicated by the predominance of organizations which considered themselves relatively "large" (i.e. with over 75 personnel) having only five or less managers above the supervisory level, while smaller organizations tended to have more managers.

Hence, some of the personnel management concerns indicated in the questionnaire may stem from the relatively low level of attention devoted to intermediate management staffing with delegation of authority and responsibility.

The following charts depict the nuances of the survey data, and a close perusal may serve to highlight many other subtleties which we have overlooked.

RESPONSES BY COUNTRY to PRAGMA SURVEY of EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 1

RELATIVE SIZE OF 178 FIRMS in PRAGMA SURVEY of EASTERN CARIBBEAN REGION

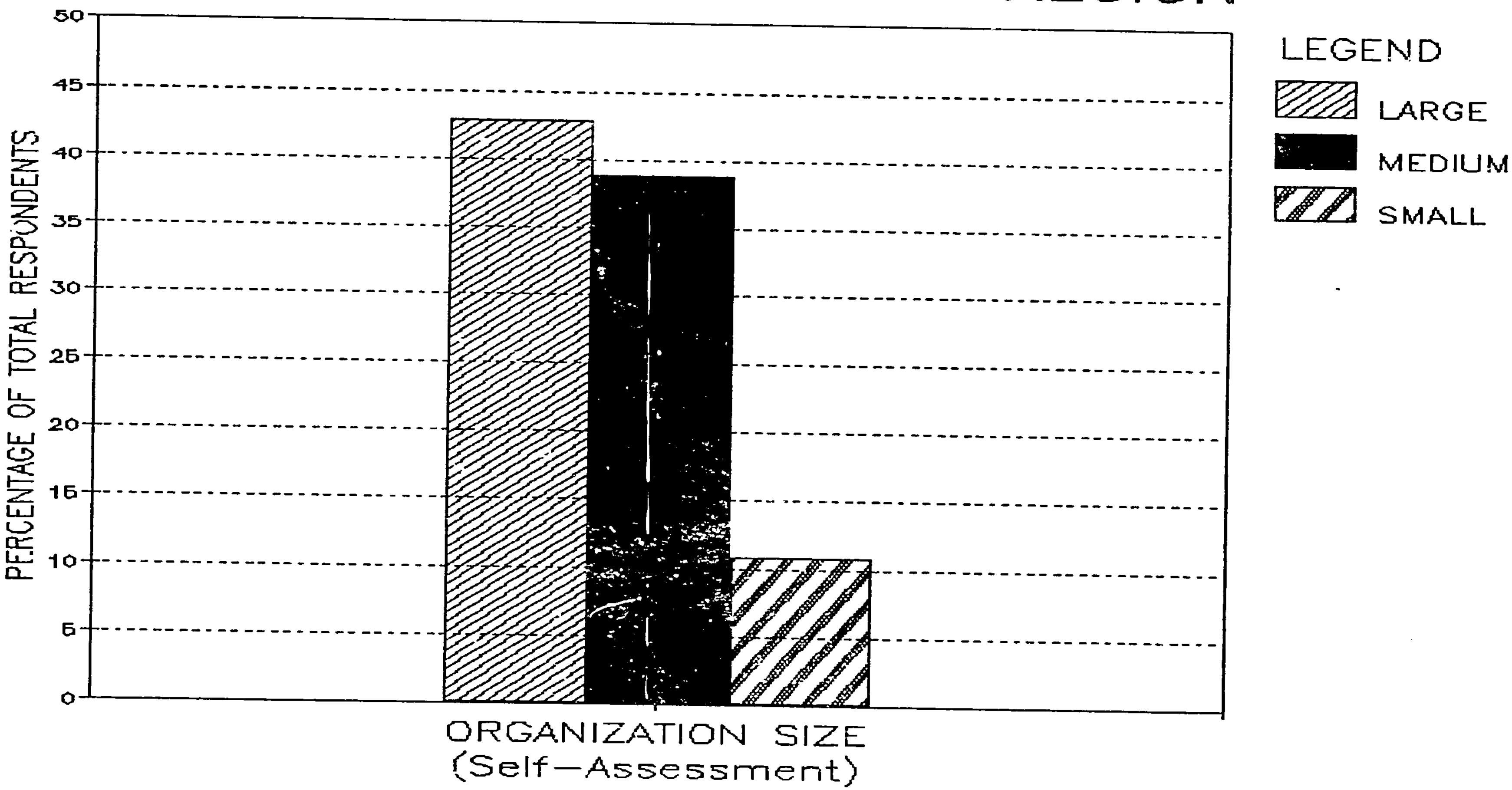
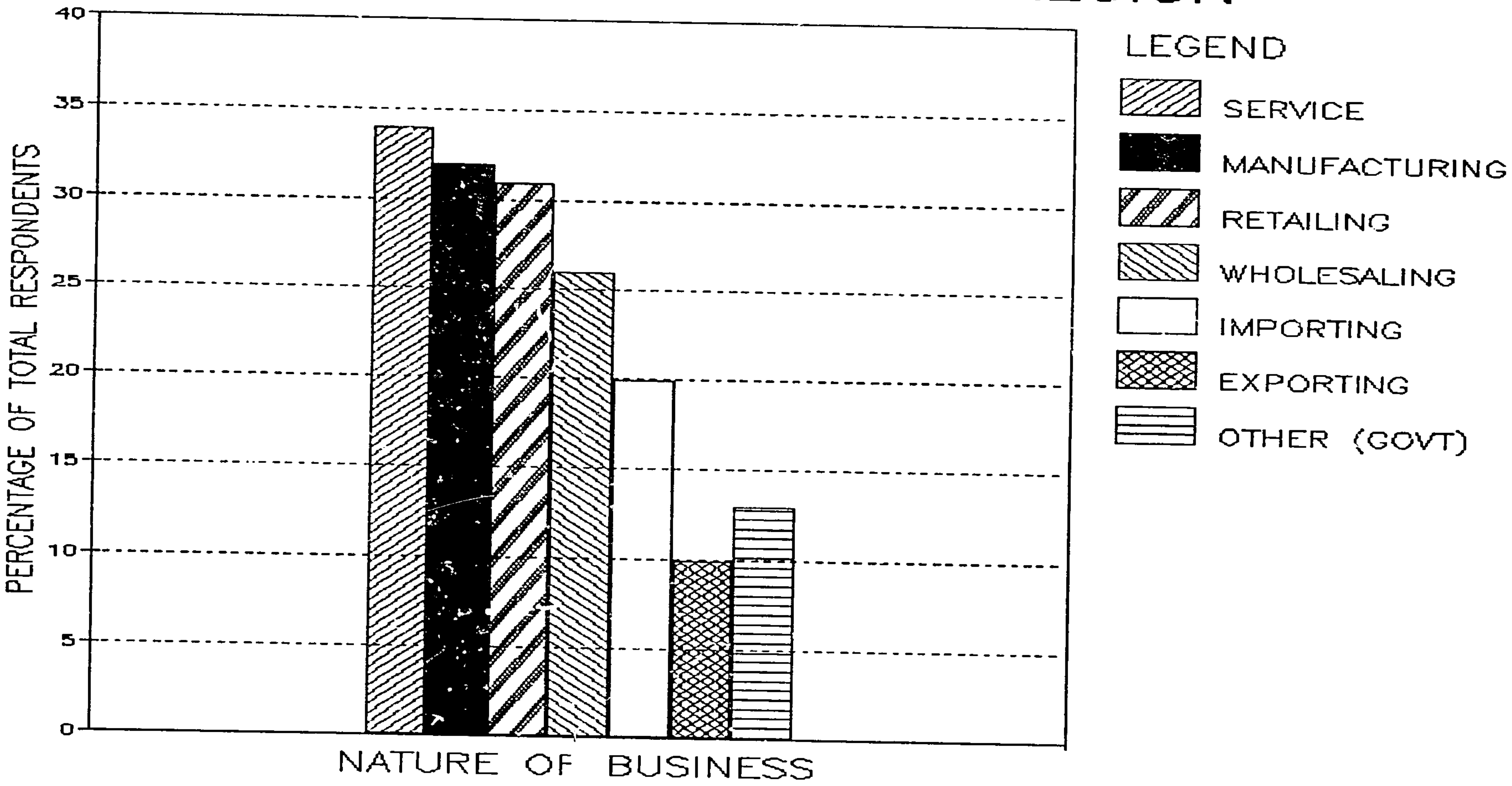


FIGURE 2

COMPOSITION OF 178 RESPONDENTS to PRAGMA SURVEY of EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 3

DISTRIBUTION OF BUSINESS ENTERPRISES IN TERMS OF FIRM SIZE EASTERN CARIBBEAN REGION

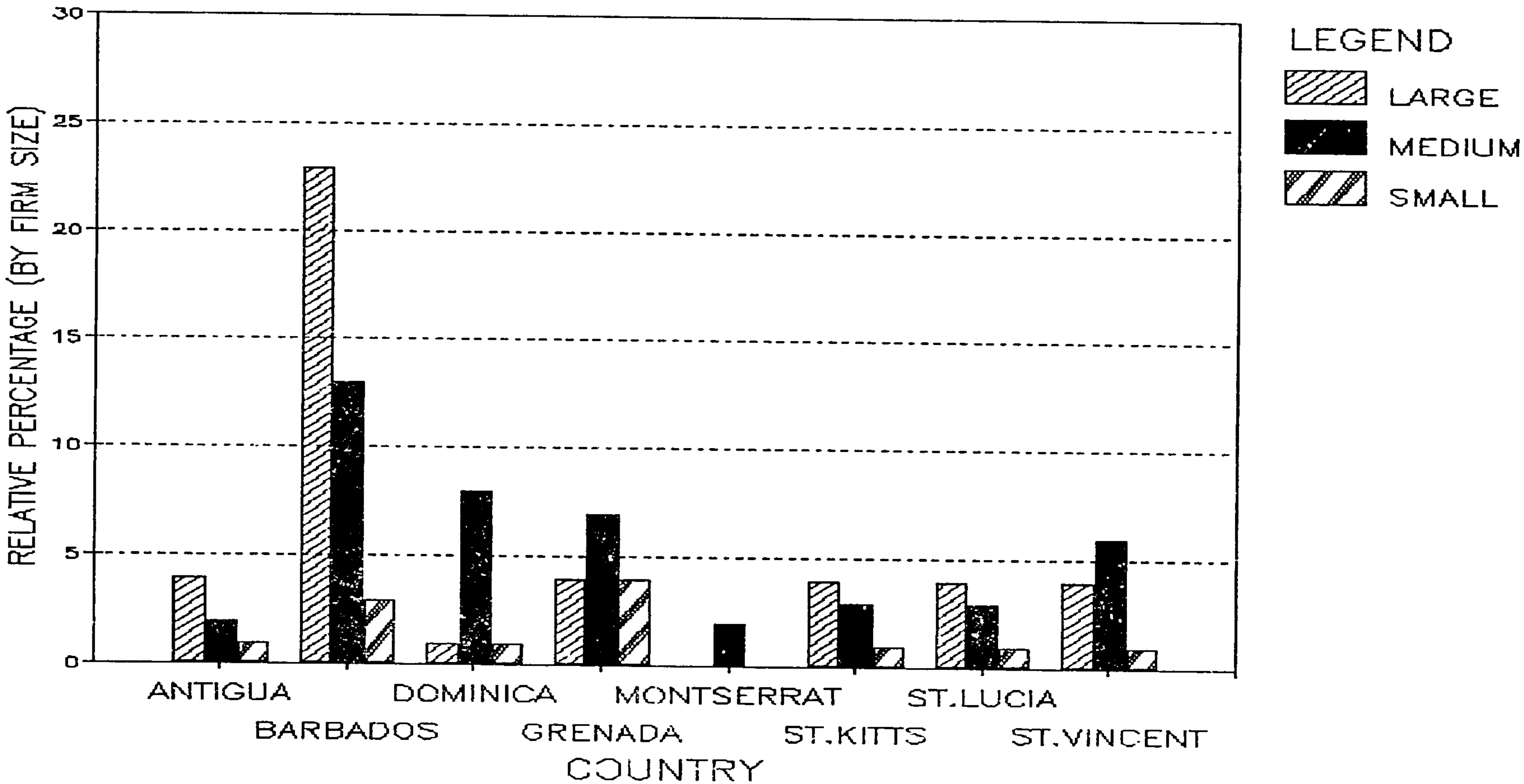


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FIGURE 4

OWNERSHIP OF BUSINESSES RESPONDING TO PRAGMA SURVEY EASTERN CARIBBEAN REGION

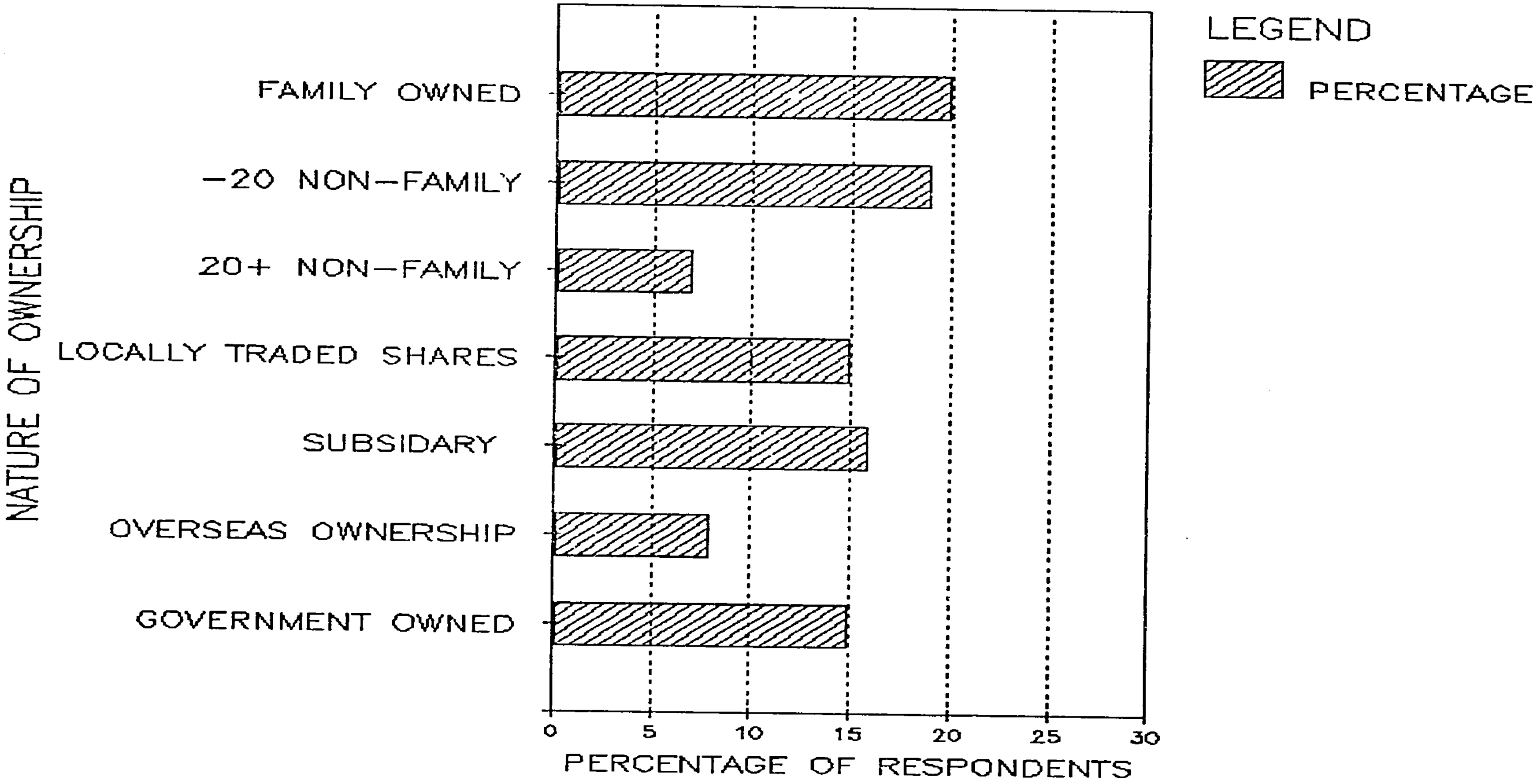

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FIGURE 5

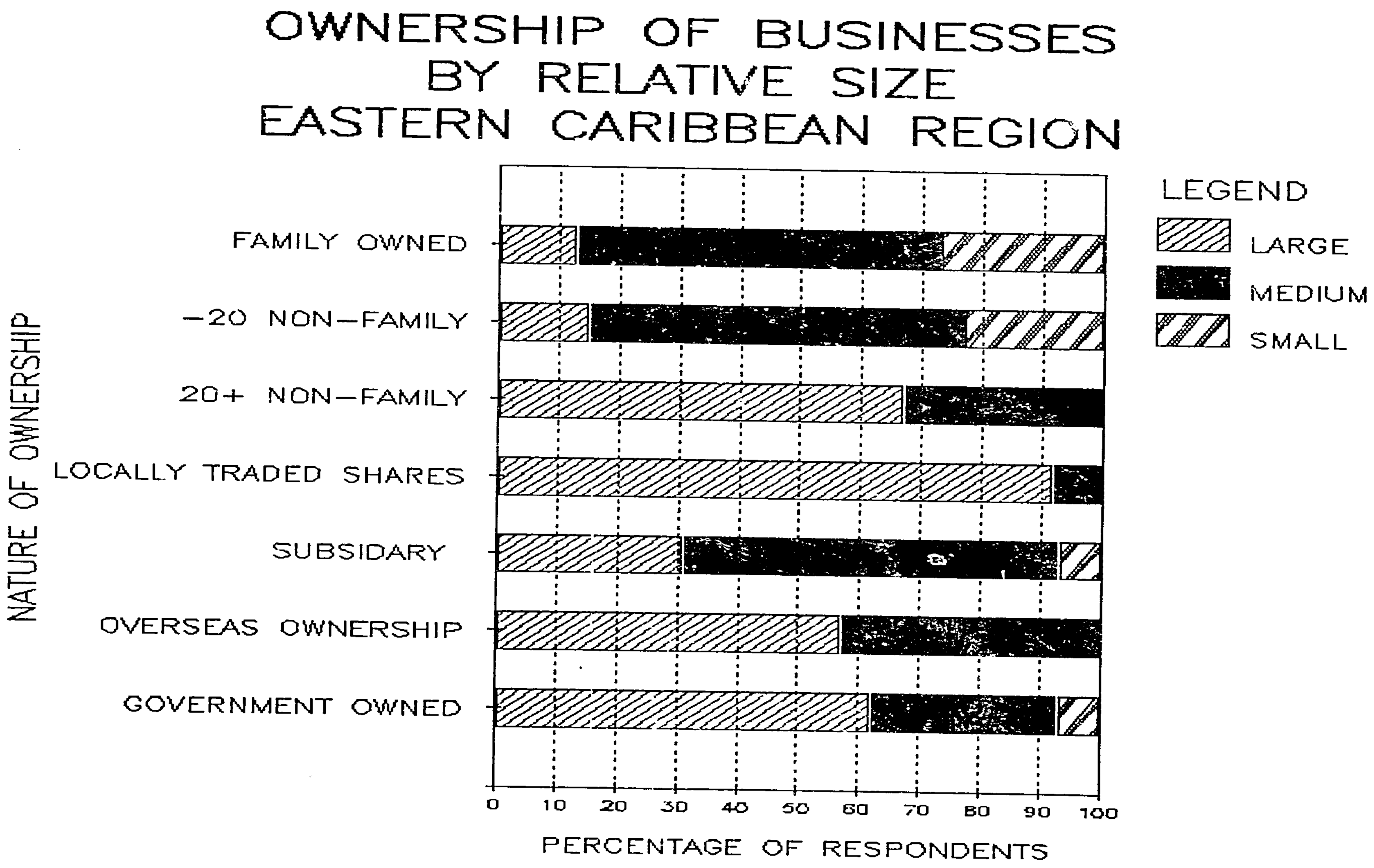

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FIGURE 6

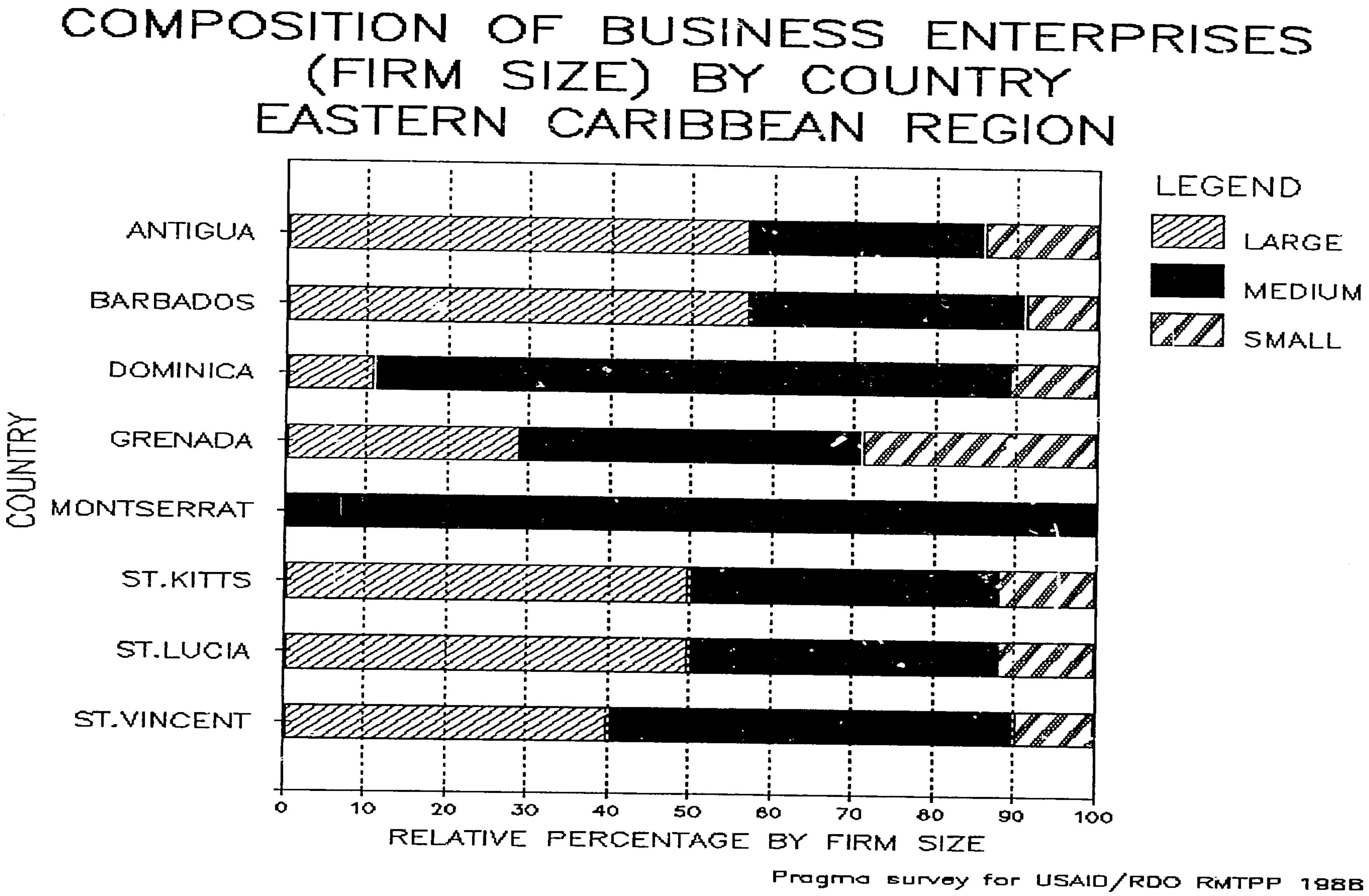
COMPOSITION OF BUSINESS ENTERPRISES
(FIRM SIZE) BY COUNTRY
EASTERN CARIBBEAN REGION
LEGEND
LARGE
MEDIUM
SMALL
COUNTRY
ANTIGUA
BARBADOS
DOMINICA
GRENADA
MONTSERRAT
ST.KITTS
ST.LUCIA
ST.VINCENT
0
10
20
30
40
50
60
70
80
90
100
RELATIVE PERCENTAGE BY FIRM SIZE
Pragma survey for USAID/RDO RMTPP 1988

FIGURE 7

PERCENTAGE OF MARKET ACTIVITY
BY SIZE OF FIRMS INVOLVEMENT
in VARIOUS ENTERPRISES
EASTERN CARIBBEAN REGION

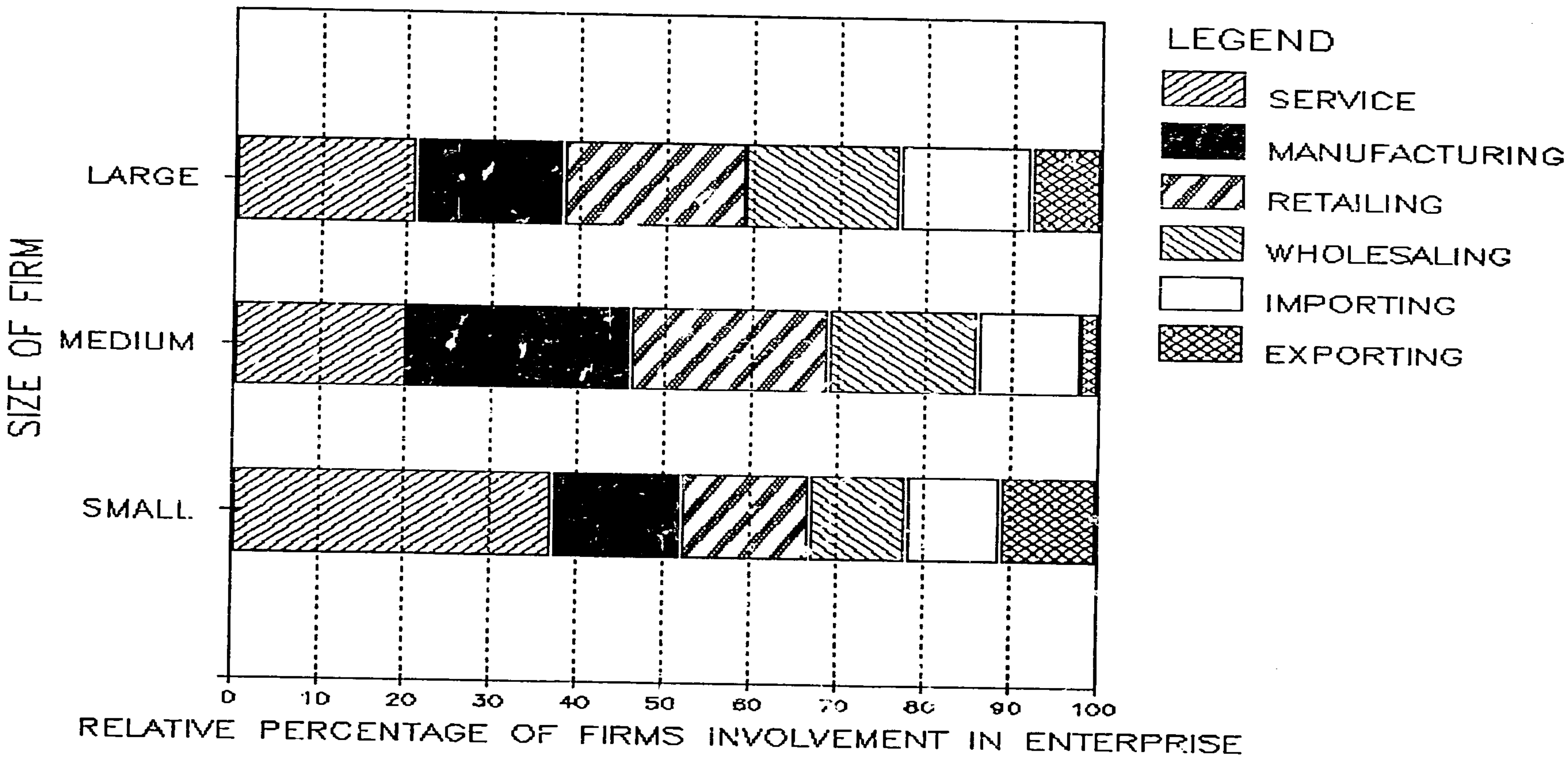

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FIGURE 8

PERCENTAGE OF MARKET ACTIVITY by TYPE OF ENTERPRISE and SIZE OF FIRM EASTERN CARIBBEAN REGION

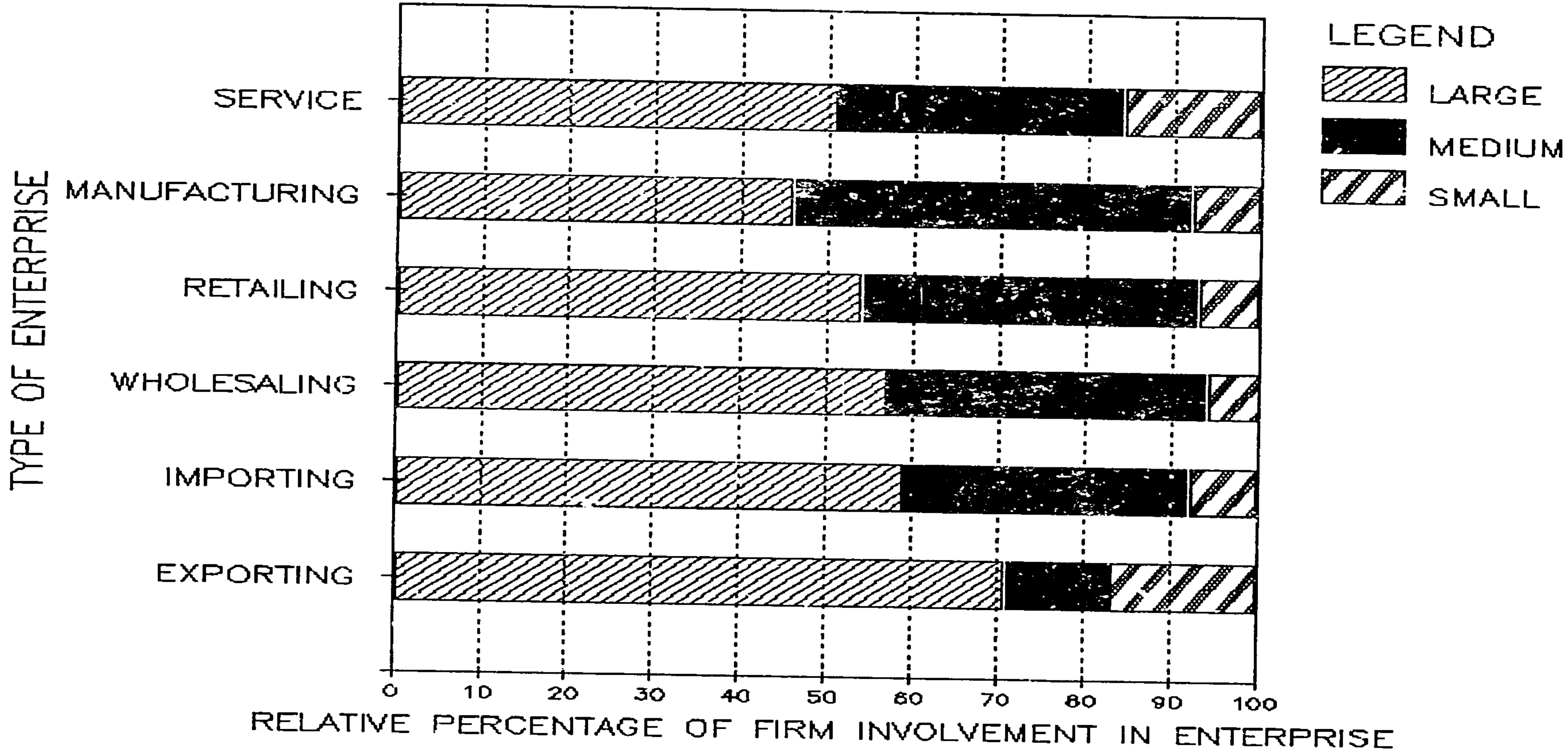

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FIGURE 9

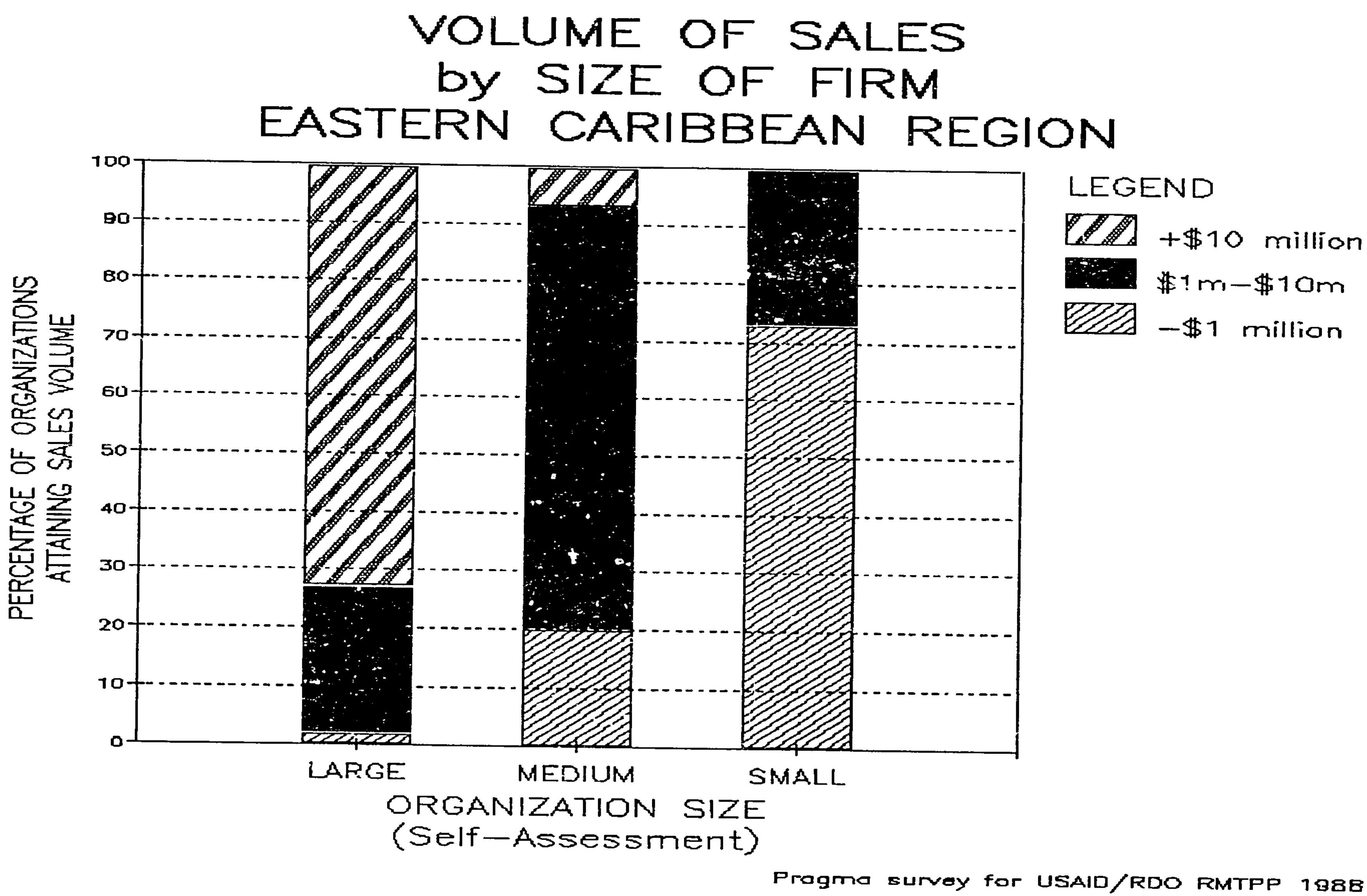

VOLUME OF SALES
by SIZE OF FIRM
EASTERN CARIBBEAN REGION
PERCENTAGE OF ORGANIZATIONS ATTAINING SALES VOLUME
100
90
80
70
60
50
40
30
20
10
0
LARGE
MEDIUM
SMALL
ORGANIZATION SIZE
(Self—Assessment)
LEGEND
+$10 million
$1m—$10m
—$1 million
Pragma survey for USAID/RDO RMTPP 1988

FIGURE 10

NUMBER OF EMPLOYEES
by SIZE OF FIRM
EASTERN CARIBBEAN REGION

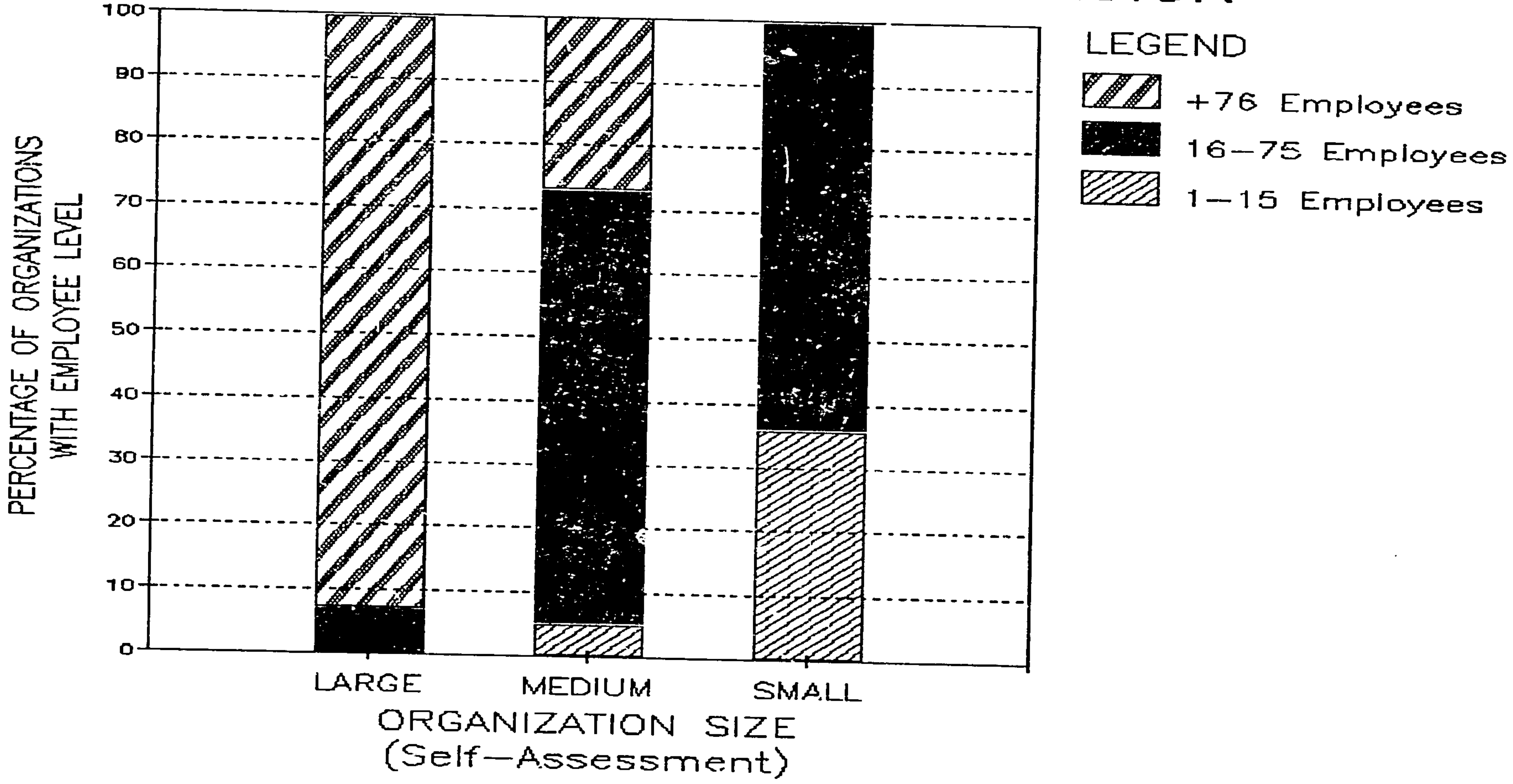
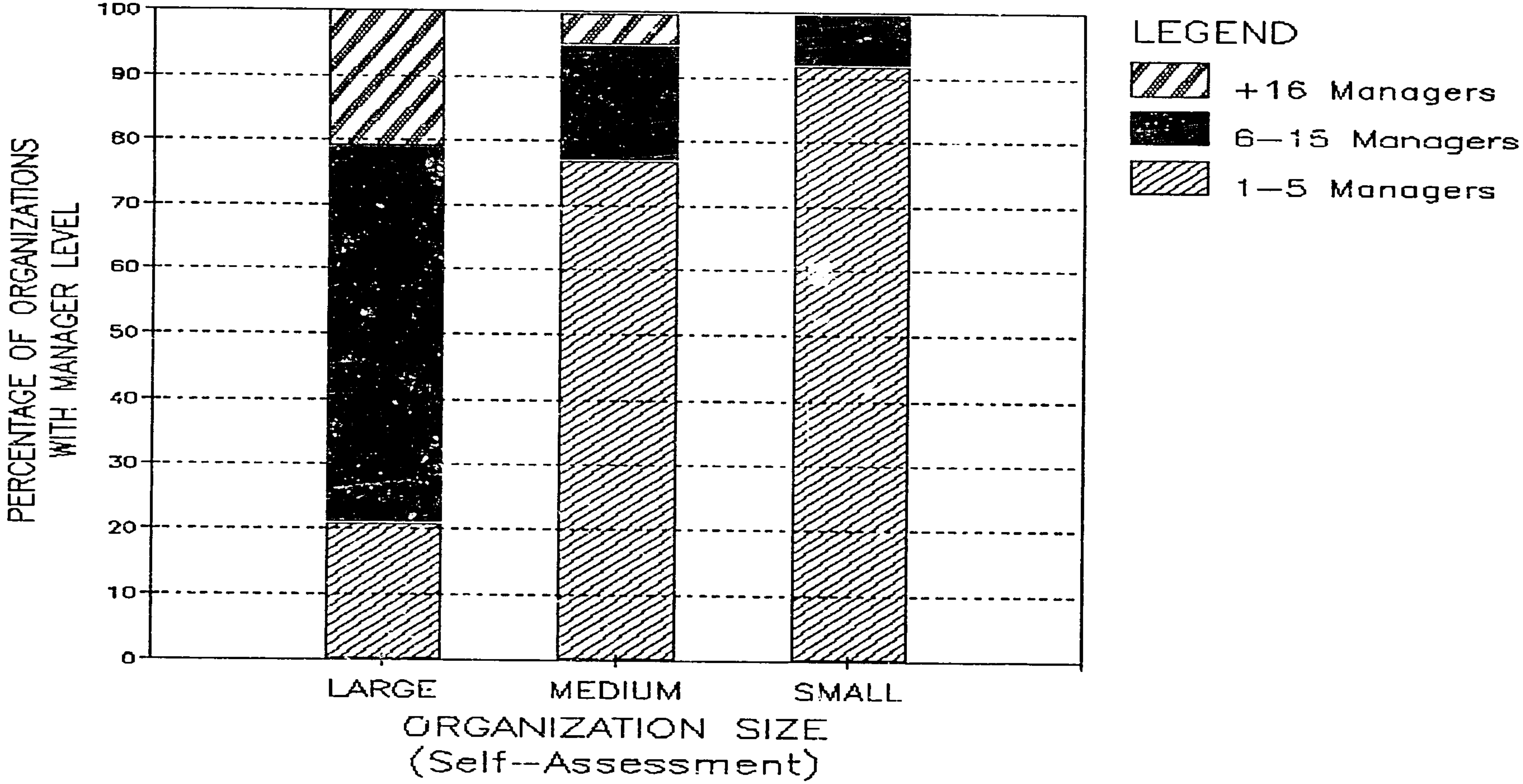


FIGURE 11

Pragma survey for USAID/RDO RMTPP 1988

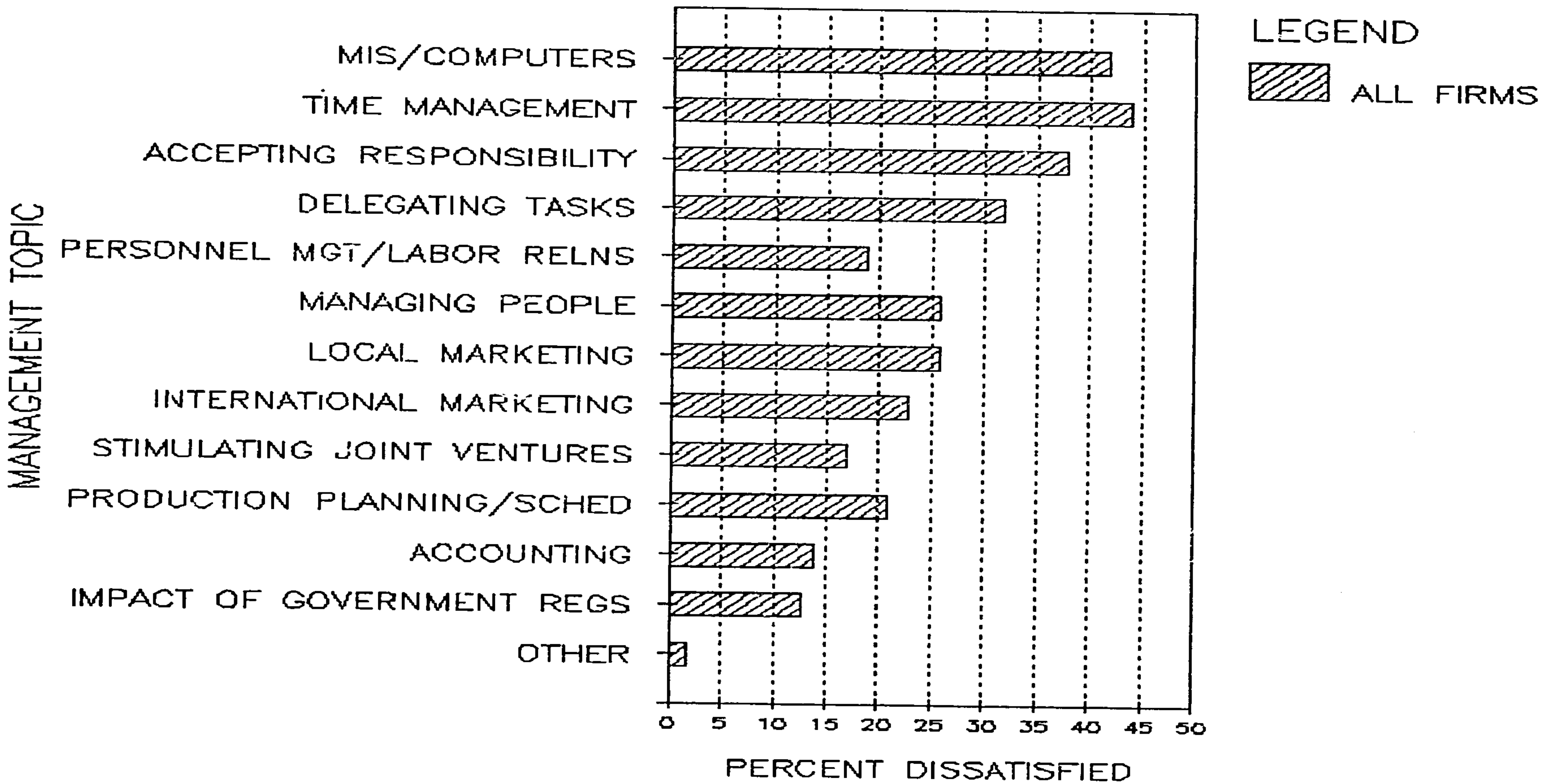
NUMBER OF MANAGERS by SIZE OF FIRM EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 12

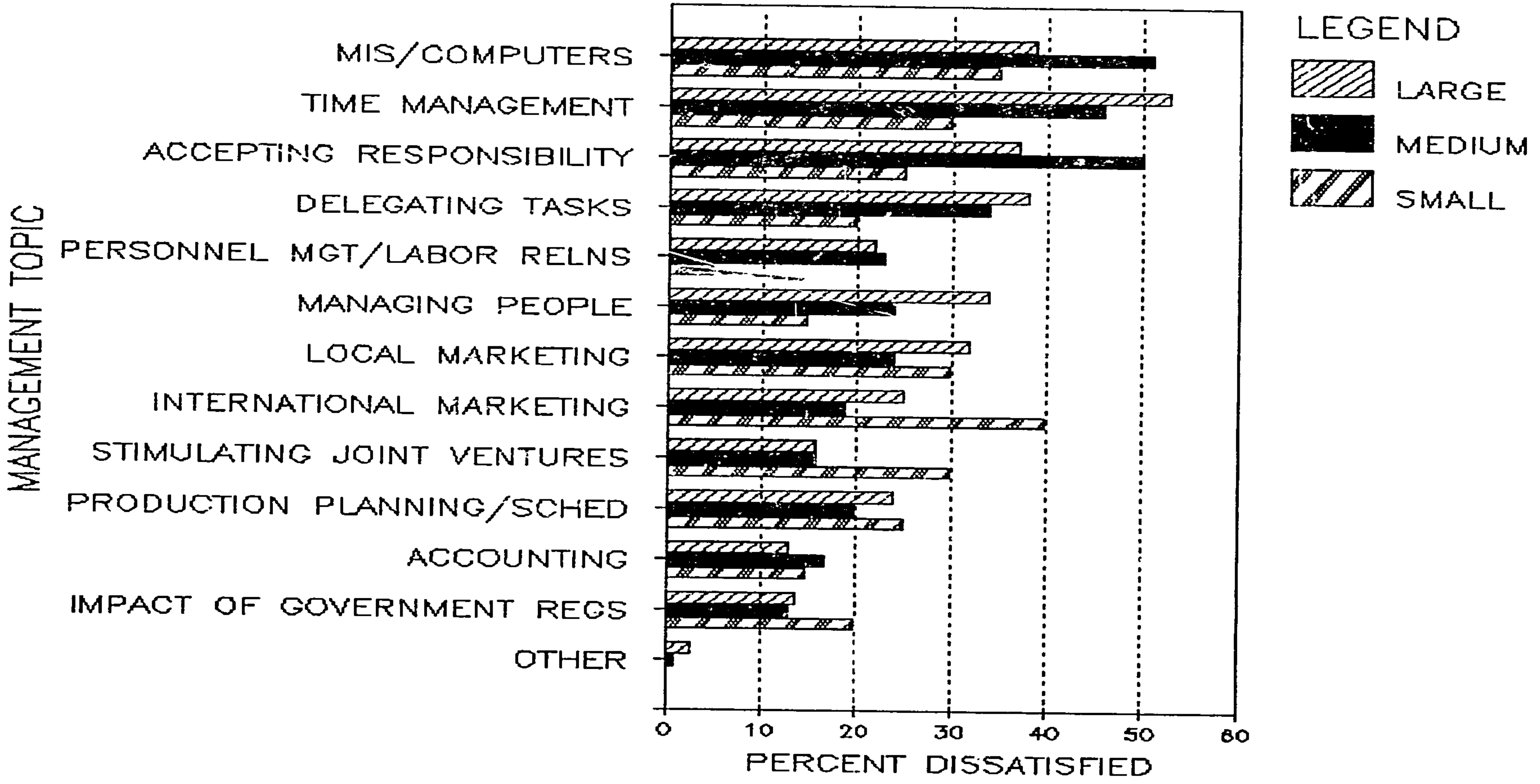
MANAGERS DISSATISFACTION WITH VARIOUS ASPECTS OF BUSINESS MANAGEMENT EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 13

MANAGERS DISSATISFACTION WITH VARIOUS ASPECTS OF BUSINESS MANAGEMENT EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 14

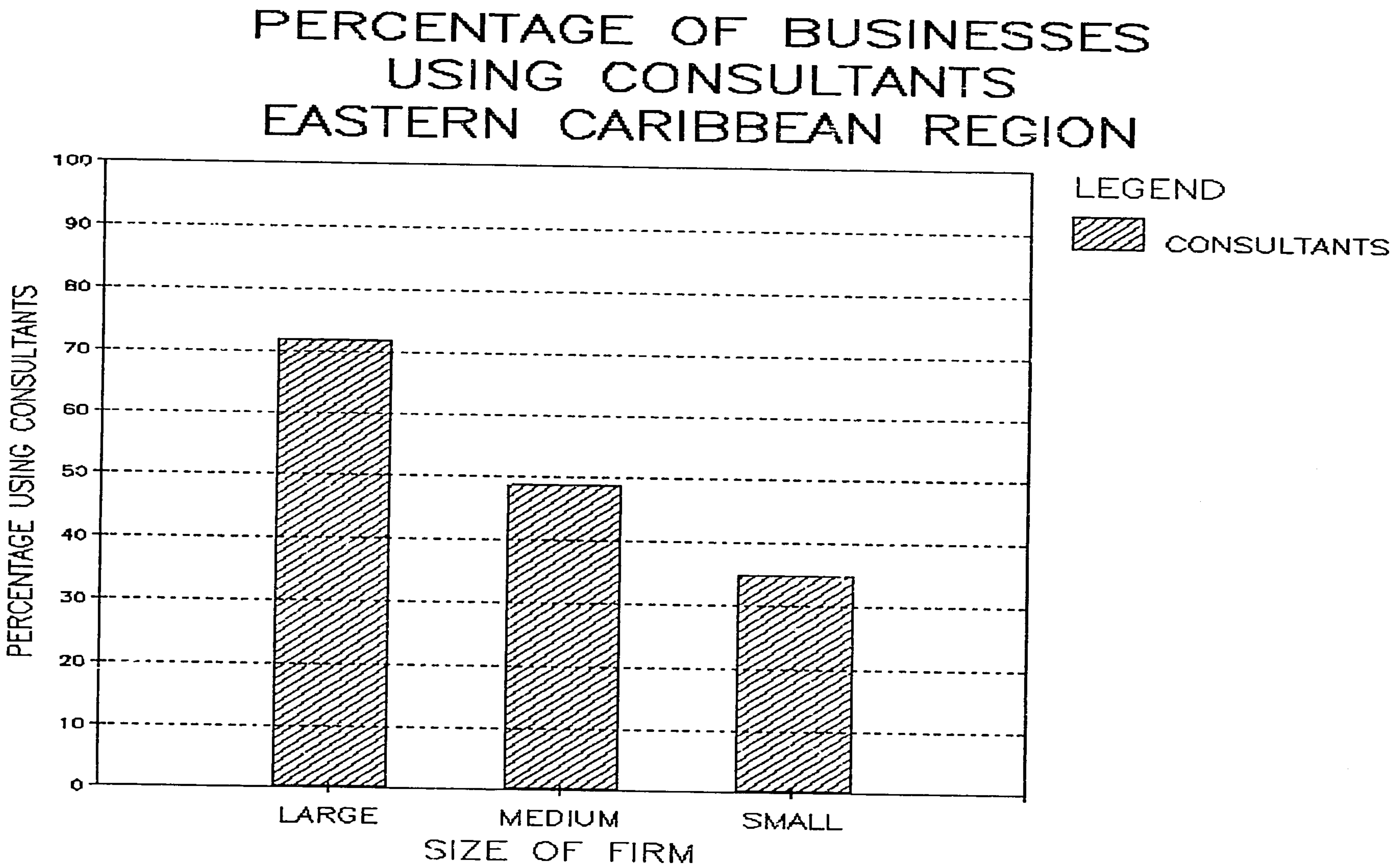


FIGURE 15

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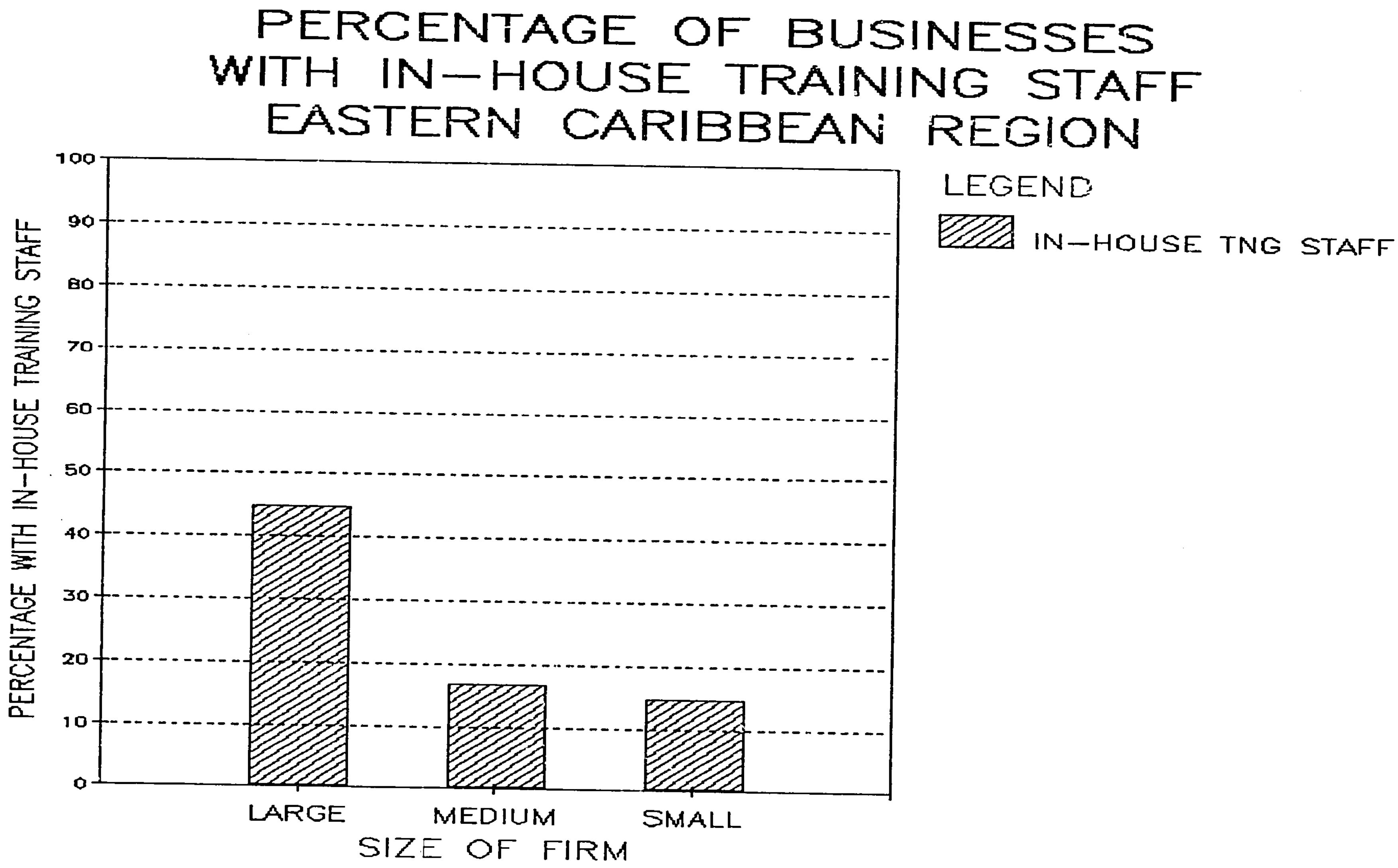

FIGURE 16

Pragma survey for USAID/RDO RMTPP 1988

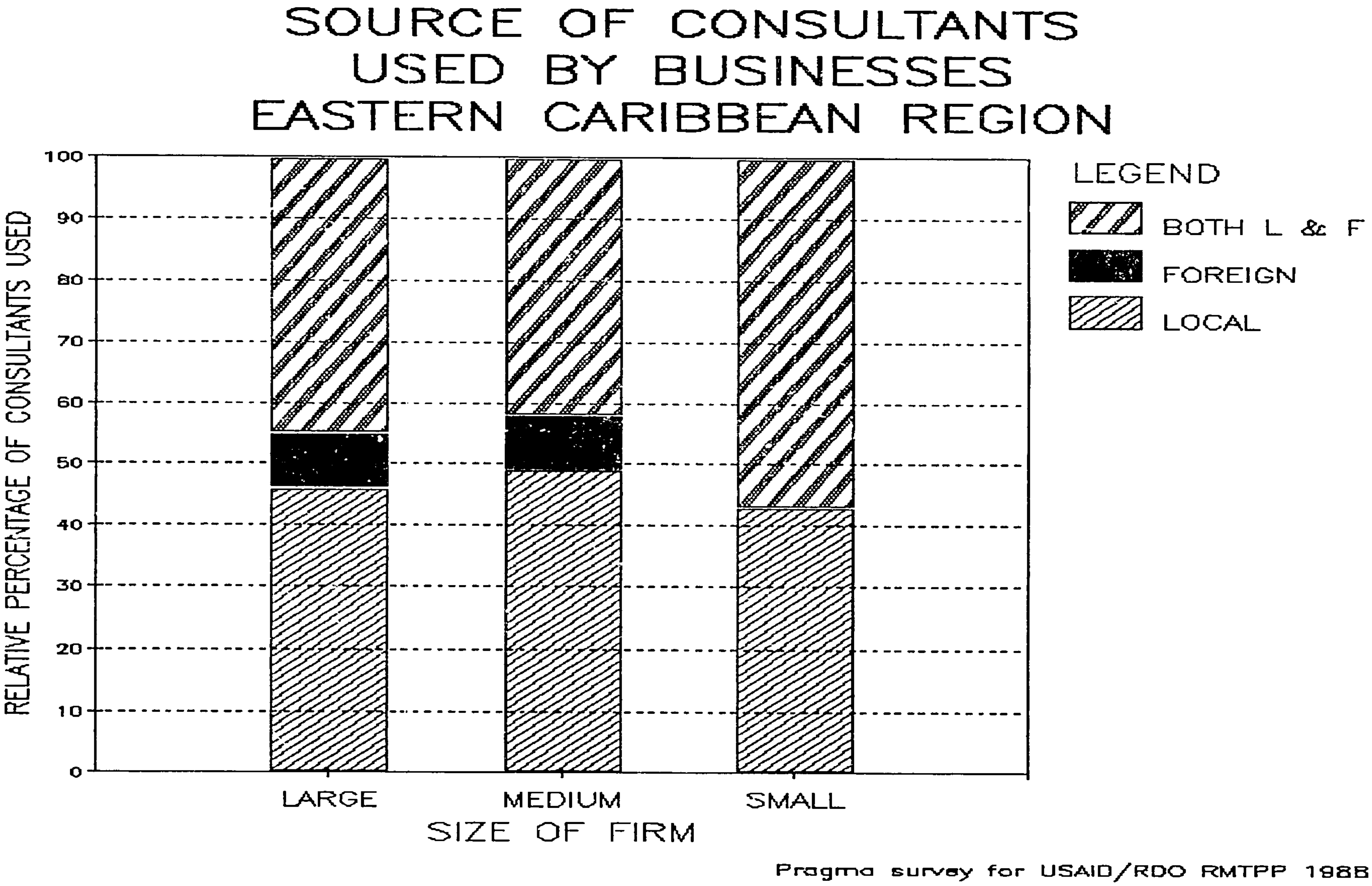
SOURCE OF CONSULTANTS
USED BY BUSINESSES
EASTERN CARIBBEAN REGION
RELATIVE PERCENTAGE OF CONSULTANTS USED
100
90
80
70
60
50
40
30
20
10
0
LEGEND
BOTH L & F
FOREIGN
LOCAL
LARGE
MEDIUM
SMALL
SIZE OF FIRM
Pragma survey for USAID/RDO RMTPP 1988

FIGURE 17

BUSINESSES REQUESTING FURTHER TRAINING BY COUNTRY EASTERN CARIBBEAN REGION

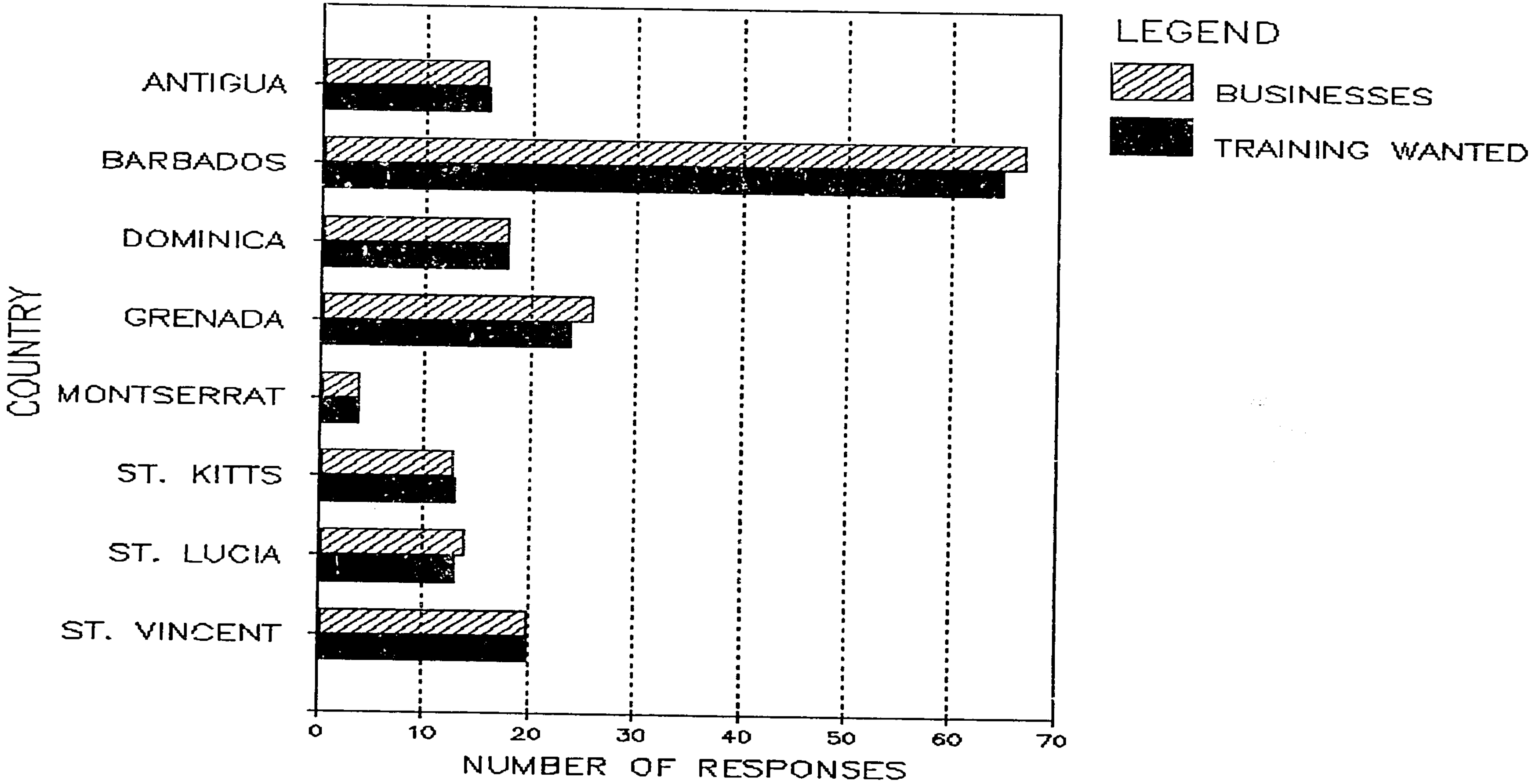

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FIGURE 18

BUSINESSES WITH ACCOUNTING GRADUATES FROM THE UNIVERSITY OF THE WEST INDIES EASTERN CARIBBEAN REGION

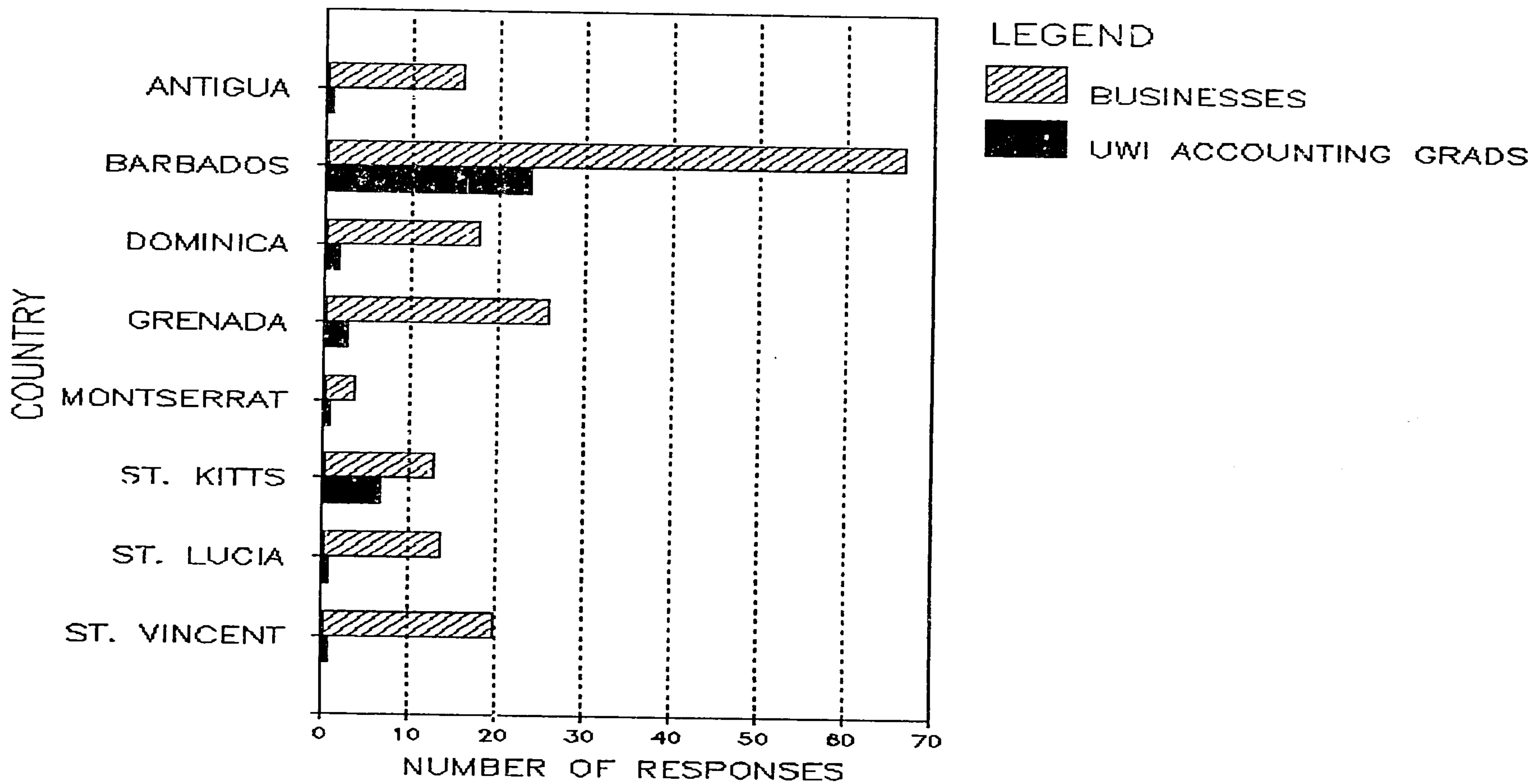

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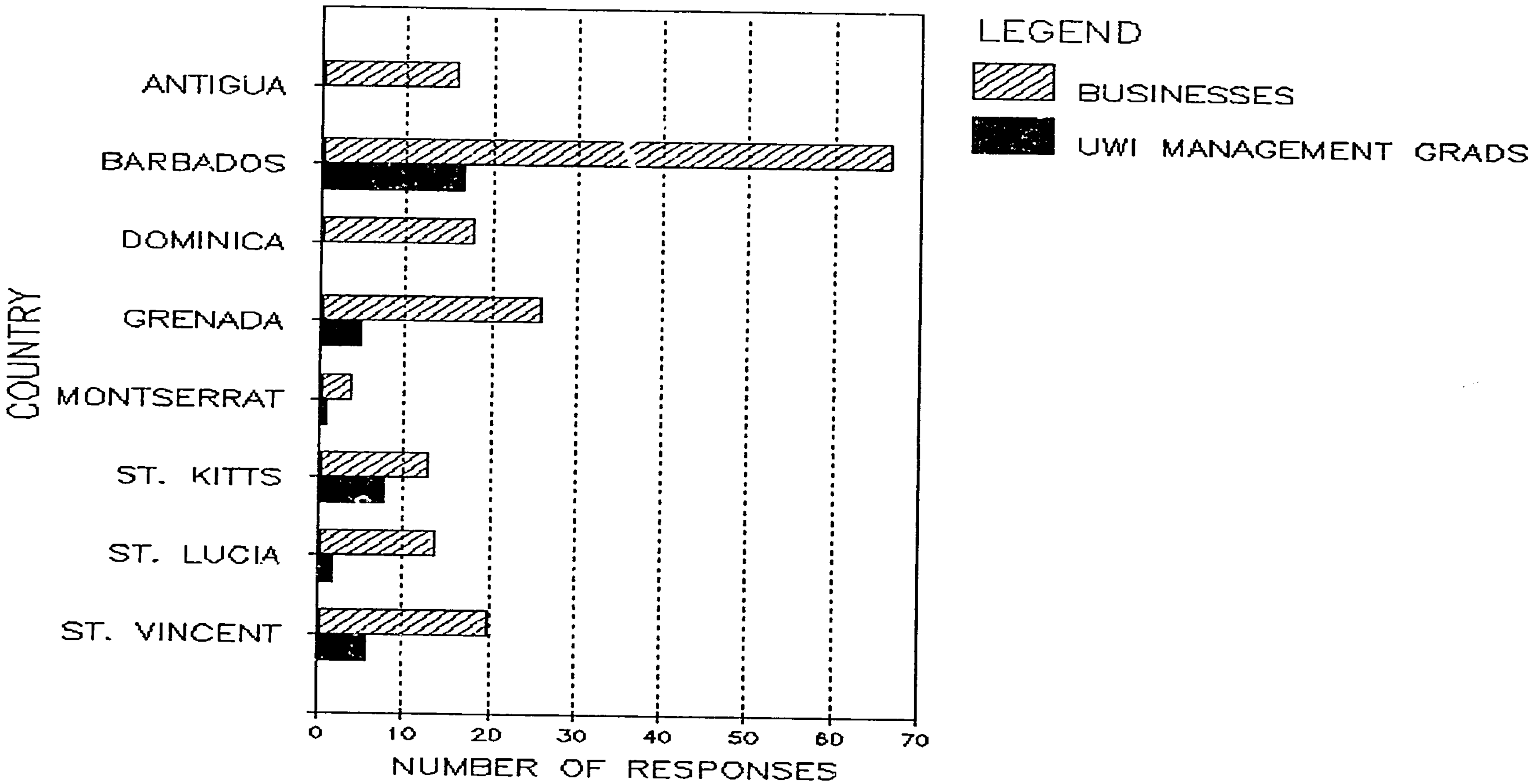
FIGURE 19

BUSINESSES WITH MANAGEMENT GRADUATES FROM THE UNIVERSITY OF THE WEST INDIES EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 20

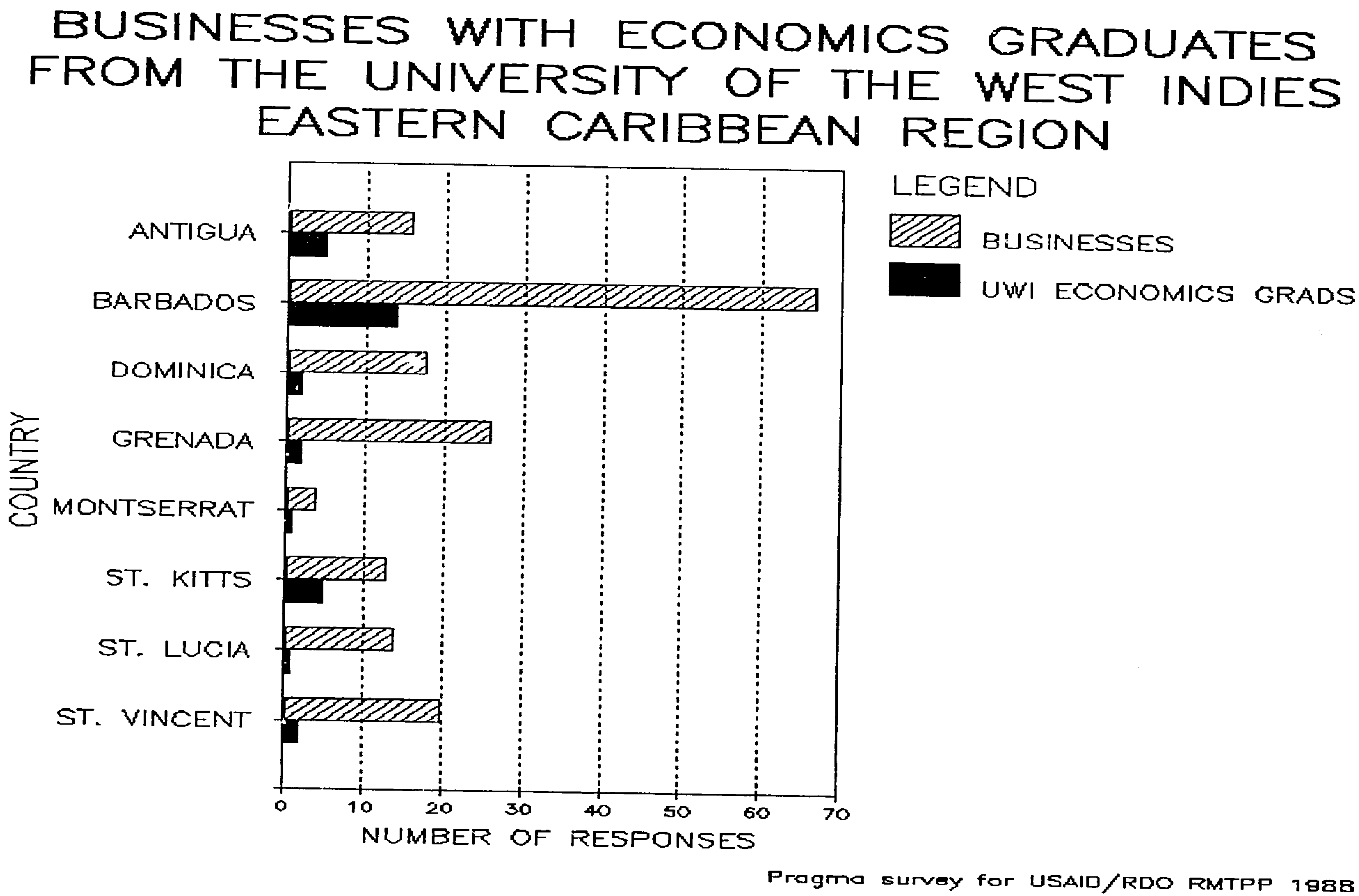
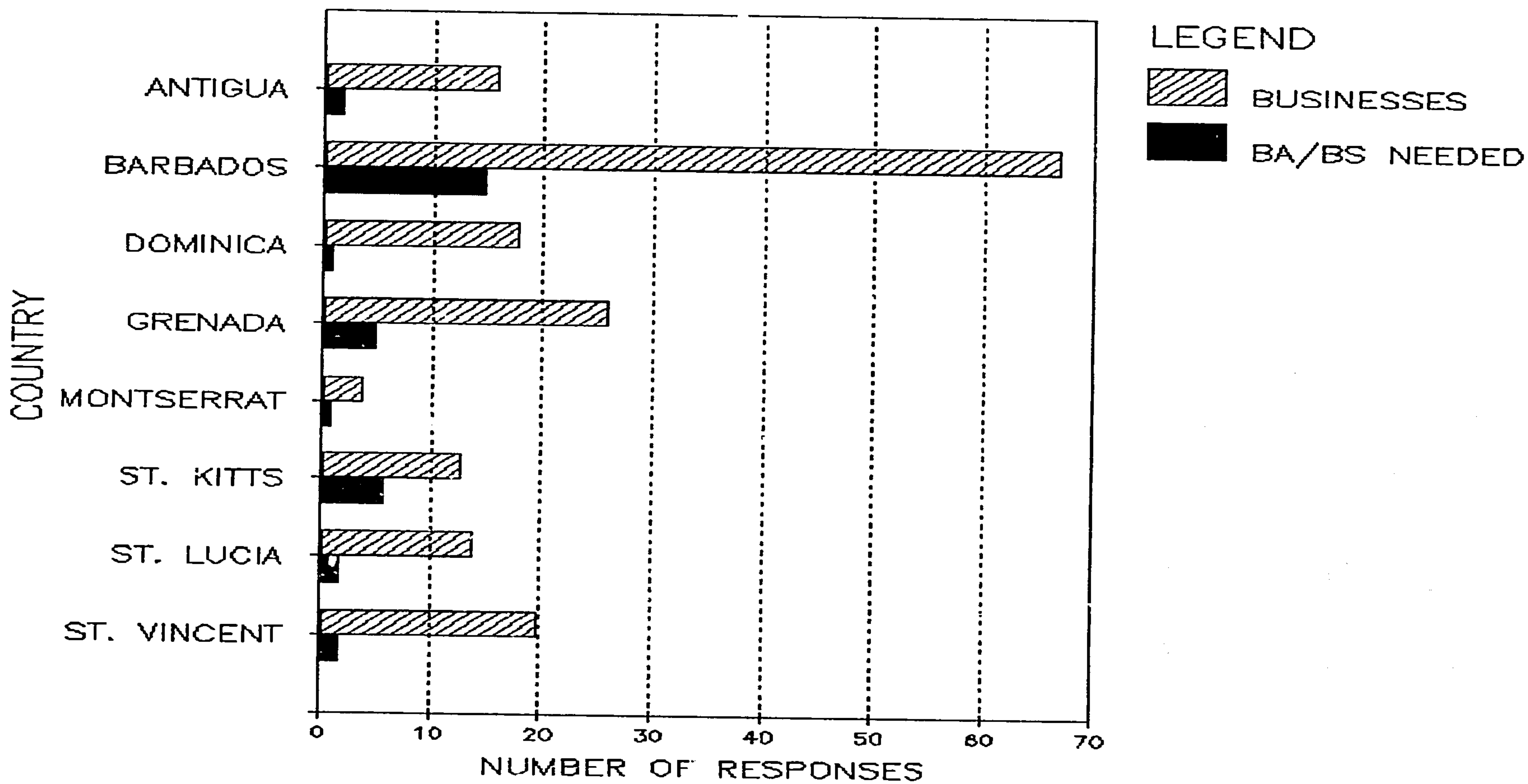

BUSINESSES WITH ECONOMICS GRADUATES
FROM THE UNIVERSITY OF THE WEST INDIES
EASTERN CARIBBEAN REGION
LEGEND
BUSINESSES
UWI ECONOMICS GRADS
COUNTRY
ANTIGUA
BARBADOS
DOMINICA
GRENADA
MONTSERRAT
ST. KITTS
ST. LUCIA
ST. VINCENT
0
10
20
30
40
50
60
70
NUMBER OF RESPONSES
Pragma survey for USAID/RDO RMTPP 1988

FIGURE 21

BUSINESSES NEEDING BACHELORS GRADUATES IN BUSINESS ADMINISTRATION EASTERN CARIBBEAN REGION

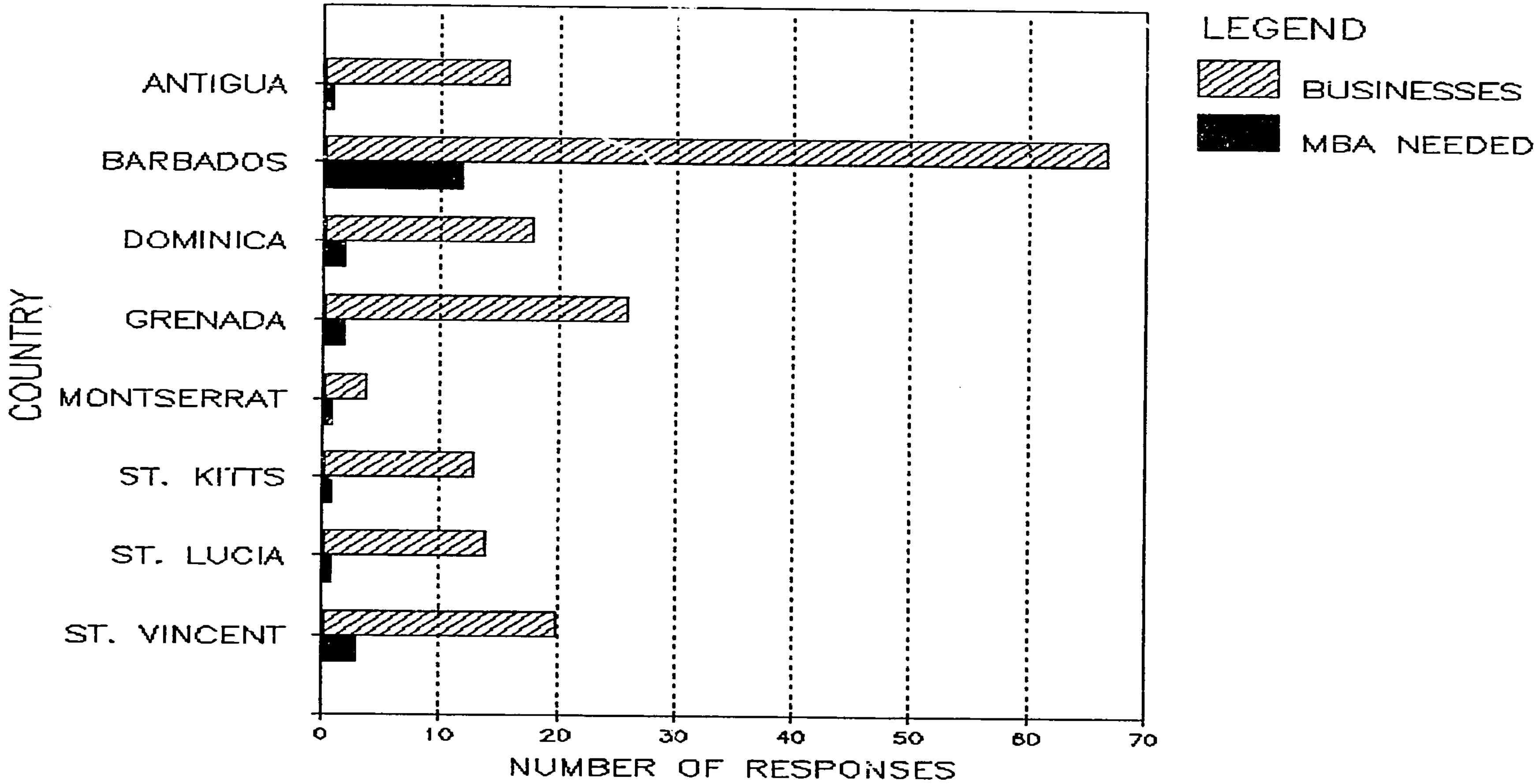


Pragma survey for USAID/RDO RMTPP 1988

FIGURE 22

41

BUSINESSES NEEDING MASTERS GRADUATES IN BUSINESS ADMINISTRATION EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 23

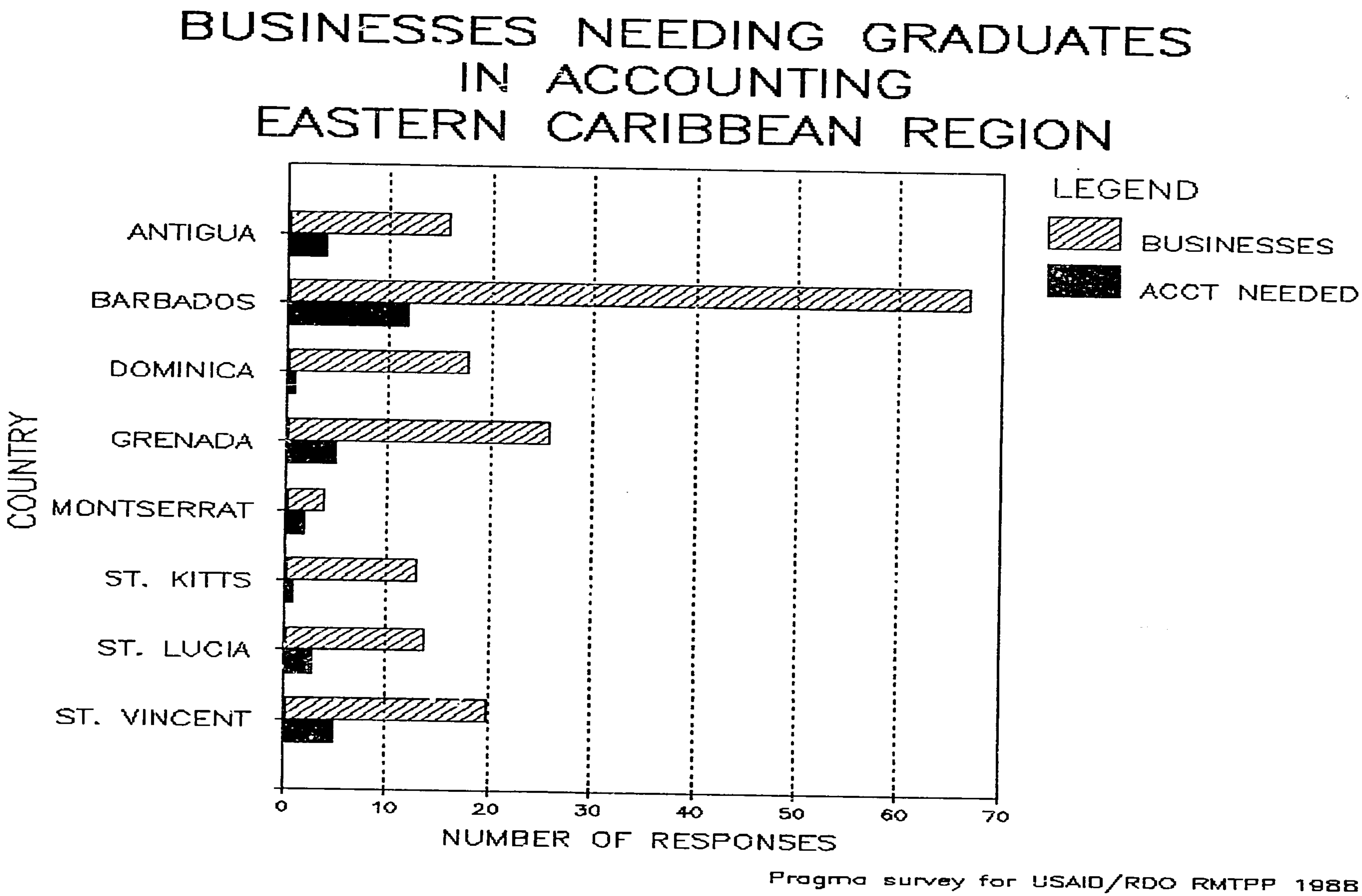
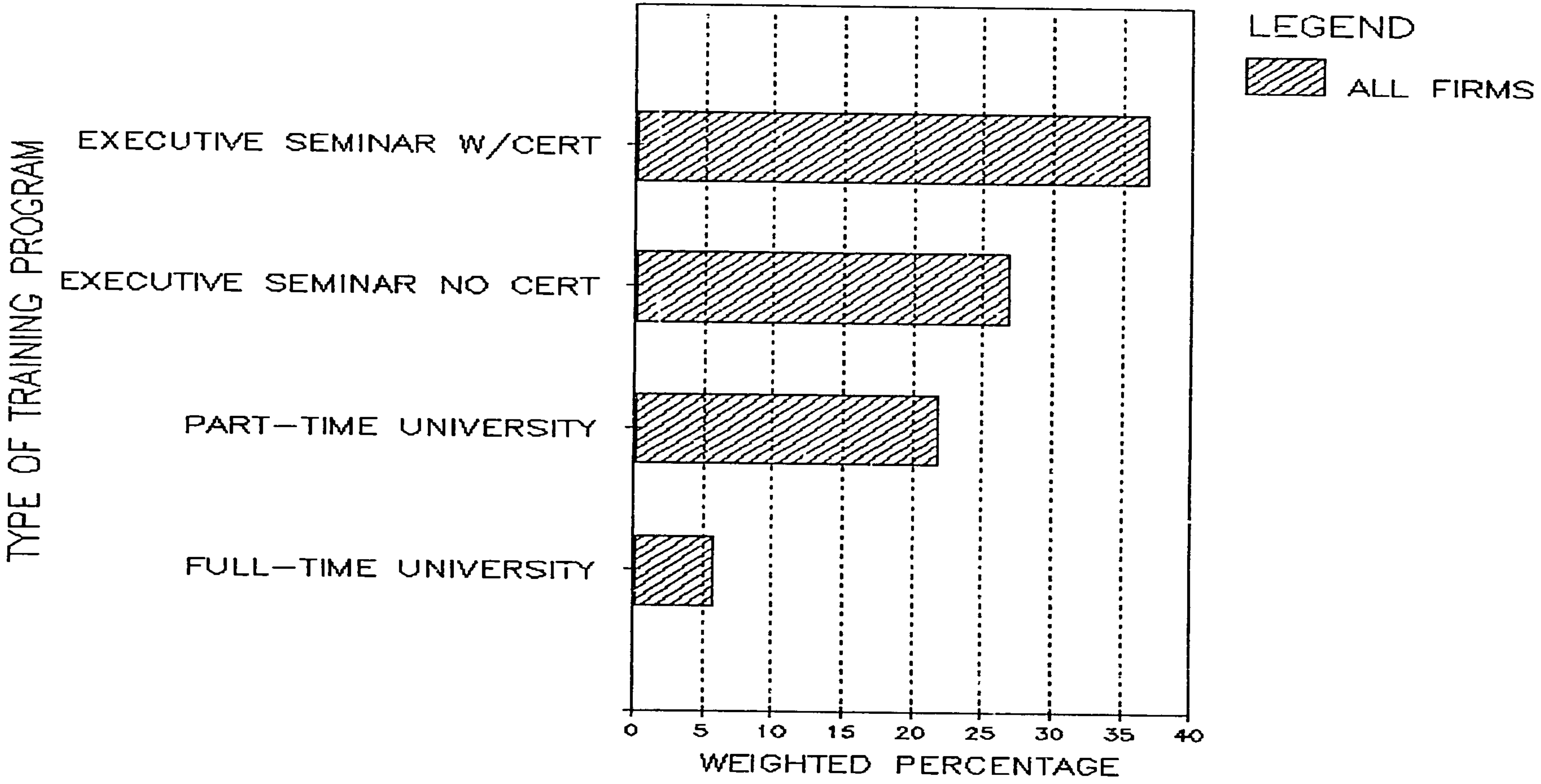

BUSINESSES NEEDING GRADUATES
IN ACCOUNTING
EASTERN CARIBBEAN REGION
LEGEND
BUSINESSES
ACCT NEEDED
COUNTRY
ANTIGUA
BARBADOS
DOMINICA
GRENADA
MONTSERRAT
ST. KITTS
ST. LUCIA
ST. VINCENT
0
10
20
30
40
50
60
70
NUMBER OF RESPONSES
Pragma survey for USAID/RDO RMTPP 1988

FIGURE 24

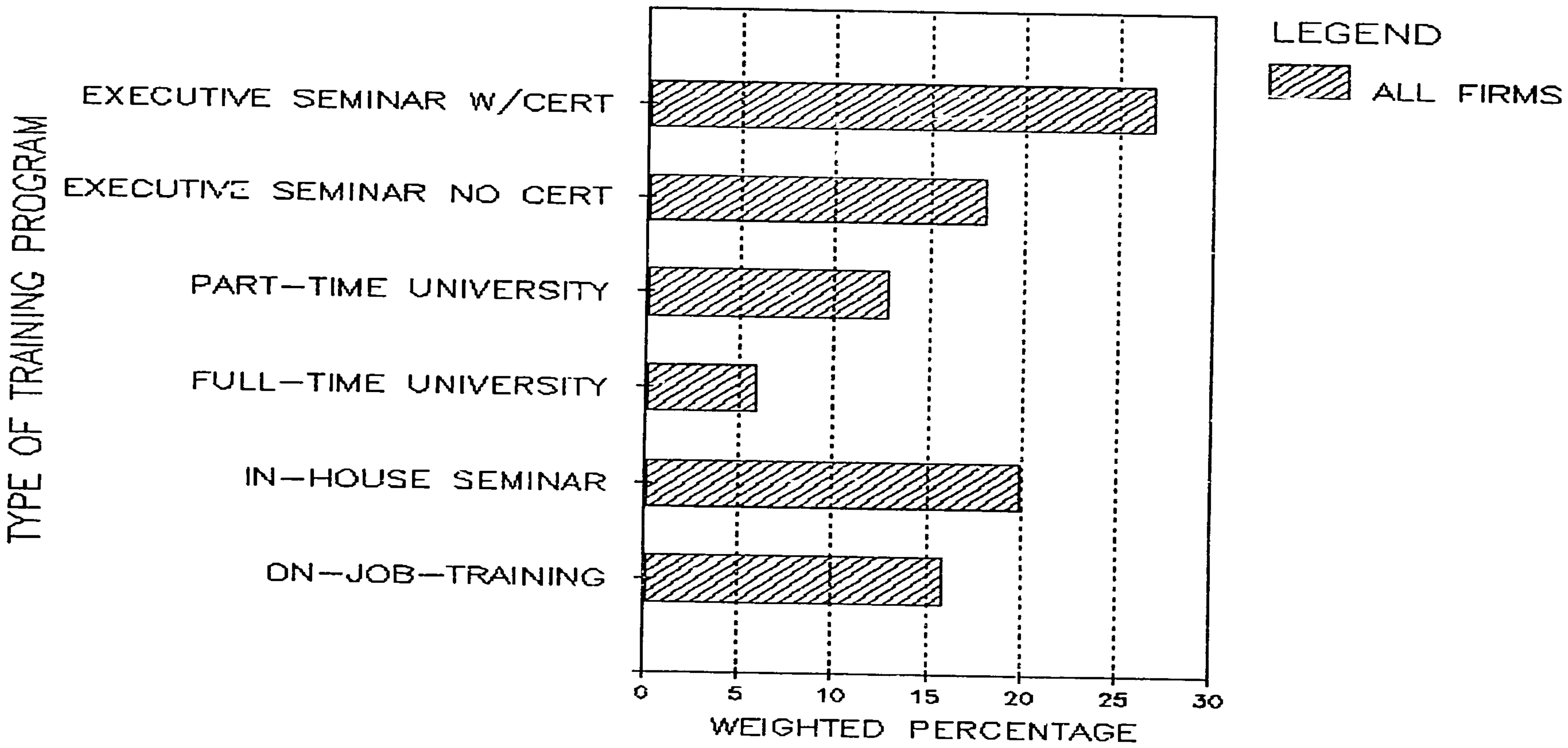
BUSINESS PRIORITIES FOR FURTHER TRAINING IN BUSINESS MANAGEMENT EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 25

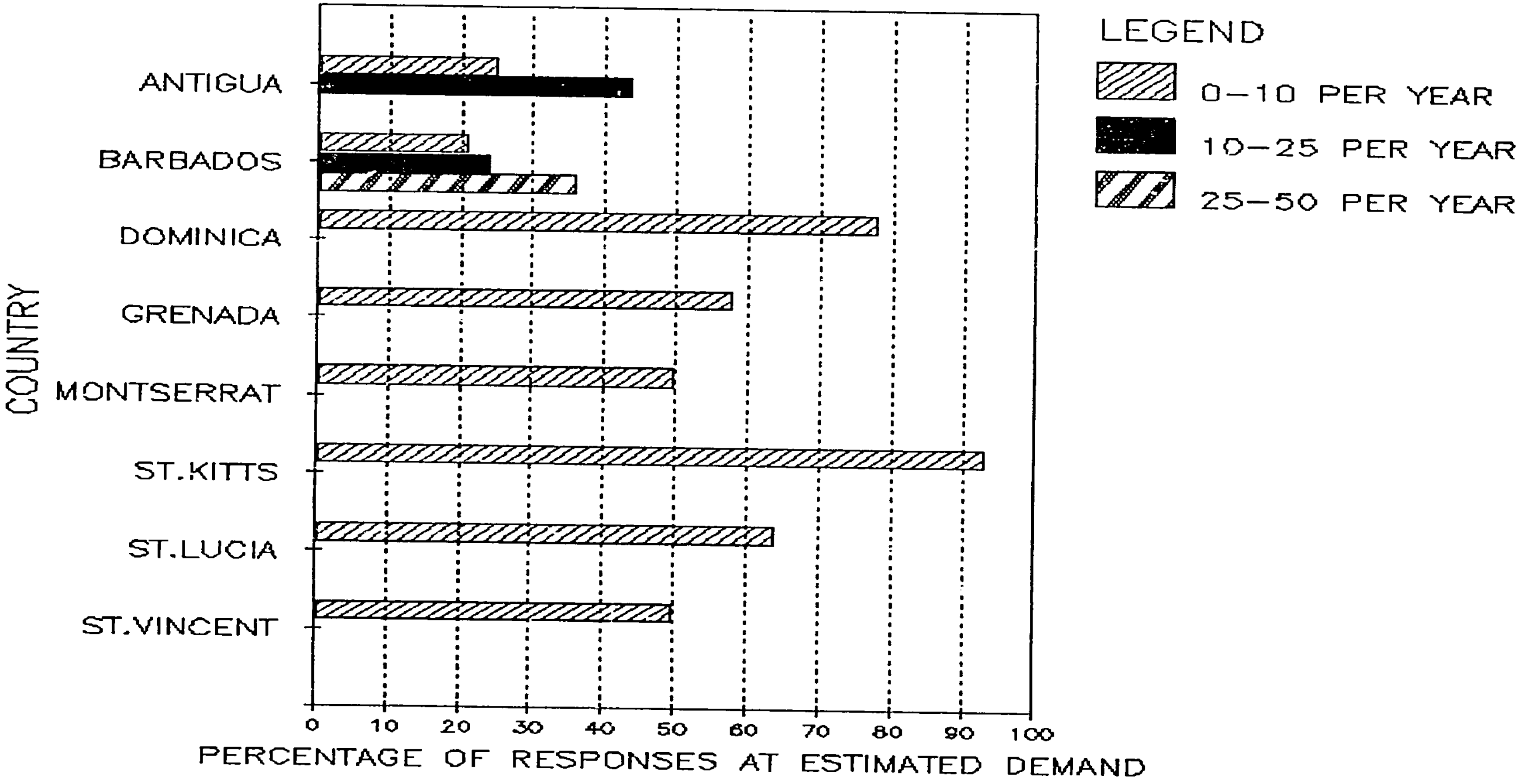
BUSINESS PRIORITIES FOR FURTHER TRAINING IN BUSINESS MANAGEMENT
EASTERN CARIBBEAN REGION
A SUBSET OF 34 RESPONDENTS



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 26

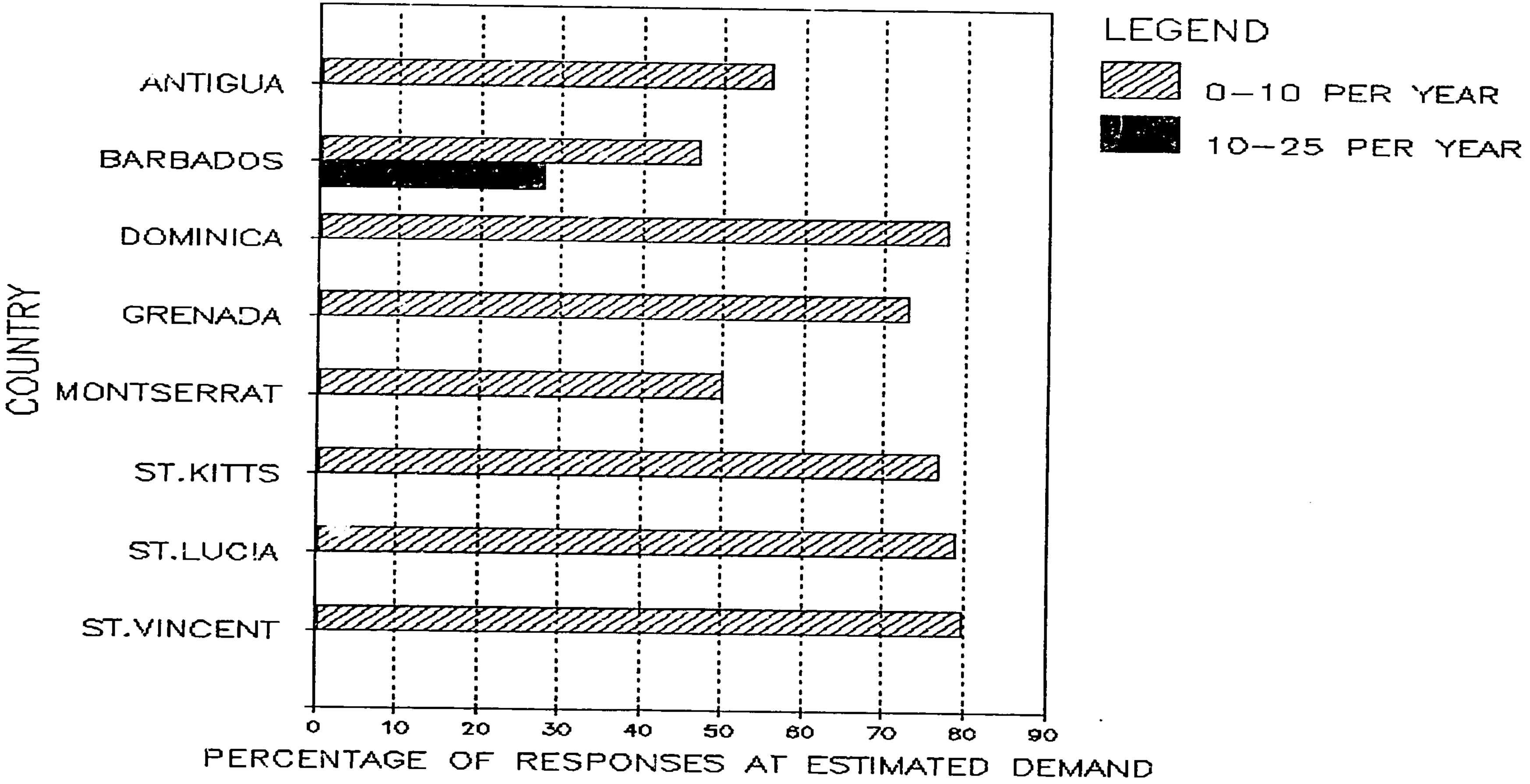
BUSINESS–PERCEIVED COUNTRY DEMAND FOR BACHELORS IN BUSINESS ADMINISTRATION EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 27

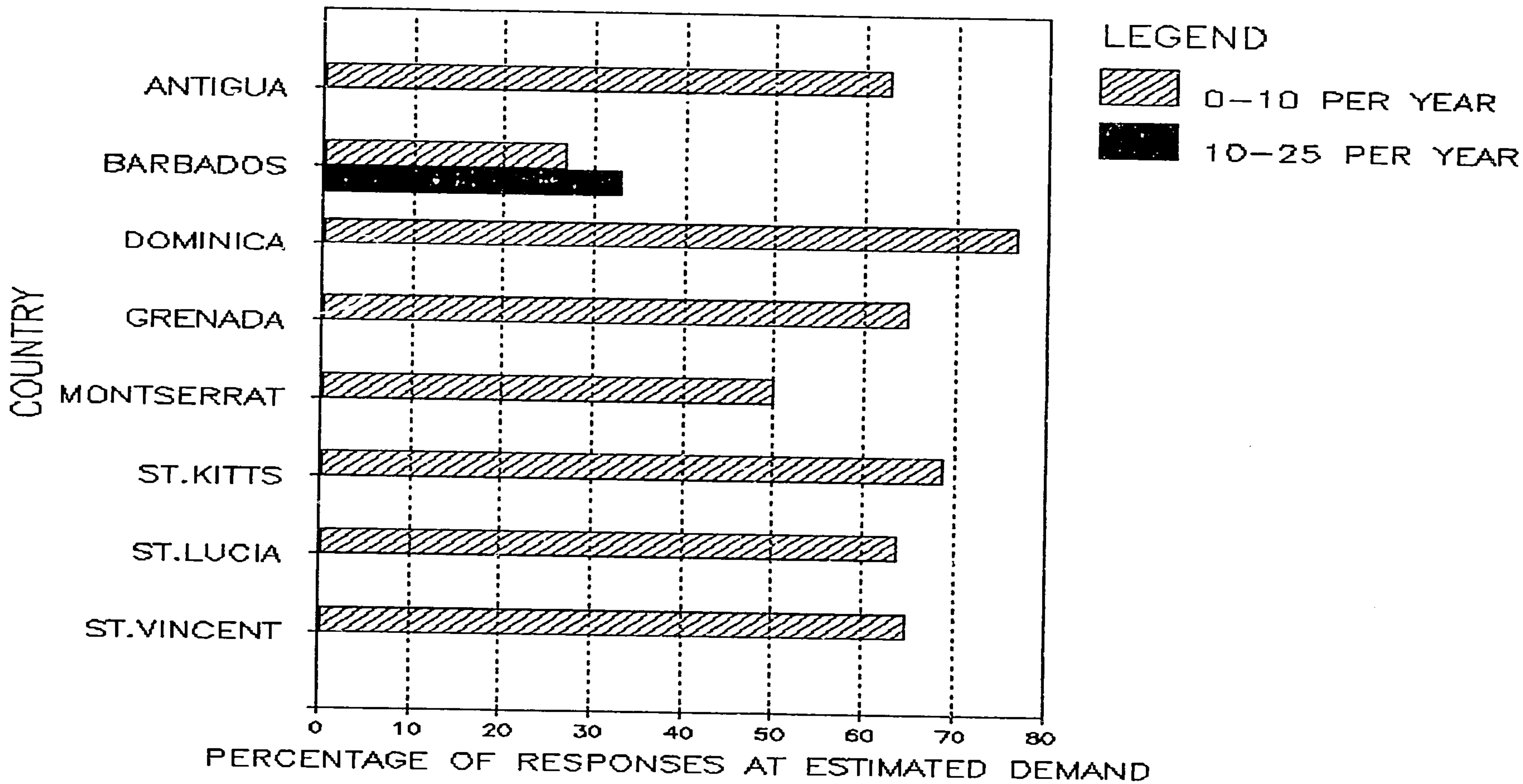
BUSINESS-PERCEIVED COUNTRY DEMAND FOR MASTERS IN BUSINESS ADMINISTRATION EASTERN CARIBBEAN REGION



Programa survey for USAID/RDO RMTPP 1988

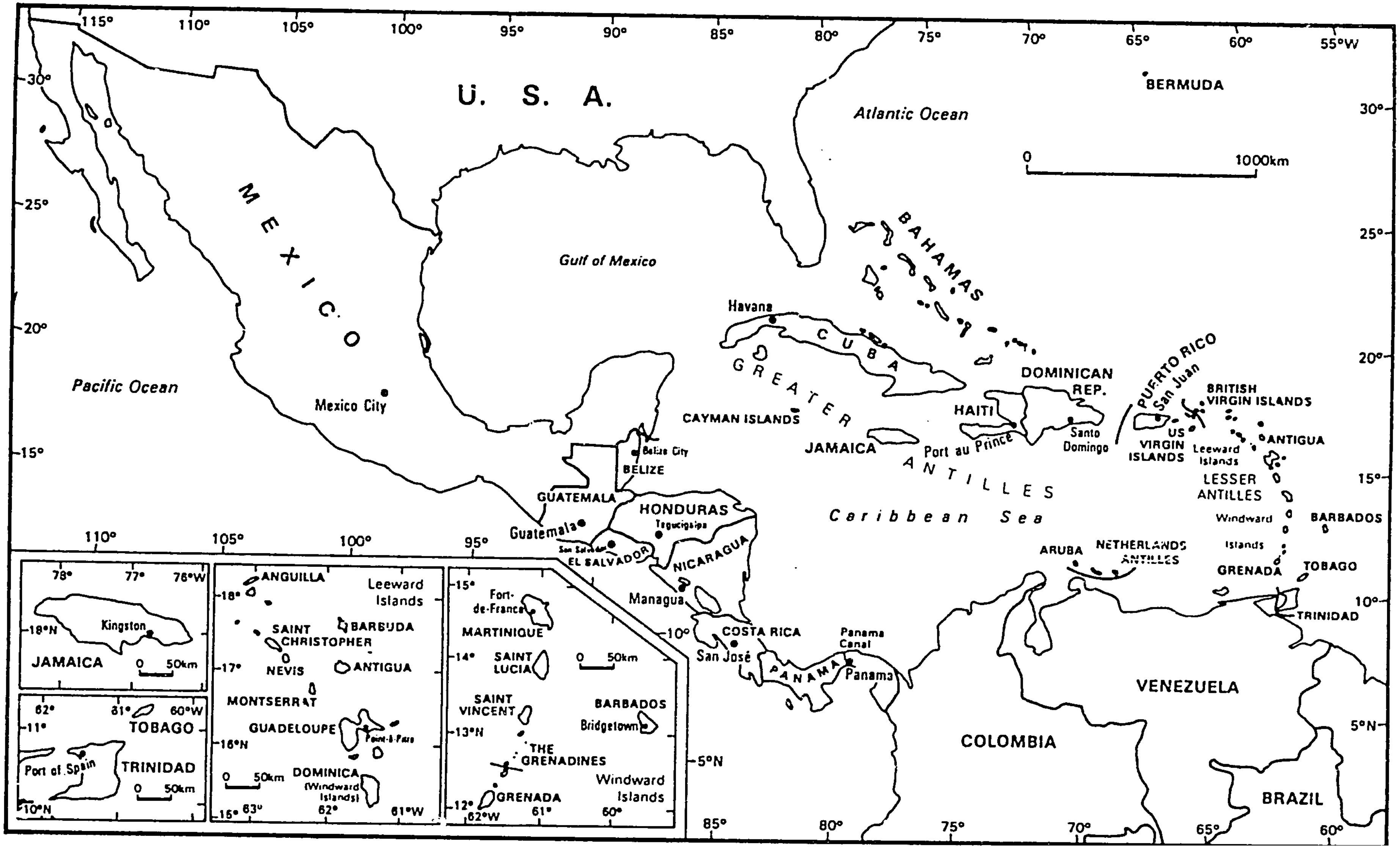
FIGURE 28

BUSINESS–PERCEIVED COUNTRY DEMAND FOR CERTIFIED ACCOUNTANTS EASTERN CARIBBEAN REGION



Pragma survey for USAID/RDO RMTPP 1988

FIGURE 29



Central America and the Caribbean