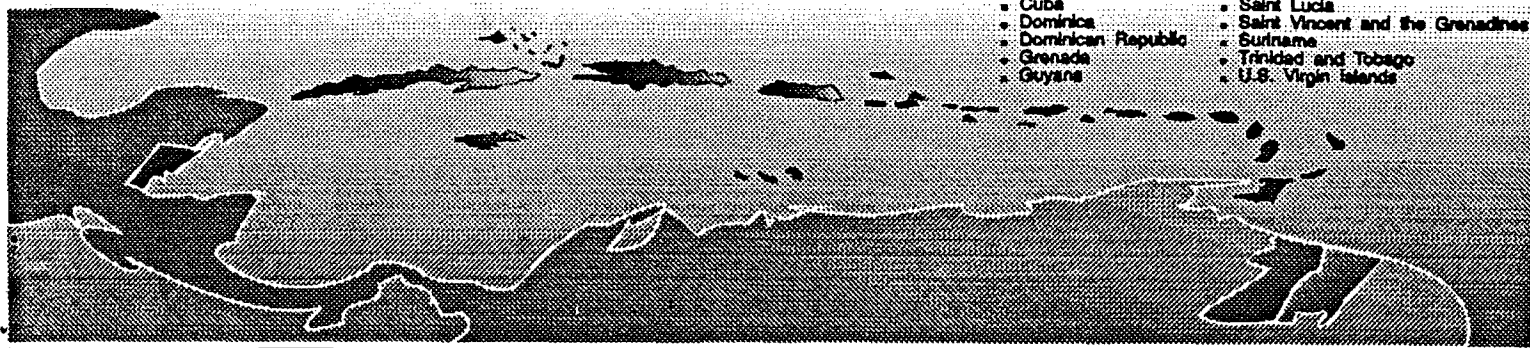




UN ECLAC/CDCC

- Antigua and Barbuda
- Aruba
- Bahamas
- Barbados
- Belize
- Br. Virgin Islands
- Cuba
- Dominica
- Dominican Republic
- Grenada
- Guyana
- Haiti
- Jamaica
- Montserrat
- Netherlands Antilles
- Puerto Rico
- Saint Kitts and Nevis
- Saint Lucia
- Saint Vincent and the Grenadines
- Suriname
- Trinidad and Tobago
- U.S. Virgin Islands



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ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN
Subregional Headquarters for the Caribbean

CARIBBEAN DEVELOPMENT AND COOPERATION COMMITTEE

CARIBBEAN COUNCIL FOR SCIENCE AND TECHNOLOGY

**REPORT ON THE TRAINING WORKSHOP FOR THE ESTABLISHMENT OF
ENTREPRENEURIAL DEVELOPMENT CENTRES IN THE OECS**

Partner Agency Session, 3-7 November 1997



UNITED NATIONS

ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN
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REPORT ON THE TRAINING WORKSHOP FOR THE ESTABLISHMENT OF ENTREPRENEURIAL DEVELOPMENT CENTRES IN THE OECS

Partner Agency Session, 3-7 November 1997

1. Introduction

The workshop was held at the Rainbow Hotel in Saint Lucia from 3-7 November 1997. Representation at the workshop was rather wide. This augurs well for dissemination of information and development of stakeholders. Representatives came from the Organization of Eastern Caribbean Countries (OECS), Guadeloupe and Martinique, Jamaica, the University of the West Indies (UWI), international agencies such as the International Labour Organization (ILO), the United Nations Industrial Development Organization (UNIDO) and the United Nations Economic Commission for Latin America and the Caribbean (UNECLAC). A list of representatives is appended for further reference.

2. Opening remarks

Mr. Bishnunarine Tulsie, representative of the Government of Saint Lucia opened the proceedings. Remarks were made by a representative of the Ambassador of France to Saint Lucia. She underscored the importance of the adoption of process and management technology to the competitiveness of countries in a globalized economy and also called for greater cooperation between the French and English-speaking Caribbean. This sharing of ideas, she hinted, could provide the basis for development of a system of 'best practices' for the operation of Small and Medium Enterprises (SMEs).

The Honourable Walter François, Minister of Commerce, Trade and Industry of Saint Lucia delivered the feature address and declared the workshop open. He stressed the importance of the adoption of appropriate technology to the progress of nations in a globalized economy. The Minister said that structural changes were needed in Caribbean economies to elicit appropriate responses to global changes. In this regard, competitiveness of the region's industries will have to be built on two sets of factors: first, a broadening of production systems through diversification of production, adoption of appropriate technology and use of indigenous raw materials, where possible; and second, greater financial support of enterprises, improved management and measures for ensuring cost effectiveness of operations. The Minister also reaffirmed his Government's commitment to the Project. Finally, he encouraged participants to improve mechanisms for interaction and networking to avoid mistakes made by earlier entrepreneurs and to reinforce strengths.

Mr. John Kissoon of the CARICOM Secretariat urged a rethinking of the role of the programme for enhancing international competitiveness in the region. The approach, he advanced, should be integrative, including a reasoned role for technology, finance, research and development and other factors.

Mr. Donatus St. Aimée, Secretary of the Caribbean Council for Science and Technology (CCST) enjoined participants to consider technology in its broadest sense. Technology, he said, was anything that could improve the efficiency of production. Considered in this way, technology had wide and relevant application for small developing countries. He looked forward to a fruitful meeting and thanked the various agencies, especially the Technical Cooperation among Developing Countries (TCDC) Unit of the United Nations Development Programme (UNDP) and the French Cooperation Mission for their support and cooperation in bringing the meeting to fruition.

3. Presentation of technical papers

Following the opening ceremony, the Secretary of the CCST presented an overview of the Project. He noted that there was the realization that small businesses tended to operate under the "jack-of-all-trades" principle, with one person doing all tasks, but failing to master any. There was, therefore, the need to foster division of ownership and control in firms to rationalize the use of resources and to ensure efficient management and quality assurance. Mr St Aimée said that the overall objective of the Project was to foster the development of an entrepreneurial culture and climate in the region through collaborative networking of institutions. The incubator concept, he noted, was deemed most useful in this respect. It provided a basis for interaction and sharing of successful ideas and the creation of performance yardsticks for evaluation.

During discussions it was advanced that UWI should play a more pro-active role in the development of small enterprises. The time was ripe for the University and other institutions to provide a cadre of research personnel in product improvement and development, market research, finance and other areas of total business development to provide structured support to new entrepreneurs.

The next session dealt with *The role and methodology of extension in small enterprise development*. Dr Dunstan Campbell defined extension as the discipline that dealt with the transfer of information from a source to a clientele. This indicated that the subject of extension was a body of information. He said that extension was interdisciplinary and that the good extensionists needed to make effective use of behavioural sciences, such as sociology and social psychology. Sourcing of products was noted as a vital component of extension programmes. Here two solutions were proffered: the borrowed solution and own development or creation. It was noted that in the Caribbean too often we went for the easier borrowed solution, which might not even be appropriate to our needs. Provision of extension services occasioned the need to ensure that clients used information transferred. Two ways to help this were to know one's clientele and to examine their needs, demands and preferences. Extensionists were urged to assess carefully the real needs of clients. Real needs were broken down into 'felt needs' and 'unfelt needs'. Extension workers also needed to consider attitudes and group dynamics. For example, extension works which failed to solicit the support of the group or information leader in a group tended to fail.

In dealing with technology adoption, extensionists needed to consider the characteristics of the technology, that is, whether it had a high or low trial ability, its divisibility, observability and its relative advantage. Another important area dealt with monitoring and evaluation. Here, benchmarks should be established before monitoring began. Also, guidelines should be set to provide a clear path for the achievement of goals. Two types of evaluation should be undertaken: formative evaluation and summative evaluation. Formative evaluation was undertaken early to enable revision of programme methodology, while summative evaluation assessed final outputs of the project. It measured the extent to which performance accorded with set goals. Finally, it was noted that the qualities of a good extension officer included good listening skills, one who valued information and kept at the cutting edge of changes in his field.

Maintaining the flow of the discourse, Mr. Aubert Parfait presented a case study on entrepreneurial development in Guadeloupe. He said that a basic problem of small enterprise was that its input of technology was greater than its output. Therefore, to provide the necessary assistance to small firms, CRITT-BAC, an organization for the development of technology in the enterprise was established. CRITT-BAC was supported by Centres of Excellence which provided management training, consultancy and expertise in other areas for small enterprises. Mr. Parfait also noted that Guadeloupe had now developed a fairly active sector in biotechnological product development. This included the production of essential oils from bananas, rum and other tropical aromatic products. He urged a sharing of ideas and research across PCLs and other regional networks, both in the French and English-speaking countries.

Presentations on *Industrial production and quality control* were made by Mr. Michael Harris and Ms. Joan Clarke. They examined the relationship between industrial production and compatibility with ISO 9000 standards. Industrial production was defined as the organized production of goods and services, either as inputs into another product or for final sales. Therefore, this organized process is built on balanced use of factor inputs in a total quality system. Here quality is based on performance, customer satisfaction, meeting of prescribed standards and consistency of the product. ISO defines quality as the totality of features and characteristics of a product or service that bears on its ability to satisfy stated or implied wants. The discussions highlighted the need for Caribbean producers to implement total quality management programmes to develop competitive products. Such programmes would have to be built on improved market research and product selection, careful process management, improved inspection and testing, internal quality audits, staff training and statistical verification of acceptable standards. Small enterprises also need to ensure better returns for investment in technology. This requires investment decisions based on strategic business plans, use of up-to-date technology and suitable training to assimilate technology. Importantly, this process must be led by the chief executive with input and support from staff.

Ms Giovanni Ceglie of UNIDO outlined her organization's programme for the competitiveness of SMEs. She said that the collapse of State planning, increased competition and the rapid flow of finance presented a real challenge for SMEs. To compete, SMEs needed to organize into clusters to benefit from linkages. Clusters provided external economies, such as specialized infrastructure, labour, markets and joint action to address common opportunities and

threats. Case studies on UNIDO's work in Honduras, Malaysia and Jamaica, looked at the development of the clusters project. In Honduras, efforts had been made to privatize the project. A private foundation, CERTEC, had been established with networks and sectoral linkages to develop the competitiveness of SMEs. Meanwhile, in Malaysia, a committee for the restructuring of the electronics industry had been set up to address the needs of the industry.

In Jamaica, the Jamaica Promotions Corporation (JAMPRO), was focusing on development through productivity. The pillars of this programme were new technology, quality value added, quick response in production and marketing and focus on globalization. The main industries targeted were apparel, food, furniture, craft, and packing materials. JAMPRO anticipated that with improved computer aided designs and networking SMEs in Jamaica it would be able to secure strong niche markets in developed countries.

Mr. Jean-Pierre Fuster, of the French Fair-Trading Division, emphasized the need for regulations and standards to access markets in developed countries. He said that under the European Competition Regulation, exporters should consider customs controls, general standards and trade norms. These norms were very rigid and exporters were held to rather high standards. Caribbean SMEs needed to undertake an overhaul of their production and marketing systems to meet these standards.

A presentation on *Operation of accounting and management centres* was given by Mr. Remigi Buino. He examined the case of the French Agricultural Management Centre. This institution was established to assist managers of enterprises in decision-making, to provide quality economic information, and to undertake programmed activities to achieve production goals. The presentation reiterated the importance of networks of cooperation between SEDUs, NDFs and other similar institutions. Also, it noted that more scientific means of forecasting costs, output and other variables are required today. SMEs must equip themselves through training to carry needed statistical techniques.

Ms Barbara Gumbs outlined the 'Role of Industrial Extension'. Industrial extension, it was advanced, included visiting of enterprises, stimulating demand for knowledge and promoting the use of various sources of information. Ms Gumbs challenged extensionists to be actively involved in the extension process. This she noted, called for dynamism, trustworthiness and thorough knowledge of their subject matter. Extensionists should be capable of evaluating and adapting information to the needs and abilities of clients. Extensionists in SMEs were also challenged to do more diagnostic analysis of the sectors they served. They were encouraged to analyze carefully the structure, size, location, technology and organizational culture of enterprises, as these impacted on the success of the extension process.

Mr Javier Rodríguez of CEGESTI, Costa Rica, gave a presentation on the working of CEGESTI, the Technology Management Centre of Costa Rica. It was a self-financed organization dedicated to providing consulting, training, research and information services to SMEs. Mr Rodríguez opined that SMEs in developing countries suffered from basic weaknesses. Those

included family ownership and centralized management, aversion to risk-taking, inadequate investment in process technology and a lack of suitable joint ventures and alliance. To rectify those problems there was a need for strategic vision, a focus on critical inputs and services, market analysis and setting of benchmarks by which to operate.

He noted that entrepreneurial development entailed a process of planning, implementing and controlling an appropriate group of specific objectives and strategies. This process should include vital aspects of modernization, clear strategy, creating opportunities for growth and filling performance gaps. Firms in developing countries tended to base their strategy on imitation. However, that low risk option was often second best. SMEs should find ways to develop new ones or add value to existing products in order to compete effectively. One of the strengths of CEGESTI that Caribbean SMEs could learn was its relative clarity of focus. A few institutions had been created with clear output targets and means of monitoring goal achievement. One such institution was the Technology Management Centre. This Centre had three main goals: first, it sought to link use of technology with a clear strategy for identifying critical technology needs; second it formulated and selected projects; and third, it followed up and evaluated projects and negotiated transfer technology.

An important point made by Mr Rodríguez was the need to link technology centres with the universities. Small countries with limited resources could create useful synergies through this means. Universities could provide much of the basic scientific and economic research for product development and marketing. However, universities such as the UWI, would have to reorient their focus towards training a cadre of scientists and business personnel who could transform basic research and theory into the development of practical products and services. Although CEGESTI comprised only 22 core workers, it was able to provide a variety of services. These services included strategic management, strategic alliances and environmental management. The organization aimed to create a win-win system through cooperation with clients. The rubric of the approach was built on quality, environmental management, eco-design, activity-based costing and monitoring. Further, the internal organizational structure was fairly flat and the culture was founded on some important factors, the more important of these were commitment, motivation, human capital development, willingness to change. These features led to a dynamic, flexible organization.

The broad goal of CEGESTI was to enhance the competitiveness of SMEs. To this end, a diagnostic and remedial system had been established. This determined the critical technological elements needed for improvement of the competitive position of businesses. It provided the elements necessary for the selection of innovation projects and used computer software simulation to comparing alternative opportunities. Mechanisms for evaluating business performance had been established. The main benchmarks were percentage change in net profits, percentage change in sales and percentage contribution to overall profit margins. Furthermore, the criteria used by clients in buying commodities, for example, price, performance delivery time and environmental impact were carefully monitored. Generally, the four main considerations for the industry were its relative position, its relative importance in the total scheme, technological position and technological gaps. Remedial action where weaknesses arose must be swift and effective.

The role of the incubation centre in enterprise development was presented by Ms Sonia Barboza of CEGESTI. As a background, Ms Barboza noted that SMEs should develop the capacity to make things happen, the ability to drive the innovation process, entrepreneurial talent for growth and economic diversification. She then outlined the characteristics of the entrepreneur as follows: ability to identify business opportunities, creativity and innovative ability, risk taker, intuition and initiative, a focus on solutions rather than problems. These were instructive for operators of SMEs in the Caribbean. She said the basic inputs into the entrepreneurial process were ideas, capital and knowledge. The relationship between institutions was also vital to a cross-fertilization of ideas.

The functions of the Costa Rican Incubator Centre were outlined as follows: (a) to create an environment to promote the entrepreneurial spirit; (b) to facilitate synergy and share resources; (c) create links between research and production; (d) leverage and maximize entrepreneurial talent; (e) provide complementary factors, for example, technology and management; and (f) provide a framework for learning and growth of business.

Business incubators had been advocated by many pundits to provide a controlled environment for organized development of businesses. In the Costa Rican case, the incubator provided various advantages. Among these, was the development of a business network, flexible leases which allowed cheaper services, control of the scale of production, a training plan that was modeled to observe results and database access for information. An important and rational requirement was that firms had to pay for services offered. This helped to stifle the 'craving-for-hand-outs' mentality and force firms to grow up and compete. Again, this was instructive for Caribbean SMEs. The criteria for entry into the incubator were that firms show sound innovative potential and provide an evaluation of their business plans.

Ms Barboza noted a number of strengths of the incubator system. These included: (a) provision of technical and financial support services for institutions; (b) development of a new and wider entrepreneurial base; (c) fostering of conditions which favoured development of new enterprises; (d) improved capacity to design events and obtain resources; (e) a better infrastructure to provide services and personnel; and (f) seeing one of the enterprises graduate fully certified. However, a number of weaknesses remained. The more important of these included the need for greater financial support and the lack of capacity to give all services required. There was also the need for financial services to support technical ventures, for example, venture capital and equity holdings.

An important aspect of the overall system was the entrepreneurship programme. This sought to develop leaders with the capacity to create sustainable businesses. Moreover, support was provided for students with creative talents to develop business projects. Here, professors assisted students in making concrete business plans. Also, an entrepreneurship fair allowed students to showcase their ideas and products. Finally, a system of training and evaluation was provided to ensure sustainability of projects.

Emphasizing the need to penetrate markets overseas, Ms Riba looked at the role of ISO 9000 and 14000 standards at CEGESTI. She stressed the need to improve quality assurance in developing competitive SMEs. For this, the national 'infrastructure' must be put in place. ISO 9000 was based on four guidelines which were deemed useful: quality management, contractual conditions, the approval of all parties in the trade arrangement and certification. The importance of this certification system stemmed from three factors. First, it was a worldwide quality system. Second, it set consistent quality standards for products. Third, it acted to ensure customers' satisfaction.

According to Ms Riba, there were many obstacles which prevented the adoption of ISO 9000 standards in developing countries. Among these was the lack of adequate procedures and guidelines, insufficient management involvement, inherited policies which were not favourably disposed to high quality production, resistance to change the setting of short-term goals and the need for training and a lack of follow-up on corrective actions. She also put forward elements of a quality system which countries could use to upgrade their production architecture. The more important aspects of this system were quality management comprising management review, document control, record keeping, corrective actions and internal audits. Measures should also include conformance control, product cycle management, training and statistical analysis for evaluation.

ISO 9000 and 14000 were useful generic guidelines for the guidance of countries. These standards guaranteed a holistic approach to strategic planning, industry safety, cost monitoring and environmental management. All of these were vital demands for products to attain competitive positions in the market place today. It was also noted that SMEs in Costa Rica were now working to secure ISO certification. However, the length of time this took depended on the involvement of the firms, identification of weaknesses, respect for standards and intensity of efforts to achieve set standards.

4. Partner agency discussion

A vital objective of the workshop was the expression of the commitment of the Partner Agencies to the sustainable implementation of the project. Representatives of all the member countries targeted voiced their support for the project. However, at the country level, the institutional capacity and readiness to implement was more advanced in some than in others. Dr Carle Walter from NDF, Antigua and Barbuda, said that the project was relevant and timely. He noted that there was no need for new structures to be put in place, but implementation could be effected by existing institutions. In this respect, he voiced the need to build on the strengths of the cooperatives. He further called for the development of a clear work programme for implementation of the project. Importantly, he noted the need for a system of governance for oversight and evaluation of performance. In response to the Antigua and Barbuda representative, the Secretary of the CCST contended that because of the differences in institutions among islands, it was more important to outline what would be done rather than what was to be done. Countries were therefore urged to develop concrete plans with targets to ensure the success of the project.

The Dominican representative noted that the project was especially timely in light of the current threat to banana exports. She said that the Produce Chemist Laboratories (PCLs) would be included in an effort to secure wide participation. The NDF would act as a management and training centre for the project. The NDF would also function as the 'One Stop Shop' for services. It would serve as a referral base from which firms could access services. Meanwhile, the PCLs would disseminate appropriate technology to entrepreneurs. She also stressed the need to focus on the rural areas to plug the unemployment problem. The representative called for greater networking between local and regional institutions, such as CARIRI. Finally, she voiced Dominica's support for the project.

The representative from Grenada said that they had all the institutions needed to implement the project. These included the NSTC, the SEDUs and the NDF. He advanced that the NSTC would act as the technology centre. The SEDUs would be a 'One Stop Shop' for project preparation and guidance. On the other hand, the NDF would function as management training, accounting and accountability centre. The PCLs would provide training and develop technological capacity, while the Bureau of Standards would implement required standards. The representative said that budget and finance was now necessary and science and technology should be the focal point of the project. He also voiced support for the project.

Ms Cassell of Montserrat reported that project implementation would be constrained by ongoing volcanic activity. She noted that the NDF of Montserrat was the only support system for small businesses historically. However, today, it was the only important commercial support institution. Therefore, NDF would have to undertake all aspects of the project. She gave Montserrat's commitment to the project.

Mr. James Webbe of Saint Kitts and Nevis noted that different stakeholders were not informed early of the project. As a result, the framework still had to be put in place for implementation. However, he said that the Foundation for National Development (FND) could act as the accounting and management centre. Meanwhile, the SEDUs could function as the 'One Stop Shop'. He noted that the island was committed to the project.

The representative of Saint Lucia noted that all structures were already in place to undertake the project. He said, however, that there was a need to rationalize resources and streamline institutions to implement the most effective project. He further stressed Government's commitment to the project.

Finally, Mr Lewis of Saint Vincent and the Grenadines assured the meeting of his Government's commitment to the project. He noted that in terms of the division of labour, the Small Business Development Unit could be the 'One Stop Shop'. The NDF could function as the management training and accounting centre, while technology and testing could fall under the Bureau of Standards. He reiterated the need for improved networking with institutions such as CARIRI.

In summing up, the Secretary of CCST urged countries to address the issue of their resource input. This was rather important as funding agencies generally required some amount of counterpart funding and other facilities in approving funding of projects. The representative of the French Mission called for further exchange of ideas and training across the different countries, noting that the French Departments - Martinique and Guadeloupe - would be willing to collaborate and share information with the English-speaking countries. Further he noted his Government's commitment to the project.

5. Evaluation and recommendations

Generally, the meeting was a success. The country representatives and funding agencies appeared to be committed to the project. However, this commitment should be galvanized into concrete, deliverable targets if the project was to achieve its goal. The goal being the development of dynamic, competitive SMEs which could compete in external markets based on their productivity and service rather than preferences. In this respect, a few guidelines needed to be considered. The structures and institutions which were to implement the project must develop clear and consistent terms of reference for the operations. This would entail a clear outline of plans, targets and inputs required for the achievement of plans. Governments should make budgetary provisions for counterpart funding to support project implementation. With reference to the mode of operations, there should be a clear division between operational management and regulation and oversight. This was to ensure that principles were not compromised and accountability and integrity in operations were maintained. Networks between the different countries should be strengthened to share strengths and learn from weaknesses, especially in product development and operational management. Finally, the project should be properly managed at all levels of the organizations to sustain ownership and stakeholders' participation in order to ensure its success.

Annex 1

COUNTRY REPORTS

Antigua and Barbuda

Allocation of responsibilities for implementation of the project - the NDF will assume main responsibility for coordination and implementation.

1. **Technical laboratories**
Produce Chemists Laboratory
Bureau of Standards
2. **One-Stop Shop**
NDF
With linkages with the Ministry of Trade, Industrial Development Board and Trade and Information Service
3. **Incubator**
NDF
Other participating agencies, in particular, the Produce Chemists Laboratory, Bureau of Standards, Inter-American Development Bank (IDB), the Caribbean Research Development Institute (CARDI) and Agricultural Extension will be involved on contract to provide specific services

Accounting and management

It is important to recognize that the allocation of executing responsibilities must not be considered as compartmentalization or sole areas of activity. The successful implementation of the project will be dependent on networking and functional cooperation among various private sector and public sector agencies, as well as individuals in the community on a contractual basis.

Governance

A National Steering Committee with broad-based participation will be established. The Committee will include:

- Produce Chemists Laboratory
- Bureau of Standards
- NDF
- Industrial Development Board
- Ministry of Trade
- CARDI

- Agricultural Extension
- National Technical Training Centre
- Chamber of Commerce

Dominica

- NDC** - Pledges support to this initiative
Pledges to participate in being:
- One-Stop Shop
 - Incubator

Suggestions: Project focuses on rural and urban areas
Incubators to be constructed:

- AID Bank sheds partitioned
- Now abandoned Banana Packing sheds to be refurbished and modified
- SEDU revitalized as is presently dead, though "Small Business" is being executed by the NDC. This unit will be housed at the NDC, and the National Co-ordinator/One-Stop Shop Manager will be the SEDU person
- Other local institutions (DEXIA, AID BANK, etc.) be included in the network and utilized where necessary

- NDFD** - Pledges its support to the project in the area of performing the role of Accounting Management and Training Centre

Functions: To provide all extensionists work and assuming all training responsibilities in all components of the project. NDF is also willing to assume the responsibilities of the One-Stop Shop and Incubator if any other player is unable to carry on this function for any reason

CCST's focal point in Dominica should play a role even as national overall Coordinator, maybe in concert with the NDC.

- PCL** - Pledges to support by providing services in Product Development and Quality Control Testing in Agro-Processing. Product Development and Quality Control in other industrial areas would be sourced through networking with relevant institutions and technical experts.

The PCL will have to be upgraded to deliver appropriate Product Development and Quality Control Testing. Both personnel (one technical officer) and equipment/supplies are required.

Suggestions: Relate to PCL for products already worked on
Banana farmers
Technical College - Source
Eight-bank Industrial Estate to be refurbished

NDC - but no SEDU - will like to revitalize SEDU through this project
Levels - start-up - continuing firms

One-Stop Shop - NDC responsibility
- Preparing proposals - continue
- Referring firm to CTCS

Target Dominica - to be worked on

Rescale - PCL Dominica
- networking with Labs and sourcing - regionally and internationally
- upgrading of lab - a must - committed

Holistics - No business yet
Labs
NDF
SEDU

Role of Incubator - One-Stop Shop - NDC, SEDU

NDF - Role - Management - any training requirements and total training - start to finish
- PCL - technology
- Suggested re-engineering of project
- Suggested following the scenario as outlined; gives its commitment to the project
- Outline pledges NDC's support
- Incubators

Grenada

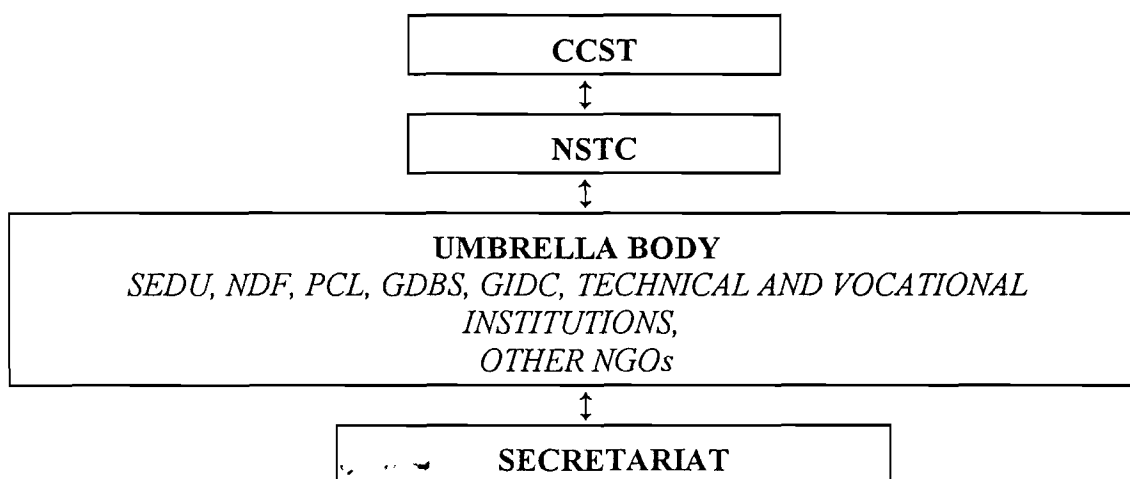
The Grenada delegation examined the project proposal with a view to determine how the project may be adapted to their particular circumstances. The following issues were addressed:

- a. The role of the existing institutions slated to participate in the project, i.e., Grenada Industrial Development Corporation, Small Enterprise Development Unit, National Development Foundation, Produce Chemist laboratory and Grenada Bureau of Standards
- b. The strengths and weaknesses of these agencies, viz-a-viz their facilitating/catering to the needs of the SME sector
- c. The mandate of the various institutions, viz-a-viz the project expectations
- d. Evaluate the Technological capabilities of the institution
- e. Recommendations of the ILO Small Business Review, viz-a-viz the CCST Project Proposal

Conclusions/recommendations

1. That the national Science and Technology Council be the focal point of operation of the project
2. That a secretariat be established at the National Science and Technology Council's Office for the purpose of administering this particular project
3. That an Umbrella Body comprising of representatives of project participants together with other significant players in the SME sector (not represented at the meeting) be established for the purpose of realizing the objectives of this proposed project. The formation of the said Umbrella Body is also in keeping with the recommendations of the ILO Small Business Review which was agreed upon by the representatives of the SME sector in Grenada on 25 June 1997 and submitted to the Ministry of Finance for Government's approval.

***Proposed Organizational Structure
Entrepreneurial Development Centre***



In order to properly execute the functions of the proposed Entrepreneurial Development Centre, the Grenada delegation envisions the need to acquire the following:

1. A functional secretariat:
 - Equipment and Technology
 - Administration Capability
 - * One Administrative Officer
 - * One Receptionist/Typist
2. Two Extensionists

Role of participating institutions/agencies

NSTC: Focal Point
Location of National Secretariat for this CCST project
Executing Agency. for CCST Project

SEDU: One-Stop Shop

NDF: Accounting and Management centres

PCL: Technology Generation Centre
* Technical Labs and attendant Extension services

GDBS: Certification (enforcement of standards)
Training in Quality Assurance
Technology Advice on requirements necessary for the local, regional and international markets

GIDC: Provision of concessions and incentives
 Provision of Incubator space for small businesses
 Central storage
 Provision of technical assistance and support

TECHNICAL/VOCATIONAL CENTRES:

Technical provision for machinery and technology
 Technology Generation Centre
 Focal area for nurseries
 Focal point for new incubators

Requirements of secretariat

Equipment and technology
 Administration Capability
 i. Administrative Officer
 ii. Réceptionist/Typist
 Extensionists (2)

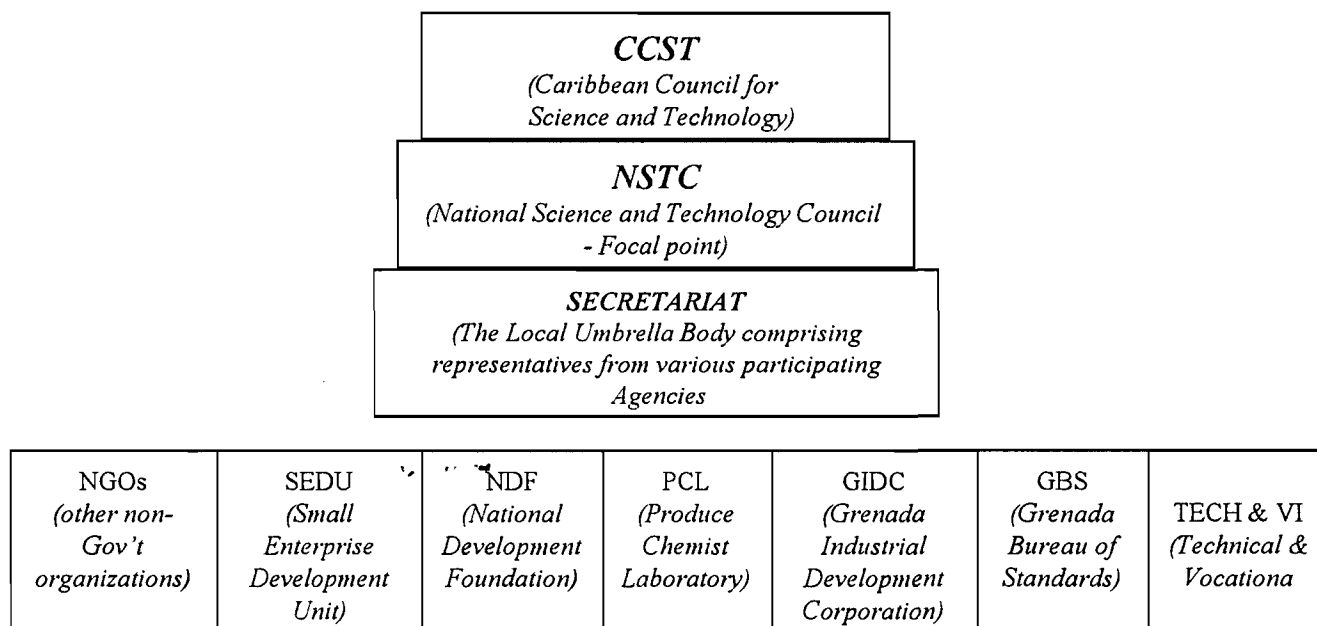
Role of participating institutions/agencies

1. NSTC: (Focal point, holder of National Secretariat for this CCST project, Executing agency)
2. SEDU: To act as the central shop for entrepreneurs
 To be the first stop for persons desiring to get into business
 Project preparation and guidance
 Marketing and market surveys
 Entrepreneurial training
3. NDF: To be the leading centre for management training and accounting
4. PCL: To be principally involved in training and the development of technological services
5. GDBS: Certification (enforcement of standards)
 Training in quality assurance
 advice on local and regional markets
6. GIDC: Provision of concessions and incentives
 Provision of space for small businesses
 Central storage area
 Provision of technical assistance and support

TAMCC, NEWLO, Multipurpose Unit, Others

- Technical provision for machinery and technology (equipment)
- Technology Generating centre
- Establishment of Incubators
- Focal areas for nurseries

***Organizational Structure for the proposed
Entrepreneurial Development Centre in Grenada***



SECRETARIAT
(Interaction with participating agencies on local level)



Figure 1

Montserrat

Montserrat is in a peculiar position due to the rebuilding and rehabilitation process necessary in the wake of the volcanic activity. Historically, Montserrat has very effective internal networks. NDF is pivotal in small and medium business support.

Network is: Development Unit
NDF
Bank of Montserrat
Ministry of Agriculture

Together the strategy for rehabilitation is determined. All agree the NDF has profile and structure to do so. What is necessary is the strengthening of the NDF to ensure financing:

1. Incubation Centre
 2. Management of industrial site
 3. One-stop shop
 4. Management accounting and training
 5. Marketing
- (*NDF is already involved in 1,3,4)

It is clear that the technological unit cannot be placed within the NDF unless set up as an additional unit; but it is a crucial unit. This project will go a long way in completing the rehabilitation effort.

NDF and the Development Unit gives its commitment to the project and the development and rehabilitation of the business sector

NDF - to do everything
IDC/UDC
presently undergoing negotiations
rehabilitating the commercial sector

Saint Kitts and Nevis

Saint Kitts and Nevis supports the project, but there is need to undertake further discussions on the proposed responsibilities of the various institutions. It is hoped that these discussions will take place soon as the FND will liaise with the CCST focal point to initiate the discussions.

FND - Activity and management training
- Extension Service

SEDU - One-Stop Shop

Saint Lucia

Saint Lucia is fully supportive of the project and with the roles outlined by the agencies. In fact, some of those responsibilities are already being carried out by the various institutions and the project will help strengthen their roles.

- SEDU** - One-Stop Shop
- NRDF**- Management and Accounting
- NDC** - Incubators
- PCL** - Technology generation and transfer

Saint Vincent and the Grenadines

Saint Vincent and the Grenadines is in full support of the project and foresees the various institutions playing the roles outlined within the project, namely:

- SEDU** - One-Stop Shop
- DEVCO** - Incubation Centres
- NDF** - Centre for Management and Training
- PCL** - Technology Generation and Testing Centre

A meeting with all the stakeholders is scheduled for 19 November 1997 to form a committee to move the project forward.

Annex 2

*Statement by Mme Hélène Dubois
Ambassadeur de France auprès de la Caraïbe Orientale*

Mr. Chairman, Honourable Minister of Trade, representative of the OECS Secretariat, Secretary of the Caribbean Council for Science and Technology, delegates from the OECS countries and donor agencies.

The French Cooperation is, I think, already well known all over the world. However, let me recall briefly its structure and its goals in this particular region.

In the Caribbean region, the French Cooperation is organized around several institutions at the national and regional level. These are mainly the Ministry of Foreign Affairs and its Secretariat for cooperation, the Caisse Française de Développement, the Prefectures and Regional Councils of Martinique and Guadeloupe.

The Embassy of France, through its Mission for Cooperation wishes to support the proceedings launched, in particular by the OECS States and the French Departments in America in order to develop the private sector, eliminating linguistic borders, legal obstacles and enhancing the regional framework.

Involved for many years in the rural development, aware of the need for agricultural diversification and, more globally for economic diversification, the French Cooperation could not avoid trying to meet the concerns of the governments and the peoples from partner countries, on the basis of a close coordination.

Increase added value, fight unemployment, decrease the dependance on a product or a market, represent major macroeconomic targets.

Confronted by the risks induced by certain competitions on external markets supplying hard currency, it is necessary for the Caribbean countries to explore new products and new markets. However, this research of new products and new markets can only be efficient if a credible volume of productivity is reached, in order to enable a favourable negotiating position on the international market. Thus the need of creating enterprises combining the interests of partners located in different States and of capable professional organizations. The same need applies, to a certain extent, if we aim at reducing hard currency expenditures through a substitute to import. This is particularly true in regard to the agro-alimentary supplies in the tourism sector.

The support to the creation of economic activities shall endeavour, mainly for small-scale projects to reduce:

- the technical obstacles, by installing the technical management tools, adapted to each potential entrepreneur and in participating in form of expertise in the definition of the projects;
- to reduce also, the financial obstacles, by facilitating access to credit for the entrepreneurs, promoting between French interests and interests of the OECS states

partnerships associating technological and financial support. Mainly, the contacts among promoters shall be facilitated;

- to reduce also, regulation obstacles, participating if necessary in the elaboration of normative rules in order to facilitate access to the European markets for the OECS products.

The Embassy of France, through its Mission for Cooperation wishes to be an efficient intermediary between anglophone and francophone entrepreneurs in the region. I also wish to facilitate the mobilization of other French institutions responsible for the development of the private sector, such as the Caisse Française de Développement, the Commercial Councillor of this Embassy, the regional cooperation-oriented bodies and the Chambers of Commerce in Martinique and Guadeloupe.

We attach a particular importance to maintain a close coordination with all the donors in this sector.

Mr Chairman, Honourable Minister, Ladies and Gentlemen, I wish you a successful session.

Thank you.

Annex 3

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