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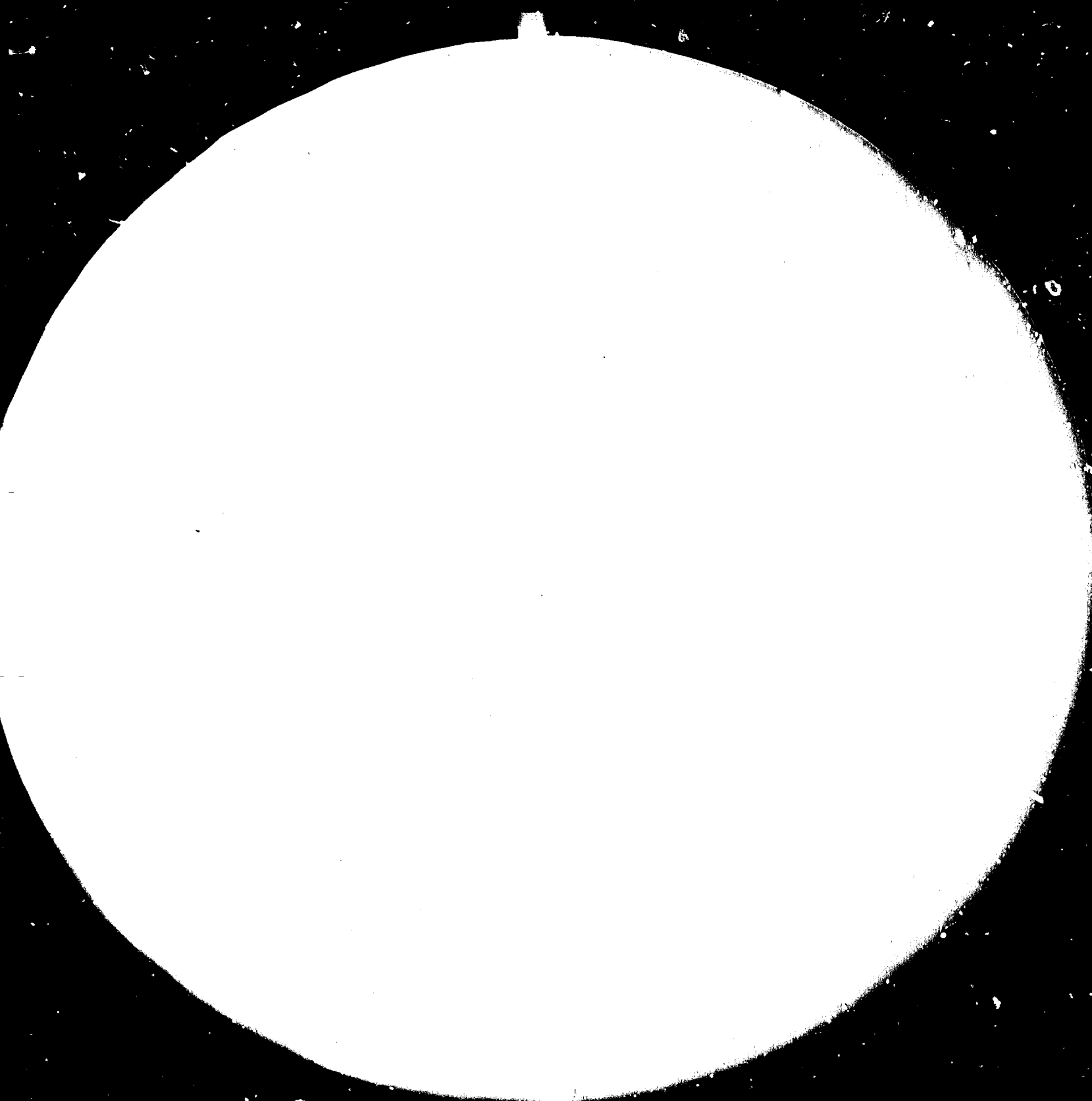
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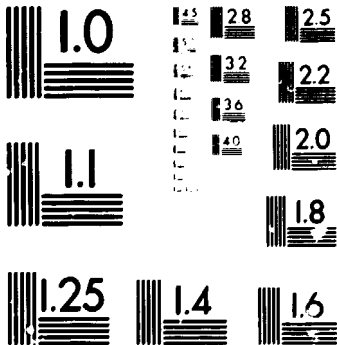
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INDUSTRIAL PROGRAMMING IN THE CARIBBEAN COMMUNITY.
METHODOLOGY AND ISSUES IN RESPECT OF
WOMEN'S PARTICIPATION IN INDUSTRY*

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CARICOM INDUSTRIAL PROGRAMMING : THE
NEED FOR GREATER WOMEN PARTICIPATION
IN INDUSTRY

Introduction

It has been argued in the Caribbean Community (CARICOM) that rapid industrialization is likely to take place if industrial development is tackled within the framework of a Common Market, as opposed to individual national pursuits. This argument seems very persuasive in view of the small size of the majority of the States forming the Common Market, and more particularly, the limited resources and small consuming population with which each is endowed. The experience has shown that, while there is room for trade among the States of the Region, there is insufficient production of a variety of goods to sustain continuity and growth of intra-regional trade.

As a consequence, recent efforts have been concentrated on developing programmes aimed at expanding the production base of each State of the Common Market. One such programme is the CARICOM Industrial Programme. In the attempt to secure cooperation among the members of the Common Market in the area of coordination of industrial development effort, questions have already begun to arise on availability of skilled labour, domestic consumption vis-à-vis consumption of similar imported goods, the supply of entrepreneurs and the integration of national plans into regional plans.

The very vital role of women has not been explicitly enunciated, nor has it been thought out, the specific ways in which they might influence the success of this and similar programmes. To be sure their active participation in the very development of these programmes, both at the national and regional levels, is one way of ensuring their understanding and support of the industrialisation effort in the Region.

This paper presents a number of issues that the Caribbean Regional Seminar on the Integration of Women in the Industrial Planning and Development Process may wish to examine. The issues noted have been selected because they are considered crucial in the process of industrialisation in the Caribbean context and especially because of the question of women participation.

The paper, first, briefly examines the CARICOM Industrial Programming model, then presents the issues with respect to women participation and suggests some general courses of action.

The Model of CARICOM Industrial Programming

Concept

CARICOM Industrial Programming may be defined as a method of coordinating the industrial planning and development activities of the Member States of the Common Market. It involves a series of distinct activities starting with - identification of investment opportunities, conducting prefeasibility studies, designation of regional and subregional status to projects, allocation of projects to Member States using generally agreed criteria, inclusion of projects in national development plans and finally, promotion and implementation of projects.

Background

The rationale for CARICOM Industrial Programming may be found in the need to reduce the impact of constraints imposed on national effort at development by resource limitations and market size and the limitation set by market integration.

The objectives of Common Market Industrial Programming are clearly set out in the Annex to the Treaty Establishing the Caribbean Community. Article 46 states that:

"Member States undertake to promote a process of Industrial Programming aimed at achieving the following objectives:

- greater utilisation of the raw materials of the Common Market;
- the creation of production linkages, both within and between the national economies of the Common Market;
- minimise product differentiation and achieve economies of large scale production consistent with the limitations of small size;
- encourage greater efficiency in industrial production;
- promotion of export markets, both within and outside of the Common Market; and
- equitable distribution of benefits of industrialisation."

In order to achieve these goals, a machinery, decision-making framework, and operational model need to be developed. The CARICOM Secretariat has the basic responsibility for designing, coordinating and setting the stage for the implementation of the entire programme. In practice, this entails the preparation of models to facilitate decision-making in terms of project identification, plant location, project allocation, investment incentive schemes, and industrial organisation.

The key decision-making body in the entire scheme is the Standing Committee of Ministers responsible for Industry. Its primary role is to consider investment proposals, designate regional and subregional project

status to projects and allocate projects to Member States of the Common Market, through a process of negotiations and based upon a set of generally acceptable criteria. These criteria are financial, socio-economic, locational and technological.

The Process of
Regional Programming

The process of programming proper starts with the formulation of a strategy at the regional level. The basic strategy adopted by the CARICOM Industrial Programming scheme is a combination of import substitution and export-led industrial diversification and growth.

On the import substitution side, it is felt that the major demands in the Region are for satisfaction of basic needs such as shelter, clothing and food. This means that the immediate aim is to improve the standard of living of the masses of the CARICOM people. Other factors underlying this aspect of the strategy are - the need to reduce the outflow of foreign exchange by replacing, as far as possible, imports from non-CARICOM sources with local production; increased diversification of industrial production in order to create greater flexibility in the national and ultimately regional production structure; and increase the exploitation of locally available resources.

On the export side, the strategy seeks to:

- (1) increase the Region's capacity to earn foreign exchange through producing more goods of a wider variety for the world market;
- (11) stabilise foreign exchange earnings; since diversification should reduce the risk of dependence on a limited number

of primary producing industries such as petroleum, bauxite, sugar; cash crops such as bananas, coffee, nutmeg or tourism as in the case of many Eastern Caribbean States.

Strategy formulation is crucial to the process of analysis of economies prior to project identification. Against the background of the strategy, detailed country-by-country analysis is carried out with a view to determining or estimating the capability of each country to develop various types of industries.

Project Identification

The process of project identification is an ongoing exercise. The major players are the private sector, public sector and Government agencies responsible for industrial development, and the Secretariats of the Caribbean Community and the Organisation of Eastern Caribbean States (OECS).

This is a crucial step in the programming exercise since it involves two rounds of consultations in a case where the target is to develop a given number of projects. A first round of consultations might be carried out by a team of experts which will hold discussions with relevant national agencies and individuals involved in industry; regional agencies such as the CARICOM and OECS Secretariats, the Caribbean Development Bank (CDB), the Caribbean Association of Industry and Commerce (CAIC), etc., and international consultations involving agencies such as the World Bank, Centre for Industrial Development (CID), the Inter-American Development Bank (IDB) and so on.

The reasons for these consultations are both to gather information which will help to focus on the types of projects which might be developed by order of priority and more importantly, to involve people who will benefit and will be affected by the programme. These consultations will

generate a preliminary list of possible feasible projects. A second round of consultations at the national and regional levels is done to ensure that the final list of projects selected for prefeasibility study and ultimately allocation is acceptable, makes economic sense, and is of general developmental value to the nationals of all CARICOM States.

The question of the degree to which women are involved in this key primary process immediately arises. In the first major attempt at this exercise in 1979-1980, very few women were consulted because the entire hierarchy in the private, public and Government agencies in the industrial sector are dominated by males. Yet, women as purchasers of outputs from import substituting industries will be expected to support these industries by purchasing local and not similar imported products.

This Seminar might consider the specific ways in which the wider female community might be more actively involved in the project identification process.

Where a round of projects is not identified by a specialist team of consultants, each Member State might assemble individual, private and public sector project proposals and submit these to the Standing Committee of Ministers responsible for Industry for the purpose of conferring regional or subregional status and for allocation.

Projects thought feasible are prepared up to the stage of prefeasibility and a list of feasible projects is submitted to the Standing Committee of Ministers responsible for Industry for allocation.

Allocation of Projects to Member States

The Standing Committee of Ministers responsible for Industry has the authority to designate regional and subregional project status to

particular projects. The Ministers meet roughly once annually to consider proposals and issues relating to the progress and overall development of the scheme. If a sufficient number of projects are available at any such meeting, the Committee may examine, confer regional and subregional project status to each project, and allocate the projects to Member States of the Common Market.

The main purpose of the allocation system is to prevent over-duplication of production facilities, given limited market and hence promote the rational development of resources and industries throughout the Region.

Inclusion of Projects
into National Development
Plans

Member States are required to include projects allocated to them into their national investment programmes and specific agencies will follow up with investment promotion activities in order that interested entrepreneurs become aware and invest in projects if they so desire.

In the process of promoting feasible projects, there is a need for an awareness programme and specific mechanisms which will stimulate the interest of women in industrial projects as well as provide the requisite escort service which will help bring projects on stream. The specific ways in which this could be done in the interest of women participation and development in the Region's industrialisation might be of particular concern to the Workshop. To be sure that a most practical way women can contribute to the process of industrialisation

in the Region is by actively participating as entrepreneurs in manufacturing industry on a much larger scale.

ISSUES FOR DISCUSSION

Participation of Women in CARICOM Industrial Programming

Women need to take a more active part in the job creation process

The limitations set by market size of national economies severely restrict the rate of investment in new enterprises and the expansion of existing ones. What this implies is that the possibilities of expansion of employment opportunities will be restricted to critically low levels so that we are likely to see - under present world economic conditions - fierce competition between males and females for employment. From a global point of view, women may be less equipped than men for a range of, although limited, job opportunities.

The implication of an emerging competitive situation in the Region between males and females means that women have a vested interest in programmes which help expansion of employment in the long run. The CARICOM Industrial Programming Scheme provides part of the mechanism which aims at increasing the range of industrial projects which might be feasible at the level of the Common Market, although the same projects, for reasons of economies of scale, may not be feasible at national levels. This is not,

of course, to contend that a range of investment options are not open to each State. The point being made here is that a scheme which gives an investor access to a range of new material input resources, labour resources, other than those available in his own country, access to investment financing, and access to a regional market is likely to promote industrial growth at a much faster rate for small States than might otherwise be feasible with individual national effort. Therefore, considering the alternative of regional co-operation as opposed to national self-reliance (in the context discussed here) might mean that rates of growth of the industrial sector (which implies increased employment, though not necessarily at the equal rate) will be faster in a regional than purely national market context.

Women play a key role in the process of consumption of goods produced by industry and therefore influence the rate of industrial growth given foreign competition

One of the prime movers of industrial expansion is consumer demand. Some might argue that innovation is the great prime mover. Valid as this argument might be, it is possible to argue that technical change, to a considerable extent, is demand driven since growing consumption creates the need to increase production and productivity from existing technology, improved technology or completely new technology.

The pattern of purchasing by women would be crucial in the process of industrial development of a country or region, given that foreign competition is present. For a Region such as the Caribbean which traditionally imported a large proportion of its consumer goods (according to the report of the Group of Experts, the 1978 food bill of CARICOM was US\$610 million) and the majority of its consumer durables, the question arises as to whether the pattern of purchasing could not become a decisive factor in influencing the rate of growth of the Region's import substituting industries. In terms of

choice of foreign supplied to locally produced goods, the issues of availability, quality and price are always crucial, given household budget constraints. But when the issue is examined closely, the long-term consequence of preference of foreign over local goods purchase is to strangle possible growth and expansion of domestic industry, depending on domestic markets. The present plight of the Region's garment industry might be partially attributed to the pattern of purchase of foreign produced as opposed to locally produced products. The immediate threat in cases of this nature is in relation to the level of employment that can be maintained in the Region's economies. The intention here is not to argue that only female garment imports are being questioned since imports also include male garments.

This analysis leads us to question the factors which could determine the success of the CARICOM Industrial Programme presently more strongly oriented along the lines of an import substitution strategy, although export promotion is simultaneously being pursued. Clearly an import substitution programme will depend heavily on a commitment of the people of the Region to purchase goods produced by these industries, otherwise they will not survive and the rate of industrial growth that might be achieved by a regional scheme on the model now being formulated by the Region's technicians could be considerably slowed down.

Since women are both important and strategic to the process of industrial expansion from the demand side, what has to be addressed in the context of the Region's industrial development initiatives is whether they understand their role as purchasers of manufactured goods and whether they are capable of influencing what is produced for the Region's consumption. Clearly their co-operation would depend on how far they are involved in the strategy and policy formulation and programme implementation processes.

This might be one of the important issues that the Workshop might address and determine in the end a proper match between role play as purchaser on the one hand and participant on the other, in the process which determines what is produced for sale.

Regional Industrial Programming seeks to identify on a continuous basis new investment opportunities. A demand for more entrepreneurs is automatically created

It has not been quantified how many women own and control manufacturing enterprises in the Caribbean Community. Traditionally, women have owned business enterprises. They tended towards the retail store and craft production and less frequently to the continuous production-run type manufacturing enterprises. At a recent training seminar in Guyana for small businessmen jointly promoted by the Foundation for International Training and the CARICOM Secretariat, not a single woman was present.

In terms of this Region's industrial development problems, the rate of investment in new enterprises is a number one consideration. One view in the Region is that after investment promotion capability, weak project identification capability militates against more rapid industry project identification and investment activity. Further, a view propounded in the Region is that there are too few entrepreneurs. The accuracy of this assertion is quite debatable; since the only evidence that could really be pointed out is the number of local investors that have actually come forward and risked investment. What is striking, however, is that women are not in the forefront of those entrepreneurs who do invest in manufacturing industry. The reasons for this are not clear but one might point to traditional orientation of women in Caribbean society, the negative attitude of the capital market to women as investors in industrial projects and perhaps the technical capability of women themselves, since many successful entrepreneurs tend to have some technical knowledge of the product they produce, especially where the process of manufacture is complicated. Whether or not technical know-how has been a decisive factor in the past, it might become important in the future as an industry entry requirement, given the trend in technological sophistication required to manufacture a wide range of goods produced.

The CARICOM Industrial Programme is intended to generate a range of projects over time and there will be a demand for investors. The Projects likely to be identified will be a mix of large, intermediate and small in which women will have a sufficiently wide choice, if there is an investment interest.

The first round of allocations in the scheme to date includes prefabricated housing manufacture of T-shirts, food processing, plywood, wooden furniture, biscuit manufacture, doors and sashes, power poles and railroad sleepers, table and pedestal lamps, urea formaldehyde resin, chemical linse, domestic electrical wiring accessories. Very few of these projects exceed US\$2 million and nearly 40 per cent are under US\$1 million.

Reference to size of investment is not to suggest that small-scale projects only are suitable for women for this is to assume that women are less capable than men in promoting, implementing and managing large enterprises. Such negative approaches to women's capability should never be encouraged especially since a successful industrial project is largely a function of individual interest, expertise, persistence and commitment to succeed.

What is being pointed out here is the range of investment possibilities which are generated under the CARICOM Industrial Programme, and which might not be thrown up under national programmes. It certainly points to the need for the Region to draw on all of its entrepreneurial skills, male and female, to exploit new investment opportunities.

Suggestions for Action

National and Regional Levels

A public awareness programme, emphasising the opportunities for women to become actively involved in industrial activities, is a necessary condition. In the short term the immediate requirement might be to educate women in

practical areas of project development and management and control of business enterprises. These skills might be designed to enable women to cope with the many problems of industrial management and control.

Over the longer run, there will be need for a well orchestrated programme of education which seeks to encourage society to support initiatives of women who might be interested in ownership of industrial capital. This might require starting at the level of elementary school and continuing throughout the future development phases of each CARICOM State.

Women might have to be much more organised
in order to be in the mainstream of
industrial development activities

It is true today that there are many women's organisations compared to two or three decades ago. They, however, tend to focus on the social condition of women and on difficult and elusive issues such as equality and human rights and much less vigorously on employment, technical training, ownership of business enterprises and high-level decision making in national industrial development issues. It might be of greater practical value from the standpoint of involvement in industry if women are more involved and integrated in trade unions development and seek closer relations with manufacturers' associations. There might also be ways in which women's organisations are made to participate more directly in national planning efforts. This is not of course to say that issues of equality and human rights are not important.

Development of industrial projects up
to the point of commissioning is a
difficult exercise

There is need for industrial escort service (on a model similar to the agricultural extension service) which is designed to assist project promoters to develop projects. In practice, there are many involved steps between project idea and commissioning of a given project; the variety of

technical, economic and management skills demanded during this phase of the life of a project might not be readily available in most potential entrepreneurs. A well organised escort service to deal with problems of project preparation and evaluation; submitting to the demands of investment financing institutions; selection of technology plant and equipment and the entire logistics of putting the project facility on stream might be of great practical value in any effort to engage women in project development activities.

This particular phase of project development problems is common to the entire Region and not to women alone and needs to be addressed as a general developmental issue.

Women need to be more aware of where and how to acquire technical assistance especially in a private sector context

Technical assistance provided by international organisations is a vital input in project development and business management activities. When technical assistance is provided through government channels, it reduces the demand on the public investor for financing for the pre-investment activities and in some cases, in various stages up to commissioning, especially initial technical training of proposed workers. A substantial part of the cost of developing an entire project might therefore be absorbed by technical assistance. This Seminar might consider some of the mechanisms which might be required to channel technical assistance resources into the private sector and more particularly to projects being developed by women. CARICOM Industrial Programming by developing projects up to the pre-feasibility stage provides substantial pre-investment savings to potential investors and might be of greater value to potential women entrepreneurs.

EXCERPTS FROM A STUDY ON REGIONAL
INDUSTRIAL PROGRAMMING IN CARICOM COUNTRIES

Cluster Identification and
Socio-Economic Goals

There is a direct link between investment projects and industrial clusters. One can have the objective of developing a certain cluster or, in the short run, part of it, and then derive a set of desirable investment projects. Or, one can identify a set of specific investment projects in relation to socio-economic goals and then, from the input-output analysis, identify to which industrial clusters these projects belong.

To start any selection process, one needs a set of goals to identify a certain number of clusters to be developed and/or to identify particular investment projects. These goals can be considered as medium-term objectives and, of course, can change over time as socio-economic conditions evolve.

It is important to emphasise that all the selection of the clusters, and the ranking of the sectors and sub-sectors within them, are determined by this set of objectives. The criteria used, far from being a substitute to the objectives, merely reflect those which were given to the research team as part of its terms of reference.

In relation to socio-economic goals, one can identify a set of regional investment projects. Then, one can derive the clusters to which these projects belong. This would first allow the planners to see whether the identified industrial clusters can be technically developed in the medium term and should be developed on macro-economic grounds. Then one can apply, as an instrument for promoting some investment projects, one of the strategies described above. The final step in such a procedure would be to analyse the feasibility and profitability of the specific regional projects. This micro-analysis procedure has already been described in Section 1.5 where we presented the investment criteria.

The socio-economic goals will allow us to focus on a limited number of industrial clusters compatible with the objectives. In the short run, only a portion of these clusters can be implemented whereas full clustering would be the long-term objective. The socio-economic goals of CARICOM and their relation to the programming procedure can be summarised as follows:

1. Satisfaction of Basic Needs

This objective implies that we do not give high priority in this study to industries primarily oriented towards the export market (like output of aluminium) or to high technology clusters (like sophisticated electronic devices). This is not to say that these clusters cannot or should not be developed, in the long run, within the CARICOM Region. But it is quite natural that the first step of the industrial programming be directed towards the development of clusters which already show an unmet regional demand and which do not involve substantial investments in either training or equipment. This objective is indeed closely linked to other goals.

2. Import Substitution

As emphasised in the section dealing with the economic advantages of a Common Market, one development strategy is to rely upon the regional market to promote investment projects. One can select industries to supply the regional markets whenever local output is significantly less than local consumption. Since several basic needs are presently satisfied with imports, there is a complementarity between goals (1) and (2).

3. Job Creation

In a Region where the labour supply is growing rapidly, one must develop, as much as possible, job creating industries. This objective is compatible with the first two goals. In general, industries oriented towards the satisfaction of basic needs are more labour intensive than the more sophisticated ones. Within the different clusters related to the satisfaction of basic needs, one can first select sub-clusters or vertically integrated output processes that are particularly labour intensive. This is indeed entirely compatible with the development strategies outlined in the previous section.

4. Utilisation of Regional Resources

This question has been discussed at length in the section on the economics of a Common Market. On the one hand, the selected clusters will generally require various inputs available in the different Member States. On the other hand, the existing supply of resources of all countries will help to indicate clusters that will match the comparative advantages of the Region.

5. Regional Distribution of Economic Activity

Within the selected industrial clusters, some activities will have to be located close to the supply of inputs particularly where the resources are bulky and/or difficult to transport. One would find, in these clusters, other industries which are footloose in nature. By footloose here, we refer strictly to those industries which need not be located close to a specific supply of inputs to operate competitively. Hence, this objective can be integrated in the investment programming procedure already described.

CARICOM INDUSTRIAL PROGRAMMING
POSSIBLE PROJECTS FOR DEVELOPMENT IN CARICOM
BASED ON D.PORT SUBSTITUTION STRATEGY

List of the Projects from First Regional Consultation

Construction of a board mill - pulp*
Construction of a board mill - bagasse*
Construction of pre-fabricated houses
Construction and maintenance of boats - fishing
Construction and maintenance of boats - leisure
Construction of chemical and semi-chemical pulp mill - hardwood
Expansion of chemical and semi-chemical pulp mill - softwood
Manufacturing of hardware products*
Manufacturing of office furniture
Manufacturing of doors, window frames, etc.
Manufacturing of printing and writing paper*
Construction of sawmills
Manufacturing of toilet rolls, paper towels, napkins, etc.
Manufacturing of plywood and veneer boards
Manufacturing of cement loaded particle boards*
Construction of a glue and chipboard factory
Expansion of carton manufacturing
Production of fence post*
Construction or expansion of cement plant*
Construction of a chemical Limestone plant
Manufacturing of motorised bicycles*
Exploitation of phosphate deposits
Engine and auto-part rebuilding
Manufacturing of agricultural hand tools
Manufacturing of automobile exhaust systems
Manufacturing of household appliances
Manufacturing of light bulbs
Manufacturing of batteries
Manufacturing of lead pencils
Bulk mixing of pharmaceutical products

Development of off-shore fisheries - catching
Development of off-shore fisheries - processing
Development of off-shore fisheries - packaging
Development of off-shore fisheries - distributing
Production of hatching eggs
Development of livestock - cattle*
Development of livestock - goat and sheep*
Production of corn and soya beans*
Production of fertilisers
Construction of animal feed mills
Development of sea-island cotton - production
Development of sea-island cotton - milling
Development of sea-island cotton - weaving
Development of sea-island cotton - manufacturing
Manufacturing of T-shirts and terry towels products
Manufacturing of footwear products - sandals
Manufacturing of footwear products - work boots
Manufacturing of footwear products - running shoes
Production of gas from sugar
Development of coconut coir and its by-products
Development of cheese and dairy products
Expansion of margarine plant
Production of dehydrated fruits and vegetables
Construction of banana canning plant
Manufacturing of mayonnaise and related products
Construction of a can-making factory
Production of caps and corks
Expansion of oil processing facilities
Lobster and oyster farming
Construction of peanut roasting and processing facilities
Manufacturing of baby food
Manufacturing of biscuits and snacks

Manufacturing of plastic containers
Manufacturing of candles
Expansion of perfumes and toiletries sectors
Development of handicraft industry
Development of leather work (tannery)*
Manufacturing of disinfectants
Manufacturing of carpets and rugs
Expansion of soap and detergent manufacturing
Expansion of glass factory
Processing of fruits and vegetables
Bottling of mineral water
Production of refining of salt
Kaolin manufacturing plant

Time Scheduling for the Development of the Sectors

Short Term

66 Office furniture
35 Rubber footwear
63 Coffin & casket industry
37 Other rubber industries
49 Narrow fabric mills
52 Textile dyeing & finishing
48 Cordage & twine industry
43 Cotton yarn & cloth mills
36 Tyre & tube Mfgs.
117 Stone products Mills
115 Clay Products Mills
119 Glass & glass products Mfgs.
113 Concrete products Mfgs.
120 Abrasives Mfgs.
118 Other non-metallic products

128 Mfgs. of toilet preparations
31 Breweries
111 Cement Mfgs.
116 Refractories Mfgs.
3 Fishing & hunting
1 Agriculture
69 Pulp & Paper industry
26 Sugar refineries
30 Distilleries.

Medium Term

58 Clothing industries
68 Electric lamp and shade industry
40 Shoe factories
42 Small leather goods
56 Hosiery Mills
65 Household furniture
67 Other furniture
24 Bakeries
62 Wooden box factories
38 Plastic fabricators, n.e.s.
61 Sash & door & planing Mills
64 Misc. wood industries
44 Wool yarn & cloth Mills
55 Misc. textile industry
45 Synthetic textile Mills
59 Sawmills
46 Fibre preparing Mills
125 Mfgs. of pharm. & medicines
122 Other petrol & coal products
112 Lime Mfgs.

- 114 Ready-mix concrete Mfgs.
- 72 Other paper converters
- 129 Mfgs. of industrial chemicals
- 70 Asphalt & related products.

Long Term

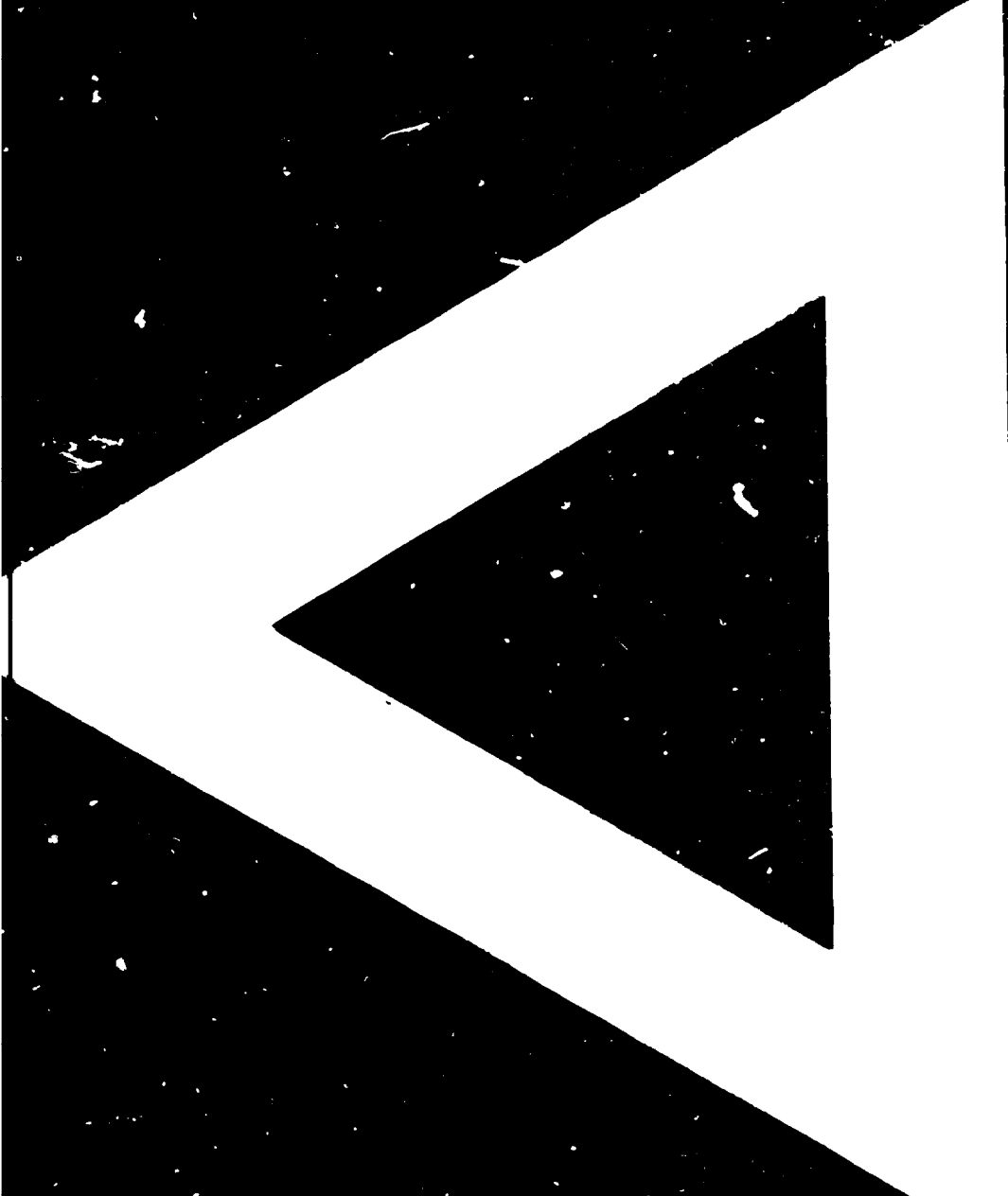
- 57 Other knitting Mills
- 23 Biscuit Mfgs.
- 19 Fish products industry
- 60 Veneer & plywood Mills
- 53 Canvas products industries
- 47 Thread Mills
- 39 Leather tanneries
- 25 Confectionery Mfgs.
- 29 Soft drink Mfgs.
- 17 Poultry processors
- 20 Fruit & vegetable processing
- 54 Cotton & jute bag industry
- 51 Carpet, mat & rug industry
- 126 Paint & varnish Mfgs.
- 127 Mfgs. of soap & clean products
- 71 Paper box & bag Mfgs.
- 16 Slaughtering & meal processors
- 21 Feed Mfgs.
- 18 Dairy factories
- 22 Flour & breakfast cereals
- 28 Misc. food industries
- 121 Petroleum refineries
- 123 Mfgs. of mixed fertilisers
- 124 Mfgs. of plastic and synthetic resid.

List of Opportunity Studies

- 2.1 Chemical and Semi-Chemical Pulp Mill
- 2.2 Pre-fabricated Houses
- 2.3 Ceramic and Tiles Manufacturing
- 2.4 Construction and Chemical Lime Plant
- 2.5 Boat Building and Maintenance
- 2.6 Fisheries: Catching Processing-Distributing
Jamaica - Belize - The Bahamas
- 2.7 Joint Venture Fishery Project in the Windward Islands
- 2.8 Production of Hatching Eggs
- 2.9 Expansion of Glass Container Production Facilities in Guyana, or
Additional Plant in Barbados
- 2.10 Plywood and Veneer Manufacturing Plant
- 2.11 Multi-Purpose Processing Plant for Fruit and Vegetable Crops
- 2.12 Production and Distribution of Baby Food in the Region
- 2.13 Revamping of a Plastic Manufacture in Jamaica
- 2.14 Textile Mills
- 2.15 Milling and Weaving of Sea-Island Cotton
- 2.16 Shoe Manufacturing: Sandals
- 2.17 Work Boots Manufacturing
- 2.18 Development and Integration of the Handicraft Industry
- 2.19 Agricultural Hand Tools
- 2.20 Auto Parts Rebuilding:
 - Engine rebuilding
 - Radiator rebuilding
 - Alternator rebuilding
 - Transmission rebuilding
- 2.21 Sashes and Doors

The projects as allocated are as follows:-

<u>Project Name</u>	<u>Country</u>
Prefabricated Houses	- Guyana, Belize, Dominica
Food Processing	- Dominica, Grenada, St. Vincent and the Grenadines, Saint Lucia
Plywood	- Guyana and Dominica for Regional Markets Belize for Export Market
Chemical Lime	- Antigua and Barbuda
Wooden Furniture	- Dominica, Granada, Trinidad and Tobago
Ballast for Lamps	- Guyana
Snacks	- LDCs
Urea Formaldehyde Resins	- Trinidad and Tobago
Table Pedestal Lamps	- Belize, Guyana
Power Poles	- Belize, Jamaica, Guyana
Railroad Sleepers	- Belize, Jamaica, Guyana
Doors and Sashes	- Guyana, Dominica
Honey and Beeswax	- All countries
Particle Board and Particle Board Furniture	- Trinidad and Tobago
Wood Fibre	- Guyana
Sea-Island Cotton	- Montserrat, Antigua and Barbuda



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