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**DESCRIPTION OF THE ORGANIZATION AND WORK OF THE
CARIBBEAN TECHNOLOGY CONSULTANCY SERVICES (CTCS) NETWORK ***

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1. INTRODUCTION

1.1 General Concept of CTCS and the role of CDB.

The CTCS Network operates as a "broker" of technical Assistance (TA) services in which the needs of industrial enterprises are matched with the resources available in the region through the Network, with the objective of:

- (i) Establishing a network for sharing skills and information between Caribbean countries which can eventually be self-supporting;
- (ii) Providing support for the continued development of national information systems for Science and Technology;
- (iii) Making available to industrial enterprises, at the lowest possible cost, a wide range of technological skills and information to which they now have little or no access at the national level, for increasing productivity and production, improving product quality and adapting to special local circumstances or opportunities;
- (iv) Permanently increasing national technological capabilities by facilitating transfer of knowledge and skills to industrial enterprises and national technical institutions; and
- (v) Identifying, defining and closing critical gaps in the expertise available in the region, through the use of counterparts and training attachments.

2. DESCRIPTION

2.1 The services of CTCS in different industrial areas

The services are extended to the private productive sector, and excludes the distribution sector and tourism.

The Network performs a service which is client oriented towards meeting the technological requirements for:

- (i) The more efficient operation of the clients' industries; and
- (ii) The development of new productive enterprises which would create employment, utilise indigenous raw material where possible, earn foreign exchange or contribute to increasing growth in the region through a system of information sharing between Caribbean countries.

2.1.1 Information on Technology

The CDB Library is computerised and has information/literature on almost all fields of technology including alternative energy like solar, wind and water. In addition, CDB's Library has a section of catalogues from suppliers of machines and equipment for a wide variety of products. A special team works in biogas.

Information requests are answered free of cost apart from the costs incurred in the photocopying of documents or printing of publications.

2.1.2 Assistance in Project Evaluation

The capacity to properly formulate and evaluate project proposals in the region is still scarce. To help in this field, extension officers employed to CTCS, assisted by staff of CDB, will make evaluations of project proposals, including plant layouts, suggestions for

adequate technology, i.e., machines and equipment, potential suppliers and prices. These services are charged at a nominal rate.

2.1.3 Assistance in Operational Problem Solving

Manufacturing companies, including food-processing, having problems in their operation in specific fields apply to CTCS for assistance, by signing a technical assistance contract with CTCS. The Network will try to find an expert "resource person" - floor level or research, whatever is necessary - in the region to assist the company in solving its problem.

3. IMPLEMENTATION

3.1 Overall Operating System of CTCS

CTCS is headed by a Coordinator at CDB. The head is supported by two (2) Extension Officers, who regularly visit the different islands, a Librarian and Secretarial staff.

All inquiries go through the Coordinator on their way in and out and all assignments of resource persons are arranged by the Coordinator.

3.2 Participating Organisations Referral Centres (RC)

The RC in a country is the National RC. They are selected from existing institutions and are as follows:

- (i) Caribbean Industrial Research Institute (CARIRI) -
Trinidad & Tobago.
- (ii) Barbados Institute of Management and Productivity (BIMAP) -
Barbados.

- (iii) Jamaica Bureau of Standards (JBS) - Jamaica.
- (iv) Institute of Applied Science and Technology (IAST) -
for Guyana.

In the Less Developed Countries of the region the Development Finance Corporation (DFC) would act as the RC.

Resource Institutions (RI)

Resource Institutions are centres of expertise selected to provide Technical Assistance through CTCS to persons or organisations in Industry. These are:

1. Barbados Institute of Management and Productivity (BIMAP) - Barbados.
2. Caribbean Industrial Research Institute (CARIRI) -
Trinidad & Tobago.
3. Institute of Applied Science and Technology (IAST) -
for Guyana.
4. Jamaica Bureau of Standards (JBS) - Jamaica.

3.3 Identification of Technical Assistance Needs

Clients which have problems submit either a verbal or written request to the referral centre in his country. In the case of an urgent request, the request may be sent directly to the CTCS Coordinator.

In most cases problems and other technical assistance needs are identified by the Extension Officers on their personal contacts with the industries in the different islands during field visits.

3.4 The Choice of Resource Persons

In some cases, the Extension Officers give on-the-spot assistance in problem solving if such assistance falls within their particular area of expertise. In most cases, however, based on a thorough description of the problem, similar industries in the region or referral centres are approached to find a suitable resource person for the job. This identification process may on occasion be time consuming, but does not take more than four (4) weeks.

3.5 Implementation of an Assignment

To initiate the implementation of an assignment, the client signs a Technical Assistance Agreement, describes his needs in detail and pays the amount of \$500.00 in local currency. The Coordinator, assisted by the Extension Officers then attempts to locate a resource person, with whom (or his employer) an honorarium (between US\$50.00 and \$100.00) is negotiated and fixed. The maximum permitted duration of each assignment under the Network Rules is fifteen (15) working days. The average is ten (10) days. CTCS also provides an amount for subsistence, which is equal to the per diem for CDB-staff travelling in the field and a return economy air ticket from the resource person's country of domicile to the client's operation.

3.6 Reporting

Upon completion of a mission the resource person prepares a report presenting the findings and recommendations, the main subjects being pre-determined by CTCS so that the reports are of a uniform format and can be easily evaluated. Each assignment is evaluated by both the resource person and client.

4. FINANCING

4.1 The operating budget for the period 1985-1987 is subsidised by the IDRC of Canada by Grant funding totalling US\$441,400, with CDB making a contribution valued at US\$321,490. A summary budget setting out this contribution is presented below (Table 1)

TABLE 1 - SUMMARY BUDGET
OPERATING EXPENSES FOR CTCs NETWORK 1985-1987

ITEM	IDRC US\$	CDB US\$
<u>Salaries & Allowances</u>		
Project Coordinator	-	165,500
Documentalist	-	95,990
Two Extension Officers	112,540	-
<u>Communications</u>	18,000	42,000
<u>Meetings</u>	33,000	-
<u>Travel & Per Diem</u>		
Extension & Technical Assistance Visits	146,000	-
Project Coordinator	-	18,000
<u>Honoraria</u>	45,000	-
<u>Publications</u>	86,860.00	-
TOTAL	US\$441,400	US\$321,490

4.2 User's Contribution

The client's contribution is a nominal amount as indicated above; they pay only for printing or photocopying costs in the case of information requests and \$500.00 local currency for each Technical Assistance assignment.

4.3 CTCS Contribution

To the extent that subsidised funds from IDRC remain available to the Network, CTCS pays air travel costs, per diem and an honorarium, for the resource person. Experience to date shows that the average cost of an assignment amounts to between US\$3,000 and \$4,000.

4.4 The Role of CDB

As previously outlined (paragraph 4.1), CDB pays the project Coordinator, the Documentalist and the travel expenses for the Coordinator. This totals US\$321,490 over a 3-year period. Included in this are secretarial services and communications.

4.5 Financial Prospects

At the present time, CTCS is trying to develop a good track-record based on which the rates which are presently charged could be increased in an effort to make the Network more self-financing. However, it is not anticipated that the Network will be completely self-financing in the short to medium term.

5. PUBLICITY

5.1 CTCS Newsletter

A CTCS Newsletter is edited six (6) times a year, mostly reporting on missions accomplished by CTCS. It is sent to members of Manufacturers' Associations, Chambers of Commerce in the Region,

Network Members, Resource Persons, Libraries, Development Banks and other users of the Network.

5.2 Posters and Leaflets

In CDB's member countries, Posters describing the activities of CTCS are placed in Development Banks, Chambers of Commerce and Manufacturers' Association, etc.

Brochures as per the attached sample are also distributed with these organisations.

5.3 Seminars, Workshops

Over the next two years, 2 or 3 seminars and workshops will be held in different locations, both local and regional. They will treat generally important problems like maintenance, job work systems, quality control, etc.

5.4 Visits

The project Coordinator visits regularly the referral centres. The Extension Officers visit regularly each island in average 3-4 times per year.

APPENDIX I

CICS NETWORK
SUMMARY REPORT OF TA COSTS

US\$

PERIOD: JANUARY 01 - May 31, 1985

COUNTRY	SECTOR	DURATION DAYS	CLIENTS COST	ACTUAL COST TA						TOTAL COST TA	STATUS	COMPANY NAME	COUNTRY OF	COMMENTS
				RESOURCE PERSON HONORARIA			EXTENSION OFFICER							
				A*	PD	TA	A*	PD						
St. Kitts	Agro	13	185	500	142	1,131	67	48	2,828	Commence June	Sebastian Farms	Barbados		
"	Garment	8	185	600	242	736	67	48	1,533	" "	Sun Island Clothes	Trinidad		
"	Manufacturing (2 BP)	12	185	1,200	795	1,740	67	96	3,327	Completed Report Due	Cavan Tiles	Jamaica		
Nassau	Garment	8	185	600	324	734	67	82	1,615	Commence June	Caribbea Clothes	"		
"	Manufacturing	8	185	800	545	870	67	94	2,376	" June	Westbury Ltd.	Nassau		
Antigua	Manufacturing	8	185	400	107	850	327	315	2,189	" August	Antigua Winery	Jamaica		
Grenada	Garment	8	185	600	350	850	27	134	1,761	" June	Ideal Garment	"		
"	Agro	15	185	1,900	352	1,693	27	134	4,007	Completed Report Due	Grenada Cassava Factory	"		
Dominica	Agro	7	185	700	189	602	55	146	1,692	Completed	Paul Joseph & Co.	"	Execs. Officer Evaluation	
"	Agro	7	185	700	189	602	55	146	1,692	Completed	P. M. Balfour & Co.	"	E.O. (evaluating)	
St. Vincent	Agro	8	185	350	-	-	108	555	1,013	Completed	Rischen Enterprises	St. Vincent		
Barbados	Manufacturing	1	250	100	-	-	-	-	100	Completed	Barbados Dev. Bank	Barbados (Coordinator)		
St. Lucia	Energy	1	-	-	400	200	-	-	700	Completed Report Due	Central Planning Unit	Trinidad (Unit)		
Dominica	Manufacturing	5	185	500	371	632	55	146	1,754	Completed Report Due	Dominica Coconut Products	Jamaica		
Grenada	Agro.	7	185	350	353	756	27	134	1,620	Identifying BP	Grenada Belries Ltd.			

Rate of Exchange - EC \$2.7
to US - TT \$2.4

BP - Resource Person
AF - Air Fare
PD - Per Diem
TA - Technical Assistance

APPENDIX 2

CASE STUDIES OF THE WORK OF CTCS

1. A small entrepreneur has started manufacturing flat, slightly undulated roof tiles from sand and cement. The cost of a roof, covered with these would be less than if covered with corrugated galvanised sheets. However, he could not sell his product, since nobody on the island knew how to use these tiles to cover a roof.

A TA contract was established with CTCS and an expert from Jamaica, producing and using the same tiles came over, held demonstration seminars for 20 contractors, covered a roof and advised them about the technique to be used.

The contractors - all potential buyers - are now ready to buy.

2. An enterprise on another island, running successfully a ready-mix concrete operation has changed his fleet to second-hand "Mack" Trucks. Nobody had any knowledge how to handle and - more important - how to maintain these trucks.

A TA contract was concluded with CTCS and a mechanic from a "Mack" Agency in the Bahamas trained the drivers, and two (2) independent mechanics on the island in handling and repairing these trucks and prepared a list of spare parts, necessary to cope quickly with possible break-downs of the trucks.

3. A small manufacturer of wet batteries had problems with his batteries, which discharged too quickly.

Based on a TA with CTCS, a specialist from a battery manufacturer in Barbados went to his assistance and solved the problem.

4. A live-stock farmer on another island had started to build a slaughter house and a meat processing factory. However, there was nobody to be found who could run the plant in terms of quality control, hygienic supervision, packaging, etc. After a TA contract had been established with CTCS an expert from a meat factory in Barbados went over for three (3) weeks, trained the staff and got the operation going.

5. A garment factory in another island could get a big contract from the USA to produce swim-wear from stretch-material, but was not familiar with working with this material.

He concluded a TA contract with CTCS and a specialist in cutting and sewing stretch-material advised the operators, how to proceed in production.

6. A small manufacturer of curtains, bedspreads and towels had out-grown his original workshop. He could get twice the space in an Industrial Park. He needed a proper layout for his factory including an attractive show-room as a sales-help.

The CTCS Extension Officer designed in cooperation with the client a straight production flow and a corresponding layout including a show-room to be done at minimal cost.

This service was given free of charge.