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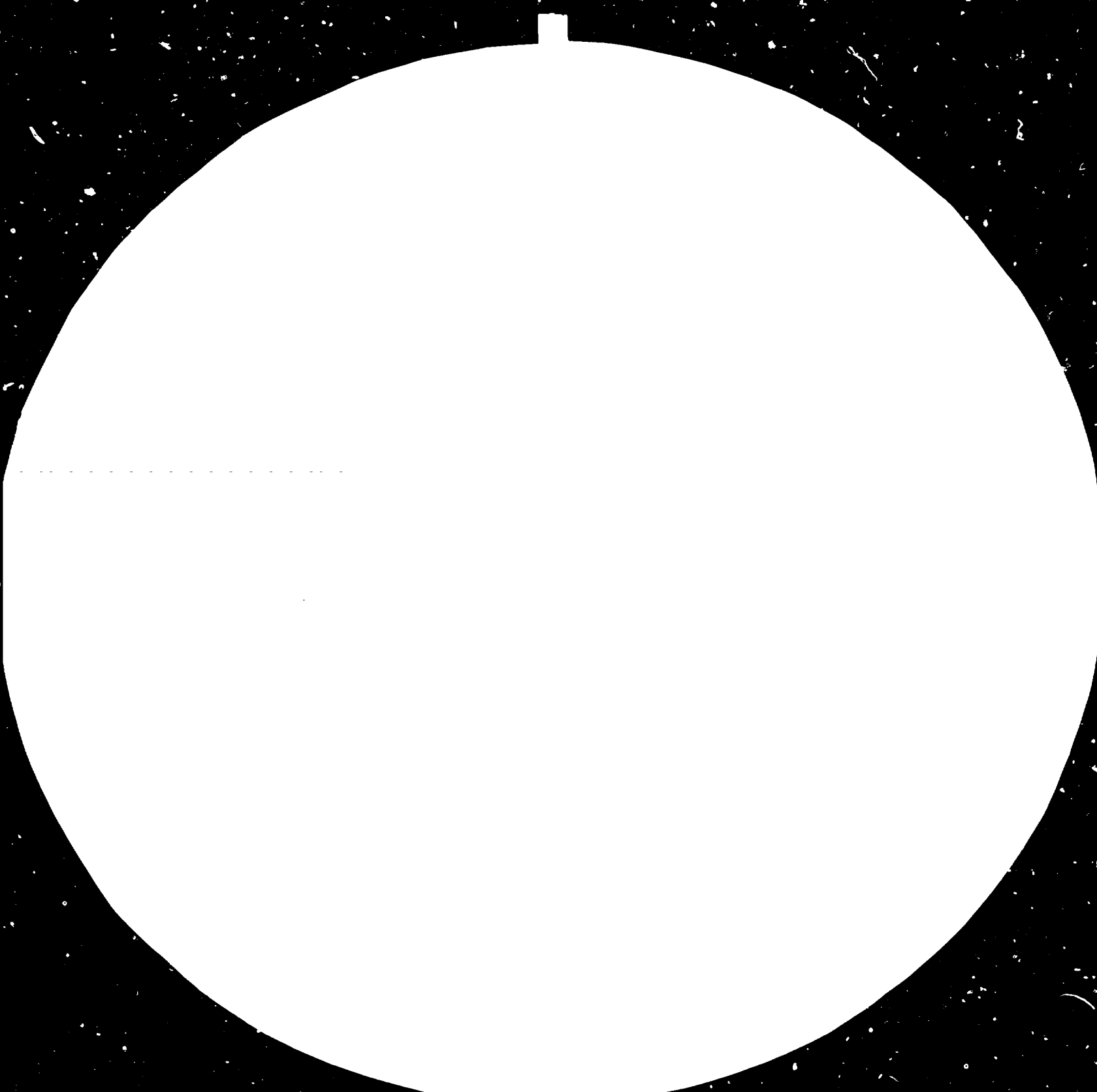
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DP/ID/SER.A/455
7 July 1983
English

GUYANA INDUSTRIAL CONSULTANCY UNIT

DP/GUY/79/007

GUYANA

Technical report:

Management Consultancy Department
Proposed objectives and organisational structure*

Prepared for the Government of Guyana

by

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United Nations Industrial Development Organization
Vienna

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PART A: OBJECTIVES

1. OBJECTIVES OF THE DEPARTMENT

- 1.1 To provide technical support to Guystac Group in order to
 - increase production
 - improve employment
 - improve the balance of payments
- 1.2 To strengthen the national management capability in the special management fields
- 1.3 To assist managers to apply effective and modern management techniques
- 1.4 To assist in decision making by providing the relevant information when/where required.

2. IMMEDIATE OBJECTIVES

2.1 General Guidelines

Because of the scarcity of the resources, the activities are selectively undertaken. Those that most clearly contribute either directly or indirectly to the objectives mentioned in A.I will be given the preference.

The objectives have to be further stated as programmes and preferred activities for each section of the Department. These sections will be:

- General Management
- Financial Management
- Economics
- Information Systems
- Industrial Engineering/Civil Engineering

The department is supposed to maintain a certain amount of flexibility to get adjusted to the needs and preferences of the Guystac Group over the two year period in question. Thus the assessment for the next half year has to be presented and accepted. The commitment to the working programme is necessary both for the Consultancy Department and Guystac in order to avoid the excessive ad-hoc types of assignments.

2.2 Structural Assumptions

The immediate objectives are set on the pre-conditions that

- the structure of the Guystac Group is the present one or the slightly modified scenario, where the corporations have their performance contracts with the relevant Ministries and Guystac is the monitoring entity
- the structure and the manning of the department is basically as presented in Part B
- this infrastructure continues for at least a 2 year period

2.3 Immediate Objectives

2.3.1 General Comments

- (a) The immediate objectives for the two year planning period can be expressed in three different types of activities: Advisory, Consultancy and Training activities.
- (b) How different sections are assisting in the advisory work, consulting or training will be presented separately in the more detailed working programmes for each section.
- (c) Depending on the nature of the advisory and consultancy assignments undertaken, they should assist either directly or indirectly in attaining the objectives mentioned in Part A (1.1) - increasing and improving production employment and balance of payments.
- (d) Because of the limited time scope of the project, the developmental type of assignments should be preferred to achieve the best multiplier effects. The other element of screening assignments develops the demonstration effects and the actual aspects.

2.3.2 Advisory - diagnostic work

- To provide advisory service and carry out diagnostic work as and when required by Guystac and its member Corporations
- To assist in improving the economic viability of operations of member corporations
- The preferred work to be done in these areas is aimed at providing necessary data for decision making situations in order to
 - increase production
 - improve employment
 - improve the balance of payments

2.3.3 Consultancy

- Consultancy work will be done in different areas
 - general management
 - financial management
 - economics
 - information systems
 - industrial & civil engineering
- Consultancy work will be carried out through the implementation stage whenever the implementation is implied.
- On-the-job training is the essential part of the consultancy implementations.

2.3.4 Training

1. The training is to be of a selective nature - it will be conducted in those areas of management or in assisting functions that are found essential for the development work initiated, or for the implementation of the consultancy projects.
2. The target groups for training are both the personnel of the Department and the management level of personnel in the Guystac Group.

3. The training has to be coordinated with Guystac's Training Department and the Management Institute of Guyana.
4. If the training capability is not available in the project or in Guyana generally, the training instructors will be imported for the specific programmes.
5. Examples of the training programmes that can be undertaken are:
 - how to read financial statements/balance sheet for the top management level and management level
 - production planning and control aspects for selectively chosen production management, material management, maintenance management
 - computerised accounting function for chief accountant/account level
 - selective control methods for accountants
 - consultancy methods and practices for senior staff of the department.

PART B - ORGANISATIONAL STRUCTURE AND JOB DESCRIPTIONS

1. ORGANISATIONAL STRUCTURE

The suggested organisational structure is presented in Appendix 1.

- 1.1 Basic assumption is that the Lehman Brothers will be attached to Guystac as an advisory group for a period of half a year to one year. The policy and restructuring advice and basic recommendations will be given by them, but the main consultancy and implementation work will be done by the Consultancy Department.
- 1.2 The Management Consultant/Team Leader is to be attached to the Consultancy Department upon advice from the Lehman Brothers, to ensure close collaboration between their short term advisers and the staff of the Consultancy Department.
- 1.3 The Manager of the Consultancy Department is the counterpart to the Team Leader, and their close collaboration is indispensable.
- 1.4 The Management Consultancy work is carried out through 5 sections
 - general management section
 - financial management section
 - economics section
 - information systems section
 - industrial engineering/civil engineering section
- 1.5 Each of the section is headed by a senior consultant, Senior consultants are presumed to carry out both advisory and consultancy functions.
- 1.6 Three levels of consultants can be attached to the Department
 - senior consultants
 - project consultants
 - junior consultants (methods consultants)

2. DESCRIPTION OF THE SECTIONS

2.1 General Management Section

This section will be headed by the Team Leader, who is supposed to be an experienced Management Consultant.

The Team Leader will personally carry out projects in the general management area. In those cases where a wider consultancy is involved, a project organisation will be formed. Possible other members in these projects will be the senior consultants and their assistants from the other sections. Also Guystac's other personnel (auditors, training manager, accountants, etc.) can be nominated for these projects.

There is no junior consultant attached directly to this section but the national counterpart to the Financial Consultant can functionally assist in the general management area as and when required.

2.2 Financial Management Section

The Financial Management Section will be headed by an internationally recruited Management Consultant who is specialised in financial management and accounting.

The functions of the incumbent will be:

- financial analyses and diagnostic work as and when required by Guystac or its member organisations.
- financial management/accountancy development work amongst the Guystac Group. This also includes the setting up of the follow up system for performance contracts that would be an essential part of the financial information system to be standardised/created.

Coordinating and participating in the training in accountancy field will also be an essential activity

The national counterpart accountant has to be appointed. He has to have some experience and preferably also education in business sciences to be able to carry out the diagnostic and general management work as well.

The essential pre-requisition to the work of the financial management section is that its work and role is fully coordinated with with Financial Department of the Guystac Head Office. The co-operation has to be clarified and mutual commitment on common targets be made. In practice this will mean that the Financial Management Section is located at the Head Office attached to the Finance Director's office. (See PART C: PRE-CONDITIONS FOR THE SUGGESTED ORGANISATIONAL STPUCTURE AND WORKING PROGRAMME).

2.3 Economics Section

This section will consist of one senior economist. His services will be utilised either directly by Guystac or its member corporations or by other projects.

No junior economist is recruited for the next two year period.

2.4 Information Systems Section

This section is headed by the senior systems consultant/analyst. The manning of this post is important since the section is the biggest one and also requires the development and control targets of its own to be defined.

Systems Analysts (2) will be in charge of the projects inside the section.

Some of the projects will have a long lasting nature by having several implementations of the same systems, e.g. financial management systems. For this kind of work at least two experienced program analysts will be trained to become implementation advisors (2) and will take care of all technicalities, and guiding and training of the customers when the implementations are carried out. One of them should be specialised also in micro computer applications.

The suggested amount of the programmer/analysts is two. As and where possible implementation advisors can also carry out work as programmer/analysts.

Programmers: The amount of programmers varies according to the strategies chosen. If the package oriented data centre activity is introduced, the work is mainly done by implementation advisors and only a few programmers are required for modification, program maintenance or new programming work. Suggested amount is 7 for the next two year period.

Pre-condition: It is assumed that a new data centre computer, IBM 34 or a bigger one is acquired. Also the Apple II installation financed by UNIDO has to be installed. Evidently one or two other micros will be in the member corporations by the end of 1984. (SEE PART C. PRE CONDITIONS :....)

2.5. Engineering Section

The engineering section consists of industrial engineering and civil engineering activities.

The Senior Production Consultant/Industrial Engineer will be in charge of the section. He is assisted by junior consultant/methods engineer.

Since there already is the incumbent for the Civil Engineering post, this is a retained service.

3. Job Descriptions

3 1 TEAM LEADER - MANAGEMENT CONSULTANT AND THE HEAD OF
GENERAL MANAGEMENT SECTION

Purpose: To assist in the development within Guystac of an internal consultancy service for its affiliated companies.

- Duties:
1. To lead the international team
 2. Personally contribute to consultancy assignments, project evaluations and training functions
 3. To advise on organisation and management of service and manufacturing enterprises with particular regard to the structures and accountabilities of top and middle management
 4. To advise on the organisation and production of project analyses and evaluation
 5. To plan, supervise and participate in company analyses and required performance appraisal exercises
 6. To assist and advise in management development programmes within the Guystac Group
 7. To advise in the planning and delivery of short term advisors under the project budget
 8. To assist in coordinating the work of the department with similar institutions in Guyana and in the region
 9. To coordinate the required training with the training institutes and Guystac's training department

3.2 Job Description:

MANAGEMENT CONSULTANT IN FINANCIAL MANAGEMENT AND COUNTERPART ACCOUNTANT

- Financial Management Section

PURPOSE:

To assist in establishing financial management consultancy and advisory services within Guystac and its member corporations.

ORGANISATIONAL CONNECTIONS:

Financial Management Consultant and his counterpart will be organisationally part of the Consultancy Department and he is the head of the accountancy section within the department. However, both locationally and functionally the Consultant and the Counterpart will be attached to the Finance Director's office. The project organisation prevails on the development working area, and he will contact and report directly to the Finance Director - Finance Controller.

DUTIES

The duties of the accountants will have dual functions:

1. To assist in and carry out diagnostic work and company/project analyses or follow up responsibilities as and when required.
2. To be in charge of the accountancy development within Guystac and its member corporations.

Area 1 includes:

- to carry out analysis/diagnostic work independently
- to provide assistance to other projects in order to check or provide relevant accounting data for them.

Area 2 includes:

- to be in charge of the overall development work of Guystac accountancy functions in order to:
 - increase efficiency and reliability
 - to bring consistency and standardisation to the applicable areas
 - to improve the methods and systems used to comply with modern accounting techniques; this means the computerised systems are to be used where applicable
 - to formulate, coordinate and implement the financial management system to correspond both the follow up requirements (performance contracts) and companies' basic operational follow up needs, e.g. by profit centres, budget-actual comparisons etc.

Other Guidelines

Since the management consultant will be on post for only one year, the new consultancy projects inside the individual companies (except those related to the activities mentioned above at Area 2) are not to be initiated. The incumbent and his counterpart are supposed to assist the Head office in its strive for raising the standard of the accounting that is presently prevailing in most of the corporations. To overcome the severe shortage of qualified accountants within the Group the modern techniques and accountancy concepts including the use of computers have to be introduced.

The Financial Management Consultant is supposed

- to be the coordinator of the financial management information systems project (team: Finance Director and Controller, Chief Auditor, Consultant, Counterpart)

- to coordinate the work with the information systems section
- to be in charge of the systems development (or package identifications) to be used in accountancy and management information systems area
- to formulate, coordinate and record all the work to be done in the development area; to be in charge of drafting and updating the procedures and instructions to be given along the project work.
- to train his counterpart and other accountants in Guystac and involved member corporations to understand and implement modern and computerised accounting systems
- to train 2 program analysts to be used as implementation advisers in financial management applications
- to identify the pilot companies to start with (suggested: GFL, GTL, STL)
- to be in charge of the pilot implementations
- to assist and train in the use of micro computers as a financial management tool
- to formulate basic company analysis and consolidating programs (using Visicalc program for Apple II) for the use of Guystac and the Consultancy Department
- to coordinate any other development work done by individual corporations in accountancy and its related areas, e.g. use of micro computers or other computers in the accountancy area.

3.3 Job Description

SENIOR ECONOMIST

Job Specification: Senior economist is responsible for the Economics Section of the Consultancy Department. He will undertake diagnostic and project follow up responsibilities as and when required by Guystac or its member Corporations.

Duties:

1. To initiate the development of new projects within the Guystac Group at the following levels by relating with other disciplines with a view to undertaking
 - possibility studies
 - pre-feasibility studies
 - feasibility studies
2. Giving guidance as a part of informal training to the members of the staff relating to objectives like
 - marketing forecasts
 - marketing studies including surveys
 - parameters to be considered in undertaking possibility and feasibility studies
 - guidelines to be considered when replacing an existing technology by a new one in order to enjoy the benefits of increased technology.
3. Working as counterpart wherever applicable to short term consultants to the Guystac group in order to ensure continuity
4. Responsible to the Clearing House for all projects - new, additions or modifying existing ones, Installing project control mechanisms and follow up procedures.

5. Ensuring the compilation and analysis of all economic and financial data relevant to the activities of Guystac Corporations.
6. Making critical analyses of the operations of the corporations in the following fields
 - Economics
 - Costing and pricing policies
 - Marketing and marketing strategies local and export
 - Management
7. Representing, as requested, Guystac at such forums which may require its participation/presence.

3.4 Job Description

SENIOR SYSTEMS ANALYST

- Information Systems Section

Job Specification: The post of a Senior Systems Analyst is required in the Management Consultancy Department to perform the function of

- a) monitoring the systems development activities within the Guystac Group
- b) to be responsible for planning and controlling of all the systems work done in the section
- c) to plan and supervise the training and upgrading of the staff in the section

Duties:

1. Liaising with user departments on system needs
2. Assessing the performance of systems
3. Scheduling of systems development activities
4. Liaising with the Guystac Data Centre for computer usage and operations
5. Assessing staff performance
6. Preparing training programs to meet staff needs

3.5 Job Description

SENIOR INDUSTRIAL ENGINEER/
SENIOR PRODUCTION CONSULTANT

- Engineering Section

Job Specification: The services of a Senior Industrial engineer are required in the Management Consultancy Department to perform the function of:

- a) monitoring the activities of the industrial companies within the Guystac group and report on their individual performances
- b) to carry out Industrial Engineering Consultancy on an individual company request basis
- c) to be responsible for maintaining an across the Guystac Group contact between engineers involved in industrial activities in order to upgrade and properly utilise all the engineering skills to assist in production increase endeavours

Duties:

To design and assist in the implementation of systems that would

- a) improve plant operations
- b) ensure the sound implementation of new industrial projects
- c) ensure the implementation of planned and preventive maintenance programmes

- d) assist in the evaluation of identified projects for feasible implementation
- e) inject required technical or project management services
- f) to train and use the services of a junior engineer assisting him.

4. VACANT POSTS TO BE FILLED

The following posts have to be filled in the Consultancy Department:

1. Team Leader - Management Consultant (International)
2. The senior posts for the following sections (3 vacancies)
 - 2.1 - financial management consultant (International staff member)
 - 2.2 - Senior systems analyst
 - 2.3 - senior industrial engineer

- General Management Section is headed by Team Leader and there already is the incumbent of the post of Senior Economist
3. Counterparts, other professional staff (7 vacancies)
 - 3.1 - Counterpart Accountant
 - 3.2 - Systems Analyst (1)
 - 3.3 - Data Centre Personnel (4)
 - Chief Operator
 - Operators (2)
 - Operations Supervisor
 - 3.4 - Methods Engineer (Junior Consultant) (1)

3. Supporting Staff (2 vacancies)

- Typist (1)
- Driver (1)

PART C - PRE-CONDITIONS FOR THE SUGGESTED ORGANISATIONAL STRUCTURE
AND WORKING PROGRAMME

1. EQUIPMENT

1.1 Data Centre Computer

The main requisition for the suggested organisation and its projected working area is that a data centre computer is available within Guvstac. Whether the machine belongs to Guvstac or to one of the member Corporations (GTC, GEC) is not relevant, but a certain amount of computer time has to be available to do development work on the areas mentioned earlier.

It is suggested that the computer and its management organisationally belong to the Consultancy Department. This means that Chief Operator, Operators (2) and Operations Supervisor will be attached to the Department.

1.2 Communications

Another project vehicle and an efficient telephone system are required if the department is supposed to carry out its functions.

2. MANNING AND QUALIFICATIONS OF STAFF

Management Consultancy or line management experience is very limited in the present manning of the unit. All the new posts are to be filled only if the qualified personnel with required experience can be identified. The project has a relatively short lifetime; training continuity and technology transfer effects cannot be reached with unexperienced staff.

The manning of the department with the recommended type of personnel will clearly mean that only certain types of assignments can be accepted. If there is a strong need for other types of consultancies, e.g. in marketing, somebody outside the Department, either in Guyana or internationally, has to be located.

2.1 Financial Management Section

Identifying a suitable counterpart is crucial, since the financial consultant will be on post only for one year. Most of that year the counterpart's input is to assist the consultant in the tedious work done at the Head Office accounts department level.

After the international consultant has gone, the counterpart is supposed to carry on independently with the development function within Guystac. He will be then assisted by the team of other accountants of Guystac's Head Office and implementation advisors of the Systems Section, but the overall responsibility of the monitoring and implementing appropriate financial systems will be upon him.

2.2 Information Systems Section

The post of the Senior Project Officer (Systems) is required. Overall planning, controlling and target setting activities of the section are his responsibility.

Internal control functions and implementation of internationally agreed standards for the performance of the section have to be carried out. Structure programming, documentation and project management are the areas to be further developed.

It should be noted that good systems analysts and program analysts who work with commercial applications, should also have another qualification to support the training in data processing. The staff with the required background should be primarily used and trained for more responsible jobs/posts in the systems section, not to encourage them to get out of the systems work to do other types of the management consultancy.

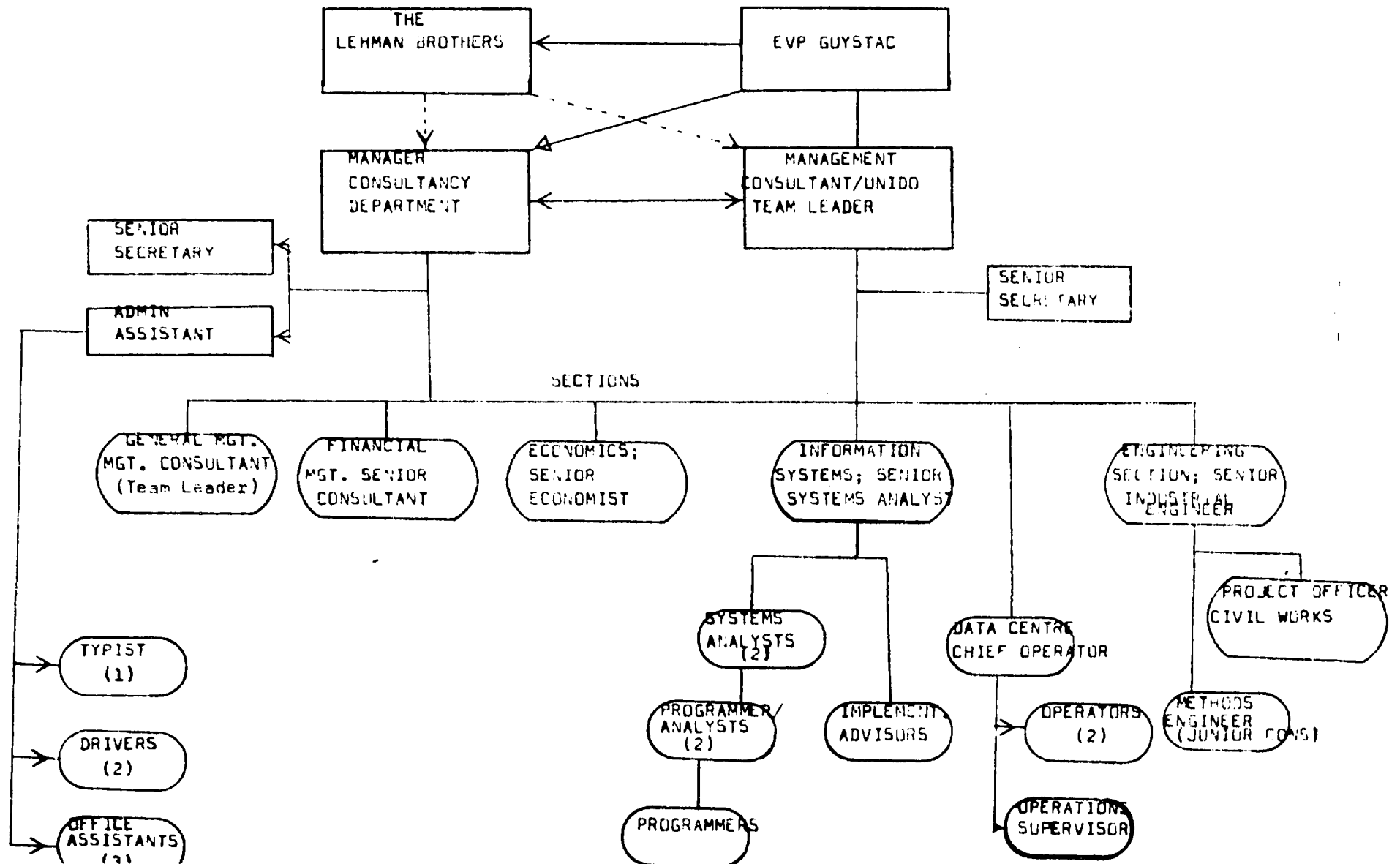
2.3 Engineering Section

The incumbent of the Industrial Engineer post should have a degree in industrial engineering or equivalent academic qualification and a minimum of five years line management experience in industry.

If an engineer with required qualifications cannot be identified, based on previous experiences, the posts of a senior and a junior engineer should not be filled at all.

GUYSTAC MANAGEMENT CONSULTANCY DEPARTMENT
SUGGESTED ORGANISATIONAL STRUCTURE

APPENDIX I



PROJECT NUMBER: GUY/79/007

EQUIPMENT DELIVERED TO THE PROJECT

- (1) Datsun 160 J Motor Car Automatic - 1600 cc
- (1) Portable Clamp-on Wattmeter Epic
- (1) Stuck Loss Calculator and Utility Kit
- (1) ACD Digital Clamp-on Volt/Amp/ohmeter
- (1) PYRO Digital 500 MK II Rnometer
- (1) IBM Typewriter Selectric III
- (2) Canon Calculators

EQUIPMENT ORDERED - NOT YET DELIVERED

- (1) Type 214 Light Meter
- (1) Gestetner 473 Stencil Scanner and Stencils
- (1) Xerox 3100 Copier
- (1) Apple II plus computer Hardware and Software
- (2) IBM Selectric III typewriters
- (1) Flip Chart Easel
- (1) Cine Projector 16 mm
- (1) Portable overhead Projector
- (1) Kodak Carousel Slide Projector

PROJECT TERMINAL REPORT	PROJECT NUMBER	AGENCY	REPORTING PERIOD	
	GY/79/007	UNIDO	2/80 - 6/83	
REPORTS PRODUCED		REMARKS		TIME PREPARED
1. Merger of Guystac Technical Unit and Guystac Internal Consultancy Unit		Administrative Proposal English Final version cc: Government Resident Representative, UNIDO		1980
2. "Call for Proposal and Terms of Reference" for Pre-Qualified Consultants for Supply of Technical Services to Guyana Fisheries Limited. (GFL) under IDB Project GY-0014		Technical English Draft cc: IDB GFL		1980
3. Pre-qualification Questionnaire for Supply of Fishing Trawlers to GFL under IDB Project GY-0014		Technical English Draft cc: IDB GFL		1980
4. Interim Report on Guyana Fisheries Project		Technical English Final - Interim cc: Government GFL Resident Representative, UNIDO		1980
5. Guyana Timbers Limited Wineperu Sawmill First Report		Technical English First Progress Report cc: Government (Guystac) GFL Resident Representative, UNIDO		1980

PROJECT TERM-F L REPORT	PROJECT NUMBER GUY 79/037	AGENCY UNIDO	REPORTING PERIOD 9/80 - 6/83
REPORTS PRODUCED	REMARKS		TIME PREPARED
Integration of Fish Processing activities at Lagoon Plant	Technical: English Final Version cc: Government (Guyana) Guyana Fish Procs Limited UNDP Resident Representative UNIDO		1981
Projects at Guyana Fisheries Limited	Technical: English Final Version cc: Government (Guyana) Guyana Fisheries Ltd. UNDP UNIDO		1981
Production Control System at Quality Food, Curer Unit	Technical: English Final Version cc: Government (Guyana) Guyana Pharmaceutical Corp. UNDP UNIDO		1981
Guyana Printers Limited Design for renovations to improve natural ventilation	Technical: English Final Version cc: Government (Guyana) Guyana Printers Limited		1981
Leathercraft Industries Design of Effluent Treatment Plant	Technical: English Final Version cc: Government Ministry of Economic Development and Planning Guyana UNDP UNIDO		1981
Fellowship Report Management of Energy Resources and Energy Saving	Technical: English cc: Government UNDP UNIDO		1981

PROJECT TERMINAL REPORT	PROJECT NUMBER GUY/79/007	AGENCY UNIDO	REPORTING PERIOD 9/80 - 6/83
REPORT PROVIDED	REVISIONS		TIME PREPARED
Guyana Electricity Corporation Personnel Department. Objectives, organisation systems and procedures	Technical: English: Final cc: Government (Client)		1981
Energy Management Project. Energy Consumption and Conservation at Sanata Textiles Limited	Technical: English: Final cc: Government; UNDP; UNIDO		1982
Guystac Functions and Structure	Discussion Paper: English cc: Guyana only		1981
Guyana Airways Corporation Management Structuring	Technical Proposal: English: Final cc: Guyana and Client only		1981
Note on the report			
Management Development and Training in Guyana, by Hitesh Dey: a possible UNDP/ILO project	Commentary: English: Final cc: Guyana; UNDP		1981

PROJECT IDENTIFICATION PROJECT REPORT	PROJECT NAME GUY/79/007	AGENCY UNIDO	REPORTING PERIOD 9/80 - 6/83
REPORT PRODUCED	COMMENTS		TIME PREPARED
Summary Report Systems Analysis Project H. Keener - Short Term Advisor	Technical: English cc: Government (Guyana) UNDP UNIDO		1981
Standard Form of Contract	Technical: English Guyana Management Committee UNDP/UNIDO		1981
Financial analysis Ganata Textiles Limited	Technical: English: Final cc: Government: UNDP: UNIDO		1982
Integrated Control system for Foundry Division: Guyana National Engineering Corporation	Technical: English: Interim cc: Government (Client)		1982
Proposal to establish Production Control Department at Guyana National Printers Limited	Technical: English: Interim cc: Government (Client Co.)		1982
Mission Terminal Report of O. Soondergaard UNIDO Short Term Advisor in Computer Programming/analysis	Technical: English: Draft cc: Government: UNDP; UNIDO		1982
Project Revision GUY 79/007/D/01/37	Technical: English: Draft cc: Government: UNDP: UNIDO		1982
Paper on the future policy of the new textile Government Consultancy and Project Development Department	Technical: English: Final cc: Government: UNDP: UNIDO		1982
Proposal document for Maintenance and Materials Management Project at Guyana Transport Services Ltd.	Technical: English: Draft cc: Government: UNDP: UNIDO		1982
Background paper for Tele-Textile Review Meeting	Technical: English: Final cc: Government: UNDP: UNIDO		1981

PROJECT TERMINAL REPORT	PROJECT NUMBER GUY/79/007	AGENCY UNIDO	REPORTING PERIOD 9/80 - 6/83
REPORT PRODUCED		REMARKS	TIME PREPARED
Project proposal for Development of Financial Management Accounting and Information Systems within the Guystac Group		Technical: English: cc: Guystac: UNDP: UNIDO	1982
Economic and Technical Analyses of Guyana Glassworks Limited		Technical Final Report: H.R. Persson cc: GUYSTAC: Government: UNDP:UNIDO	1982
Implementation Survey and Outlines for a Computerised Financial Management Systems for Guyana Airways		Technical: Proposal cc: GAC: Guystac: UNIDO/UNDP	1982
Proposals to modify Incentive Scheme at Guyana National Printers Limited		Technical: Proposal cc: GNPL	1982
Revised Costing and Billing Procedures for Guyana National Printers Limited		Technical: Proposal cc: GNPL	1982
Planned Maintenance System at Guyana National Printers Limited		Technical: cc: GNPL	1982
Financial Report on Production Planning and Control Systems for Guyana National Printers Limited		Technical: Final cc: GNPL: Guystac: UNIDO/UNDP	1982
Profile of Sanata Textiles Co. Ltd.		Technical: Final cc: Guystac: UNIDO	1982
Profile of Guyana Glassworks Limited		Technical: Final cc: Guystac, UNIDO	1982
Profile of Guyana Fisheries Limited		Technical: Final cc: Guystac: UNIDO	1982

PROJECT TERMINAL REPORT	PROJECT NUMBER GUY/79/007	AGENCY UNIDO	REPORTING PERIOD 9/80 - 6/83
REPORTS PRODUCED		REMARKS	TIME PREPARED
Mission Report on the Job Evaluation and Salary Structure Project for the Guystac Group.		Technical: Final cc: Guystac: UNIDO: UNDP	1982
Marketing Study to Define Projections for demand of glass containers (bottles) in Guyana		Technical: Final cc: Guystac: UNDP	1982
Evaluation of Candidates for post of Industrial Engineer with Ministry of Manufacturing Industry		Technical cc: Min. Manufacturing Industry	1982
Outlines for the Financial Management Information Systems within Guystac Group		Technical: English cc: Guystac: UNDP: UNIDO	1982
Working Area and Work Plan for Industrial Accountant/Consultant in Financial Management		Technical: English cc: Guystac: UNDP: UNIDO	1982
The study on Drug Operations of the GPC		Technical: English: Internal cc: Guystac Monitoring Sub Committee	1983
Accountancy Development Project at Guyana Fisheries Limited; Interim Report, Proposals		Technical: English cc: Guystac: UNIDO	1983
Final Report: Institutional Management Consultancy Programme Delft - Netherlands Sept 22 - Nov. 24, 1982 (Fellowship)		Technical: English cc: Guystac: UNIDO	1983
The Guyana State Corporation Management Consultancy and Project Development Department (Project Brochure)		English cc: Guystac: UNDP: UNIDO	1983

PROJECT TERMINAL REPORT	PROJECT NUMBER GUY/79/007	AGENCY UNIDO	REPORTING PERIOD 9/80 - 6/83
REPORTS PRODUCED		REMARKS	TIME PREPARED
Sanata Textiles Limited Break Even Points - One Shift- Two Shift Operations (based on budgeted figures 1983-1985)		Technical: English cc: Guystac: UNDP	1983
Guyana Fisheries Limited: Proposal for Maintenance Reporting System		Technical: English cc: Guystac: UNDP	1983
Guyana Fisheries Limited: Guidelines for the Micro-computer Systems		Technical; GFL, Guystac, UNDP	6/1983
Guyana Fisheries Limited: Accountancy Development; Interim Report II (Procedure Descriptions)		Technical; GFL, Guystac,	4/1983
Guyana Fisheries Limited: Final Report on Accountancy Development		Technical; GFL, Guystac, UNDP	6/1983
Guyana Timbers Limited; Guidelines for Financial Management		Technical; GTL, Guystac	6/1983
Final Report on Training in Computer Systems in Accountancy and Audit (D. Dahari, Fellowship)		Technical, UNIDO, UNDP, Guystac	5/1983
Management Consultancy Department; Proposed Objectives and Organizational Structure		Technical; UNDP, Guystac, UNIDO	5/1983
Scope of Work and Organizational Structure of the MC and PDD		Technical; UNDP, Guystac, UNIDO	6/1983
Guyana National Engineering Company; Work Order Costing System for Works/ Foundry, Final Report.		Technical; GNECL, Guystac UNDP	6/1983

APPENDIX IV

POST NO.	POST DESCRIPTION (All Full Time)	GOVERNMENT PERSONNEL		RESIGNED/ TRANS:	
		NAME OF INCUMBENT	ASSUMED DUTY SYSM DEPT CON DEPT		
01	Manager, ICU	DUNCAN, C.		11/80	12/81
02	Manager, MC & PDE	PROCTOR, G.A.	10/78	2/82	
03	Project Officer, Civil Engineering	RAMDHANI, L.		11/80	
04	Project Officer, Mech. Engineering	CARROLL, C.		11/80	3/83
05	Pro. Off. Accountant	LUNCHEON, F.		11/80	2/83
06	Pro. Off. Elect. Eng	SHANKOR, S.		1/82	2/83
07	Economist	MOOTOO, P.		7/82	
08	Systems Analyst	SINCLAIR, L.	4/81	2/82	
09	Systems Analyst	LEITCH, I.	11/82	2/82	4/83
10	Programmer Analyst	HENRY, J.A.	1/81	2/82	
11	" "	WILSON, L.	6/81	2/82	
12	" "	DAHARI, Y.	11/79	2/82	
13	" "	YHAP, D.	4/80	2/82	
14	Programmer	PERSAUD, H.	4/81	2/82	
15	"	WILLIAMS, R.	4/81	2/82	
16	"	ALI, P.	4/81	2/82	
17	"	JOSEPH, A.	4/81	2/82	
18	"	DOOBAY, C.	1/80	2/82	
19	"	SIMONS, D.	10/81	2/82	
20	"	BALPAH, B.	10/81	2/82	
21	Secretary	SINGH, K.N.		4/81	
22	"	FRANCIS, L.		4/82	
23	Typist	VACANT			
24	Switchboard Op.	GASPAR, F.		5/82	
25	Driver	RAMESH		12/82	6/83
26	"	VACANT			
27	Messenger	THOMAS, A.		9/82	
28	Domestic	WALCOTT, O.		9/80	

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APPENDIX V

PROJECT TERMINAL REPORT		PROJECT NUMBER 79/007	AGENCY UNIDO		REPORTING PERIOD 10/80 - 6/83	
AGENCY PERSONNEL						
POST NO.	POST DESCRIPTION	NAME OF INCUMBENT (AND NATIONALITY)	ARRIVED (MO/YR)		DEPARTED (MO/YR)	
			SCHED.	ACTUAL (EST.)	SCHED.	ACTUAL (EST.)
01	Industrial Consultant	A. Corrigan (British)	9/80	9/80	8/83	11/82
02	Industrial Accountant	M.L. Rokkanen (Finnish)	1/81	6/81	5/83	6/83
53	System Analyst	Prof. H. Keyner (Austrian)	6/81	6/81	9/81	9/81
55	Leather Chemist	D. Winters (British)	5/81	5/81	6/81	6/81
57	General Management	F. Thomasson (British)	5/81	5/81	6/81	6/81
	-do-	-do-	7/81	7/81	7/81	7/81
	-do-	-do-	10/81	10/81	12/81	12/81
	-do-	-do-	(2/82	3/82	4/82	4/82)
	-do-	-do-	(5/82	7/82	6/82	7/82)
58	Energy Management	D.R. Spence & Associates (Guyana)	7/81	8/81	1/82	2/82
56	Glass Technologist	H.P. Persson (Swedish)	2/82	3/82	2/82	3/82
57	Computer Programmer	G. Soendergaard (Danish)	10/81	11/81	1/82	2/82
62	Consultant in Pharmaceutical Chemistry	O.P. Madan (Indian)	2/83	2/83	3/83	3/83

UNITED NATIONS DEVELOPMENT PROGRAMME				APPENDIX V
PROJECT ACTIVITIES	PROJECT NUMBER GUY/79/007	AGENCY UNIDO	REPORTING PERIOD 12/80 - 6/83	Page 1

PROJECT NO.	PROJECT ACTIVITY	ACTIVITY STARTED		ACTIVITY COMPLETED		MAJOR POSITIVE/NEGATIVE FACTORS AFFECTING RESULTS OF ACTIVITIES AND IMPLEMENTATION
		Sched	Actual (Est.)	Sched	Actual (Est.)	
1.	<u>PREVENTIVE MAINTENANCE SYSTEMS</u>	- NOT SCHEDULED -				DEFERRED PROJECT
2.	GENERATION OF ENERGY FROM WOODWASTE: FEASIBILITY STUDY			PHASE I 7/81 (4/82)		PHASE II not started yet, see later Progress Report.
3.	DEVELOPMENT AND IMPLEMENTATION OF PRODUCTION CONTROL SYSTEMS AT GUYANA PHARMACEUTICAL LTD PHASE I Cerex Plant.	10/81	10/81	12/80	3/81	COMPLETED
4.	GUYANA FISHERIES LTD - (i) Fleet Operations (ii) Processing Operations (iii) Fisheries Development Programmes	11/80	11/80	3/82	3/82	TERMINATED
5.	GUYANA TIMBERS LIMITED Installation of Sawmill Conveyors at Wineneru UNDP/FAO Project GUY 75/004	2/81	2/81	6/82	6/82	COMPLETED
6.	GUYANA TRANSPORT SERVICES LIMITED - Assistance in organising contractual procedures for a Maintenance Workshop and Bus Depot	11/80	11/80	2/81	2/81	COMPLETED
7.	GUYANA CLASSWORKS LTD. Construction of Power House.	5/81	5/81	10/81	10/81	COMPLETED
8.	ENERGY MANAGEMENT Energy Audit and Energy Management programme (Sanata Textiles as a case study). Conducted by D.R. Spence and Associates	7/81	9/81	12/81	3/82	COMPLETED

PROJECT ACTIVITY	ACTIVITY STARTED		ACTIVITY COMPLETED		REASON POSITIVE/ NEGATIVE FACTORS
	Sched.	Actual (Est.)	Sched.	Actual (Est.)	
LEATHER INDUSTRIES - Design of tannery effluent treatment and disposal (D. Winters, UNIDO)	5/81	5/81	6/81	6/81	COMPLETED
GENERAL MANAGEMENT Job Evaluation - Guyana State Corporation. (T. Thomasson, UNIDO)	5/81	5/81	2/82	3/82	COMPLETED
GUYSTAC HEAD OFFICE Systems Analysis (H. Kerner, UNIDO)	5/81	6/81	10/81	10/81	COMPLETED
GUYANA TRANSPORT SERVICES LTD - Operation and Maintenance Systems					
GUYSTAC HEAD OFFICE Corporation Budgeting Systems	7/81	7/81	6/82	6/82	POSTPONED
GUYSTAC HEAD OFFICE Internal Accountancy Practices	7/81	7/81	6/82		WORK SHIFTED - TO BE DONE UNDER THE PROJECTS 44 and 47.
GUYSTAC HEAD OFFICE Centralised Cash Flow System	7/81	7/81	9/81	9/81	FORMS/PROCEDURES COMPLETED, IMPLEMENTATION NOT CARRIED OUT.
GUYSTAC HEAD OFFICE Consolidating of corporation budgets and follow up procedures					WORK SHIFTED - TO BE DONE UNDER THE PROJECTS PROJECTS 47 and 44.
SANATA TEXTILES Costing by products	8/81	8/81	12/81	1/7/83	PROCEDURES COMPLETED IMPLEMENTATION BEING CARRIED OUT
GUYSTAC HEAD OFFICE SYSTEMS DEPARTMENT Data Processing; Programming/Analysis Training (O. Soendergaard UNIDO)		11/81		2/82	COMPLETED

PROJ. NO.	PROJECT ACTIVITY	ACTIVITY STARTED		ACTIVITY COMPLETED		MAJOR POSITIVE/NEGATIVE FACTOR
		Sched.	Actual (Est.)	Sched.	Actual (Est.)	
18.	GANATA TEXTILES - Financial Analysis - Performance evaluation of 1981	8/81	8/81		2/82	COMPLETED
19.	GUYANA NATIONAL ENGINEERING CORP. Work Order Costing and Control	8/81	8/81	5/82	(7/83)	BEING IMPLEMENT
20.	GUYANA NATIONAL PRINTERS LIMITED Ruimveldt - Ventilation & Space renovation plans.	5/81	6/81	5/81	6/81	COMPLETED
21.	GUYANA NATIONAL PRINTERS LIMITED Consultancy Services in - Production Planning and Control	1/82	1/82	5/82	7/82	IMPLEMENTATION
	Work Flow and Work Methods	1/82	1/82	5/82	7/82	IMPLEMENTATION
	Billing and pricing procedures	1/82	1/82	5/82	10/82	IMPLEMENTATION
	Incentive Scheme	2/82	3/82	5/82	7/82	IMPLEMENTATION
	Preventive Maintenance	2/82	3/82	5/82	7/82	IMPLEMENTATION
22.	REVIEW AND PROPOSALS ON THE FUNCTIONS AND ACTIVITIES OF THE GUYANA STATE CORPORATION (F. Thomasson)				6/82	COMPLETED
23.	REVIEW AND PROPOSALS ON OBJECTIVES, ORGANISATION, SYSTEMS AND PROCEDURES RELATING TO THE PERSONNEL MANAGEMENT ACTIVITIES OF GUYANA ELECTRICITY CORP.				6/82	COMPLETED
24.	GUYANA FISHERIES LTD Financial Analysis and Status Report	12/81	12/81	1/82	1/82	COMPLETED

PROJECT NO.	PROJECT ACTIVITY	ACTIVITY STARTED		ACTIVITY COMPLETED		MAJOR POSITIVE/ NEGATIVE FACTORS
		sched.	Actual (Est.)	Sched.	Actual (Est.)	
5.	GUYANA AIRWAYS CORP Survey on accounting package implementation	1/82	1/82	3/82	3/82	SURVEY COMPLETED, FOLLOW UP ONGOING.
6.	GUYANA AIRWAYS CORP. Review and Proposals on the Management Structure (F. Thomasson)				6/82	COMPLETED
7.	SURVEY ON GUYANA SHIPPING ASSOCIATION'S APPLICATION FOR AN INCREASE IN CHARGES FOR THE RECEIPT AND HANDLING OF CARGO	1/82	2/82	2/82	3/83	COMPLETED
8.	HEAD OFFICE - Consolidated Reporting Practices	3/82				THE WORK SHIFTED - TO BE CARRIED OUT UNDER THE PROJECTS 44 and 47
9.	GUYANA GLASSWORKS - Economic and Technical Viability Study (UNIDO EXPERT H. PERSSON)	2/82	2/82	3/82	3/82	COMPLETED
30.	MANAGEMENT DEVELOPMENT AND MANNING AUDIT	12/81	12/81	6/82		DOCUMENTATION PRODU
31.	ACCOUNTING PACKAGE - Computerised General Ledger - Accounts Receivable/ Payable		1/82 1/82		1/83 1/83	IMPLEMENTED AT GEC. TO SET UP AT GTC. NOT IMPLEMENTED YET
32.	PAYROLL PACKAGE IMPLEMENTATIONS		1/82	WILL CONTINUE AS IMPLEMENTATIONS RE REQUESTED; LACK OF COMPUTER FACILITIES.		LACK OF COMPUTER
33.	AUTOMATIC TELEX BILLING		1/82	12/82		ONGOING/NO COMPUTER TIME AVAILABLE.
34.	INVENTORY CONTROL - Systems to be installed at the National Trading Corporation, Electricity Corporation and Rice Board		1/82	12/82		DESIGNED, NOT IMPLEMENTED DUE TO THE LACK OF COMPUTER T
35.	CONSUMER ELECTRICITY BILLING	12/12		3/83		ONGOING
36.	DOMESTIC PRICE OF RICE Examination on the proposal and cost structure				10/82	COMPLETED

PROJECT	PROJECT ACTIVITY	ACTIVITY STARTED		ACTIVITY COMPLETED		+MAJOR POSITIVE/ NEGATIVE FACTORS
		Sched.	Actual (Est.)	Sched.	Actual (Est.)	
17.	GUYANA PHARMACEUTICAL CORPORATION - Drug Operations Survey	5/82	5/82	11/82	11/82	REPORT COMPLETED
18.	GAIBANK LOANS LEDGER	10/82	10/82	1/83		BEING IMPLEMENTED
19.	GUYANA FISHERIES LTD - Accountancy Development	11/82	11/82	2/83		ONGOING
20.	INTRODUCING MICRO COMPUTERS - Sessions, case studies, surveys	1/83	1/83	(CONTINUING TYPE)		STARTING, ONE SEMESTER PRESENTED
21.	GUYSTAC LOANS REGISTER Application for the micro computer	1/83	1/83	5/83		DEPENDING ON THE ARRIVAL OF THE COMPUTER
22.	SANATA TEXTILES LTD. Status of the Operations 1983	1/83	1/83	2/83		DISCONTINUED DUE TO OVERLAPPING EFFORTS
23.	SANATA TEXTILES LTD Financial Status - Break-even	1/83	1/83	2/83		COMPLETED
24.	BASIC ACCOUNTING MANUAL FOR GUYSTAC GROUP	1/83	1/83	5/83		UNDER FORMULATION
25.	PROPOSAL EVALUATIONS Window Glass Ltd. India - J. Edwards Consulting Company Jamaica.		8/82		12/82	COMPLETED
26.	NATIONAL INSURANCE SCHEME Survivors Benefits		1/83		3/83	ONGOING
27.	OUTLINES FOR THE MANAGEMENT INFORMATION SYSTEMS WITHIN GUYSTAC	1/82				PROJECT FORMULATION STARTED
28.	GUYANA PHARMACEUTICAL CORPORATION - Pharmaceutical and Chemistry project (G.P. Madan)	10/82	2/83	3/83	3/83	COMPLETED

PROJECT	Activity STARTED		Activity COMPLETED		MAJOR POSITIVE/ NEGATIVE FACTORS
	Sched.	Actual (Est.)	Sched.	Actual (Est.)	
9. GUYANA FISHERIES LIMITED - Maintenance Reporting System Proposal				2/83	PROPOSAL PRESENTED
10. GUYANA TIMBERS LTD - Preliminary Survey for MIS and Accountancy Development		2/83	3/83	5/83	COMPLETED
11. NATIONAL NEWSPAPERS LIMITED - Survey for Development of General and Financial Management		2/83	4/83		SHIFTED TO BE DONE BY OTHER CONSULTING COMPANY
12. GUYANA GLASS WORKS Market Survey	6/82			9/82	COMPLETED

