JAMPRO ANNUAL REPORT
1993 - 1994

Despite a changing economic, social and political global environment, JAMPRO continued to make its contribution to national development for the year 1993-1994.

The CANEXPORT project continued its impressive performance with all outputs exceeding established targets. Exports of Jamaican non-traditional agricultural products increased by 78% over the same period last year, with papaya, exhibiting a phenomenal percentage change of 975% for the same period. Papaya exports have also increased considerably with some 3,439,000 kilos being produced for the USA, UK and Canadian markets. Earnings of some J$58.7 million were derived from the United States market alone.

The **Target Europe Programme**, a two year Investment Programme, commenced officially on January 1, 1994. Under this Programme, the professional services of Deloitte and Touche (D&T) was engaged to assist JAMPRO to market Jamaican Investment Opportunities in the European market.

It is expected that this programme will assist approximately 60 companies and create an additional 22 million Ecus in exports to Europe in two years with a creation of 1,800 jobs. Investment promotion is targeted to attract 32 projects to Jamaica with investment of 15 million Ecus.

Apparel Manufacturing continues to play a leading role in the non-traditional export sector as exports increased from the 1992 figure of US$385.6 million to US$453.129 in 1993. The USA market accounted for approximately 87% of the total exports.

In the area of tourism, the European Office continued to build on its successes during the year, by negotiating a number of new investment projects with a potential value of some US$31.8 million. These include room expansion projects for Negril, Treasure Beach and Montego Bay, as well as an agreement for equity investment of US$20 million in the Drax Hall development. There are also plans for the development of a museum and entertainment centre, a major attraction for Port Antonio.

GENERAL ADMINISTRATION

Over the period of review, a staff rotation policy was implemented and as a result four persons from overseas posts were recalled to Head Office and persons from Head Office we re-assigned to fill those posts.

Thirty (30) new employees were also welcomed to the organization while 32 resignations were recorded for the same period.

In keeping with the organization's goal to achieve Total Quality Management (TQM), three Project Teams under this Programme were selected to address:

Effectiveness and Maintenance of JAMPRO's motorcar fleet;

The level of client dissatisfaction in reaching JAMPRO by telephone;

The process of incoming correspondence into the organization.

A fourth project team was also formed to examine photocopying and stationery supplies.

During this period, the General Staff Regulations were revised and the final draft of the Overseas Staff Regulations was also prepared. Proposals for a 50% across the board basic salary increase and 25% in allowances, were submitted to the Ministry of the Public Service. The approval from the Ministry ranged from 8.9% to 16% in year one and for year two, was as low as 3% in some cases. These have been rejected and further negotiations are being held with the Ministry.

Job Classification was also started for the entire organization, including both local and overseas posts. Both external consultants as well as internal staff were engaged in this exercise.

OFFICE ADMINISTRATION

During the year, the organization continued to improve accommodations for staff. Twenty new employees and transferees were accommodated at Head Office, while alternate space was found for the Montego Bay and Mandeville offices.

Over $150,000 was spent to improve the facilities at 8 Waterloo Road and an additional $300,000 to improve those at Camp Road where the Industrial Training Centre is housed. Estimates for the modification of training rooms at Camp Road were also completed. Expenditure is expected to range from $280,000 to $582,000. Estimates of costs to renovate office space at Winchester Road were also completed. A land survey of the area was also done as it was envisaged that a development plan is necessary to transform the buildings into quality rentable properties. Costs associated with this plan was $194,000.

Approximately $798,000 were collected under the Cost Recovery Programme.

Over 8,814 telephone calls were processed at Head Office for the year. Some 24,771 visitors, clients, exporters and others were also processed at Head Office.

Three new motor vehicles were acquired and assigned to the posts of Group Director, Finance and Accounts; Group Director, Management Information Systems; and Group Director, International Trade.

Over $3.4 million was paid out in insurance premiums to secure the organization's assets. Coverage was approved in ten categories.

TRAINING

In keeping with its commitment to devote more resources to staff training, a special Training Unit was established in August 1993.

Management training was provided in the areas of:

Performance management

Job Classification

The writing of Job Descriptions

Courses identified for promotional staff included: Export Procedure, Trade and Marketing, Customs Procedures and Trade Documentation and Improving Communication in the organization. Staff were also able to participate in courses offered by the Industrial Training Division in four areas: Supervisory Management Techniques, Data Communication and Computer Networking, The Changing Role of the Executive Secretary and Administrative Assistants and Telephone Techniques and Customer Relations.

INDUSTRIAL TRAINING

Despite low staff morale and the inconvenience of operating in the Camp Road facilities which are still being renovated, the Industrial Training Division managed to significantly improve its performance over the same period last year.

Over the review period, the Industrial Training Division delivered some 1.5 million man hours of training through 53 scheduled workshops and courses conducted in Kingston, Montego Bay, Mandeville and Ocho Rios for some 911 persons. Of this number, eight were in-plant, customised training courses. This reflects a 125% and 126% increase respectively, in the number of training hours and participants during 1993-94. The number of training programmes increased by 113%.

Gross revenue totalling $2,237,718 or 82% of projected income were earned, as well as an additional $43,325 from rental of the training facilities. Rental of the training room shows great revenue earning potential, if the Division's facilities (equipment) can be upgraded and expanded.

All of the in-plant training programmes were delivered in Supervisory and General Management. Other training was also conducted in:

- Marketing
- Increasing Effectiveness Through Quality Service
- Better Process Control
- Data Communication and Computer Networking
- Pattern Making and Grading
- Good Manufacturing Practices and Sanitation in Food Processing Operations
- Customer Relations and Services for the Hospitality Industry
- Food and Beverage Cost Control

The Industrial Training Division was also separated from the Toolmakers institute, with the latter becoming a subsidiary of JAMPRO.

MARKETING PLAN

One highlight of the year is the implementation of a comprehensive **Research Marketing Plan.** Through this plan, the Division hopes to more effectively conduct training needs assessment for the various sub-sectors, and develop training programmes to satisfy the identified needs. In keeping with the Division's mandate to be a profit centre, the plan also aims to make the services offered more cost effective. The Division's Training/Marketing Officer is the responsible for this activity.

AGRICULTURE AND AGRIBUSINESS

For the period, the General Agriculture Division implemented 22 projects or 92% of its target, with projected capital investment of J$343.75 million. These projects have the potential to provide employment for 939 persons.

Once again, papaya production was highlighted as it accounted for 41% of the projects implemented. This is an indication of the sustained high level of interest in this crop, and the effectiveness of the services offered under this programme. Papaya exports have also increased considerably with some 3,439,000 kilos being produced for the USA, UK and Canadian markets. Earnings of some J$58.7 million were derived from the United States market alone.

The significant projects which JAMPRO assisted into implementation for the review period include:

BELVEDERE LIMITED - a joint venture 450 acre papaya and 300 acre mango project between Jamaica Producers and Jamaica Flour Mills with a projected capital investment of US$7 million; **AQUATRON FARM** - an aquaculture and orchard crop project with capital investment of J$15.6 million; **SEALAPIA FARMS** - which is involved in the production of Tilapia (fresh water fish) in sea water, for export to Europe; **R.L WHEATLEY & SON** - a United States based company which has leased 80 acres at the Ebony Park Academy for the production of vegetables for export to the USA and for sale locally. Capital investment for this project is J$6.6 million and employment will be provided for 30 persons. **CULINARY HERBS** which is now being implemented, involves five farmers with a capital investment of US$1.08 million and projected employment for 130 persons on 14 acres in the parishes of St. Andrew and St. Ann. **GLOBAL PRODUCE JAMAICA INC.** - A project which has been in the pipeline since 1988, it is now being operated out of Angels, in

St. Catherine where Indian vegetables - Tindora, Foogah and Chinese Melon - are being grown for export to the USA. **RHYMESBURY FARM LIMITED** - a JAMPRO instigated joint venture between a United Kingdom vegetable farmer and a Jamaican, this project is involved in the production of oriental vegetables.

There are now 13 agricultural projects in the pipeline. Of these, two depend for implementation upon the identification of joint venture partners under the UNIDO programme, and an additional three are in search of financing.

PROCESSED FOOD

During the year under review, the Food Processors Association was officially formed in an attempt to develop a company to service the needs of the small food processors in Marketing and other areas.

One new project was implemented of a projected four (or 25% of target), over the period. This was the **Capital Industries Limited** expansion in St. Ann. Capital investment was $3.3 million and 20 persons were employed.

Processed Food Companies participated in six Trade Shows/Missions overseas. Nine processed food companies were also signed to the **Target Europe Programme** with three having participated in a T.E. sponsored consumer fair in the United Kingdom. Four companies also benefitted under the **Matching Funds Grant Scheme**, while an additional 12 were assisted by the **CANEXPORT** project in market development activities in Canada.

The Division responded to 231 enquiries during the period, in the areas of Investment (65 or 180% of target), Technical Assistance (41) and Trade (125 or 86% of target). There was interest in a wide range of products with the major areas being sauces, condiments, dried fruits, coffee alcoholic beverages, fruit juices and purees, pastry products and gift packaging. A significant number of requests were from new entrants in the sector.

There were 13 prospect visits from overseas, six of which were from the United States of America. Three were from the EC and one each from Hungary, Canada and Australia. Two were in search of joint venture partners and five were trade related.

One USA company, Jamaika Boitek Inc., proposes to designate Jamaica as the headquarters of a major integrated biotechnology research and business enterprise which will include diagnostics, therapeutics, research and an educational outreach programme.

There was also a proposal from **Blue Peak International**, a Swiss/Jamaica joint venture project in processing and exporting of chocolate confectionery. Capital investment will be 204.6 million with employment of 50 persons.

CANEXPORT

During the year under review, the CANEXPORT project has moved from strength to strength. Twelve (12) companies in three targeted sectors: fresh produce, processed foods and ornamental horticulture, have signed a Memorandum of Understanding and in general all outputs are exceeding established targets.

Exports of Jamaican non-traditional agricultural products have increased by 78% over the same period last year, with one product, papaya, exhibiting a phenomenal percentage change of 975% for the same period.

The project has also steadily provided assistance to 50 private sector companies in market intelligence, buyer contacts and follow-up, equipment and development of new products and assistance in labelling and recipes for the Canadian market.

Under the project, technical assistance in the areas of Canadian marketing intelligence, product development and export marketing was also provided. A large portion of this assistance has been channelled through a series of seminars for a wide cross-section of exporters. Twelve (12) seminars and four workshops were presented in the areas of business planning, costing for exports and strategic planning for papaya. Seventeen (17) Canadian market survey profiles have been completed which gives local producers an indication of the market potential for various products, as well as an indication of the competition.

The project has sponsored at least 12 trade missions/market orientation trips which were organized for 52 participants. Twenty five (25) trade relationships were established for the period.

Twelve wholesaler sheets were also produced and four others are being developed.

There has been increased awareness of the Canadian market requirements and operations through continued participation in workshops and seminars as well as increased use of current market information, including prices and trade statistics from Canada and the USA. This will continue to be the trend for the current year as the Project focuses more on promotional activities to increase awareness of the Jamaican exporter and Canadian importer to each others' markets.

THE SERVICE SECTOR

The Service Industries Division implemented 103 of a projected 144 projects resulting in 71.53% of its target being achieved. The projects implemented, represent a total capital investment of J$385,568 and employment of 1,013 persons. Total implementation increased by 15.7% over last fiscal year but reflected a decrease in both C.I. and employment.

The Information Services Unit achieved 31.25% of target with five of a proposed 16 projects implemented. The Unit recorded a capital investment of J$110.47 million and employment of 119 - both below projections.

The Services Division processed a total of 783 enquiries, thus achieving 108.7% of the targeted 720.

The Tourism Unit achieved 50% of target having implemented four of a projected eight projects. It recorded a capital investment of J$134.196 million and employment of 65.

TOURISM

As a result of the JAMPRO Tourism Unit's continued effort to actively promote the sector, the number of projects in the pipeline increased by 75% over that of last year.

Four projects employing 65 persons and with a capital investment of J$139.196 million, were implemented during the financial year 1993-1994. Projects totalling J$3 billion with projected employment of over 960 were also serviced.

Target Europe, a new programme, was officially launched in April 1993 and four of the Unit's pipeline projects are under this programme.

Fourteen (14) new project files were opened and 217 enquiries were recorded. A majority of these were for villas, hotels and attractions.

The Unit has ~~also~~ selected two UDC sites for the development of site specific profiles for investment opportunities. One is located in the Bluefields area and the other in Ocho Rios. The former is slated for the development of a Retirement Care facility and attraction and the other will be a 200 bedroom hotel.

FILM OFFICE

During 1993-1994, the Jamaican film industry attracted an increased number of local investors who consider this a viable area for investment. The problem of crime, however, continues to affect the number of films coming into the island, as Jamaica is perceived unsafe by the international community.

As a result, the Unit was able to achieve only US$5.37 million of the US$10 million target which was set for the year. The Office achieved 78% of its targeted projects with 94 of 120 implemented. There were 105% enquiries, and an increase in employment of 26% over last year.

The tremendous success of "Cool Runnings", a feature film based primarily on a Jamaican theme, grossed over US$80 million internationally, and again demonstrated that there is a market for films with Jamaican themes. The Tri-Star Columbia production "The Legends of the Fall" was also shot in Jamaica during the period.

Eight films which are in the pipeline for the period include: The Warner Brothers features, "Outbreak" and "The Little Princess; Kingston Pictures Limited's "Klash"; "Marley/Catch a Fire", a Tri-Star Pictures production; "Cindah Rellah" by Jackson McHenry Films; The White Mountain production, "Night Bloom"; "PAX" from Blue Mountain Film Limited; and "Trenchfoot" by Fallout Films.

Warner Brothers Studios has also expressed interest in building a film studio in Jamaica. The Film Office is identifying possible locations for the site and the Warner producers are expected to visit Jamaica for a preliminary site inspection.

LEGAL SERVICES DIVISION

During the period, the Legal Services Division attended and provided services for 147 meetings as follows:

JAMPRO Board of Directors Meeting
Administration Finance & Subsidiaries Sub-Committee Meetings
National Tool & Die Board Meeting
JETCo. Board Meeting
AFS Inhouse
Senior Management
Staff Meetings

Target Europe
Business Migration Programme
Naggo Head Hi-Tech Park

Two hundred and eighty one (281) letters and 267 memoranda were dispatched and 60 contracts were drafted during the period.

Significant matters attended to included:

- Suit Dyobim vs National Tool & Die/JAMPRO
- Allegations made against the President by a staff member Target Europe
- Applied for splinter title for land owned by National Tool & Die
- Incorporated National Toolmakers Association of Jamaica
- Changed the name of JAMPRO Limited to National Tool & Engineering Company Limited

The Division prepared leases in respect of the following:

- Bureau of Standards
- Metrication Board
- Ministry of Water and Transport
- Trade Board
- JAMPRO - Port Antonio Office

DIAGNOSTIC AND PRODUCTIVITY INCENTIVES

Over the year, a Diagnostic Study approach of companies requesting assistance from the Diagnostic & Productivity Incentives Unit, was introduced.

A productivity measurement model was also developed by the Unit to assist in evaluating schemes submitted to the Productivity Centre for approval under the Government incentive tax exemption scheme. The Unit has sold industry the view that productivity is a performance area that is absolutely essential to business success in the 21st Century.

During the period of review, a total of 37 companies with a projected equipment value of $226,364,190 accessed the Modernization of Industry (MOI) Programme for benefits.

Food and Agro Products, Plastics, Paper & Packaging Products, Metal products, Miscellaneous and Apparel, Textile and sewn Products were the five sectors that reflected any positive position over the previous year's. Plastic, Paper & Packaging and Food and Agro Products showed increase in excess of 150%. There was a notable 5.7% decline in the tourism sector.

Actual certification of companies that entered the Programme during the period, declined by 27% compared with the previous year. The decrease was a direct result of reduced activities of new entrants to the Hotels and Villas Refurbishing Programme under the MOI Programme.

Applicants to the MOI Programme increased by 97.4% over the previous year. Three sectors contributed to this increase in application activities. They are Plastics, Paper & Packaging Products (200%); Food and Agro Products (180 %); and Miscellaneous products (75%).

A number of factory visits were made to assess various companies operations/systems; look at plant layouts and productive effectiveness, monitor performance against projected targets or make clarification on data submitted to the companies.

Eight hundred and six (806) requests for validation of invoices were satisfied and dispatched. The processing of invoices was 20.7% below the previous year's total.

Thirty five (35) enquiries or 29.6% more than last year's 27, were received. A number of these produced applications and consequently certification benefits.

Productivity Incentive Schemes were received from companies requesting Government Tax exemption under the Productivity Incentive programme. Six (6) companies' schemes were analysed and those meeting the requirements were submitted to the Ministry of Finance for final approval.

TECHNICAL ASSISTANCE AND DESIGN SERVICES

It was an active year for Design services, one in which development was realized in terms of the scope of services delivered and activities pursued.

In addition to the provision of advisory and information services to its primary client group, the Unit organized and presented eight seminars, identified overseas training opportunities for designers and involved them in programmes being executed by the organization. It also embarked on development programmes in collaboration with other divisions and institutions in the areas of craft, packaging, CAD/CAM, export and trade promotion and Total Quality Management.

The **Target Japan** project completed three of its five phases. However, based on the level of response from those completed, the remaining phases may not be completed.

Some 40 projects under the **Pre-Investment and Investment Programme** were realised and an investment forum meeting was held in November 1993. The expected participation from potential investors from overseas, however, was not realised.

The developing Countries Trade Agency (DECTA) programme came to an end in 1993. An evaluation of the programme was done by Mr. Peter Steel.

DESIGN INFORMATION & ADVISORY SERVICES

The Information Centre continued to execute its role of providing information which covered all aspects of design development.

During the year, the Unit received 38 enquiries. Eighty four percent (84%) of all requests were successfully completed. Those requests which were uncompleted, however, were due primarily to the perceived communication/language barrier between the unit and its Latin American neighbours.

A total of 199 new publications were received for the period.

There was only a marginal increase in the number of enquiries for design advisory services in comparison to the previous period - 36 as against 35. An equal number (24), as the previous period, progressed to the stage of needs analysis, however, a greater percentage of these - 54% compared to 33% - developed to the point of implementation.

Companies for which projects have been finalised include: Food Processors & Marketing Association (fruit preserves); Ed Industries Limited (banana chips); Sun Froots Limited (dried fruits); PARAJJAT International Inc. (Rastafarian dolls); Springleton Company Limited (starch-based food drink).

The Unit also continued to identify and create opportunities for Jamaican designers to actively participate as trainees, presenters and technical advisors, in programmes coordinated by the organization.

For the period nine seminars were conducted in the areas of apparel, craft, furniture manufacturing and packaging.

PROJECT DEVELOPMENT

In keeping with the World Bank requirement that the Incentive System be simplified, the Project Development Unit developed and implemented new procedures for the processing of applications.

During the review period 46 companies were granted benefits under the following incentive acts:

Incentives	No. of Co's Awarded	Sector
Export Industry Encouragement Act (EIEA)	11	Manufacturing
Hotel Incentives (HIA)	20	Tourism
Resort Cottages Act (RCA)	7	Tourism
Jamaica Export Freezone Act (JEFZ)	4	Services & Manufacturing
Motion Picture Industry Encouragement Act (MPIEA)	4	Services

A total of 111 projects were screened and approved for registration. Of these, 68 were from the Entrepreneurial centre, 20 from film and the rest from Agri-business, Minerals and Chemicals, Manufacturing and the Information Processing Divisions. The screening of projects were discontinued on August 9, because of the World Bank directive for the simplification of the approval process.

Four Opportunity Profiles were prepared by the Unit for the Agri-Business and film sectors, and an additional four were scheduled for completion at the end of May, 1994.

Under the UNIDO/JAMPRO Investment Project, 45 private sector projects were completed and submitted to UNIDO, Vienna and JAMPRO's Overseas Offices for Joint Venture Promotion. To date, a total of three projects have indicated strong potential for the successful completion of a joint venture arrangement.

The **Target Europe Programme**, a two year Investment Programme, commenced officially on January 1, 1994. Under this Programme, the professional services of Deloitte and Touche (D&T) was engaged to assist JAMPRO to market Jamaican Investment Opportunities in the European market.

It is expected that the project will assist approximately 60 companies and create an additional 22 million Ecus in exports to Europe in two years with a creation of 1,800 jobs. Investment promotion is targeted to attract 32 projects to Jamaica with investment of 15 million Ecus.

The Economic Research and Policy Division was also restructured to create two units: the Project Development Unit (PDU) and the Policy and Projects Unit.

RESEARCH AND MARKET ANALYSIS

During the period, the Research and Market Analysis Unit continued to play an important role in the provision of economic and market information to support the work of other Divisions, as well as the increasing number of external clients.

During the year, the Manager resigned. The post was later upgraded to the level of Director and filled.

In addition to its existing role, the Unit undertook the responsibilities for trade policy issues for the remaining three months of the year, and assisted in the preparation of the Industrial Policy.

Of the 200 ad-hoc enquiries targeted for the year, 220 were completed or 110% of target. The main source of these requests continues to be from external clients.

The Unit undertook the publication of **"Market Bulletin"**, a monthly magazine, aimed to provide market and economic information for in-house and selected external clients. A computer directory, on which economic data which is frequently requested of the Unit is placed, was also created. Additions to this directory are made on a monthly basis.

Twelve (12) country profiles, covering mainly the Latin American region, the Far East and Europe, were prepared.

MANUFACTURING INDUSTRIES

For the period under review, a total of 11 projects were implemented by the Manufacturing Division, with total capital investment of J$152.100 million, creating employment for 1,010 persons.

Apparel Manufacturing continues to play a leading role in the non-traditional export sector as exports increased from the 1992 figure of US$385.6 million to US$453.129 in 1993. The USA market accounted for approximately 87% of the total exports.

In the area of **Minerals and Chemicals**, two projects were implemented, representing a total capital investment of J$7.70 million. These included the expansion of existing quarrying operations at Black's Block Factory (MOI Programme), with capital investment of J$5 million; and Swiss Machinery and Rebuilders Limited (EIEA) with capital investment of J$2.70 million.

At the end of the reporting period, 11 projects under this portfolio were in the pipeline with a projected capital investment of J$1,187.27 million. Projects which were being handled by the Division include: Roaring River Springs and Bottling Plant; Mines and Exploration (Jamaica) Limited (MINES); Ceramic Tiles of Jamaica; Carib Bio-Medical Institute; Western Cement Company; Jamaica Reinforced Plastics; Northern Aggregate; Universal Marble; Alkali Limited (EIEA); Penrith Jamaica Marble Company Limited; and Lydford Mining Company.

THE Light/General Manufacturing Division also had 11 projects with capital investment projected at J$898.01 million as follows: Alframec; Kenneth's Auto Parts Limited (MOI); Elohim Import/Export; Beaval Manufacturing Company Limited; Agripak Corporation; VGC Holdings Limited; Caribbean Interlocking; Strongspan Construction Company (MOI); MSA Tire (Ja.) Limited (MOI); Farmers Inc. Trading Company (EIEA); Bradley Enterprise Limited and Ocean Thermal Energy Conversion (OTEC) - Margar Summit.

TEXTILE AND SEWN PRODUCTS

This sector continued to show impressive growth during the period. The Division facilitated the start-up of nine companies, including an expansion, with total capital investment of J$144.93 million. Employment was created for 1,128 persons.

The value of exports for apparel products showed an increase of 13% for a total of US$435 million for 1993. Four hundred and twenty three (423) plants/clients benefitted from engineering and technical assistance representing a 21% increase over the previous year's figures. The Division conducted nine training courses and 273 persons received training through industry and in-plant training course.

SMALL BUSINESS (ENTREPRENEURIAL CENTRE)

The micro and small business sector continued to be vibrant during the year and the Entrepreneurial Centre pursued its market led approach in providing services to the sector.

Project implementation exceeded the target with the largest number of projects being implemented in the Mandeville office. This performance was followed by the Kingston and Montego Bay offices respectively.

One hundred and thirty (130) projects representing actual capital investment of J$11.65 million and direct employment of 287 persons, were assisted with either start-up or expansion. This was against the projected target of 120 implemented projects.

Just over 85 seminars, speaking engagements and workshops were conducted out of a projected 98. There were 1,415 new enquiries compared to 1,400 for last year. The Centre also continued to promote its services through seven expositions which were held.

A fact finding team from the Hauwerkskammer (HWK) Chamber of Small Business, in Germany, was facilitated by the Mandeville office to Jamaica in late 1993. As a result, recommendations have been made to establish a technical cooperation between the Chamber and the Manchester Chamber of Commerce. Assistance will be provided in: technical and vocational training, familiarization trips to Germany and the establishment of a secretariat.

During the review period, the Centre also concluded its participation in Phase 1 of the Government of Jamaica/Government of the Netherlands (GOJ/GON) Micro Enterprise Project. As a result of weaknesses which were identified in the programme and operational systems of the centre, the GON sponsored a technical audit of the Centre's operations.

The specific objective is to identify and make recommendations on the strategic and tactical framework which should guide the Centre's operations. Primary to these recommendations will be the need to establish goals for cost recovery.

Based on the Centre's performance, the areas of sensitization and entrepreneurial training emerged as two programmes which are to be expanded. The business advisory services will also be modified so that the business plan preparation process is broken out into discrete sections.

MANAGEMENT INFORMATION SYSTEMS

Over the period this Division completed and handed over for data entry, a system for capturing and retrieving film crew resumes. A system for managing the crew's activities was also developed for the Film Office.

A review of the original system study and design done by Coopers and Lybrant Limited has been completed, however the new consultants, KPMG Peat Marwick and Associates in collaboration with JAMPRO, found many gaps in the information collected to form the basis for a comprehensive systems design. More interviews and other data collection methods were therefore used to enhance the existing information. This phase lasted approximately eight weeks, after which a conceptual design was undertaken.

Other highlights include:

The development of a Registration/Mailing list system which was handed over to the Public Relations and Mission Division.

The development of a Centralized Database System. A draft of the proposed computer screen display was presented to the Unit by KPMG Peat Marwick and Associates and these screens were circulated to users for scrutiny. The decision was taken to use the high level fourth generation language (4GL) tools to develop this system. This was scheduled for completion by mid 1994.

A small account system for the Brussels office was developed to alleviate the problems associated with budgeted expenditure and income reports for the overseas office.

Work on a "Profiler" system for the Toolmakers Institute, which will enable the Institute to elicit information on machine shops which design, build, repair and maintain components, machine and other items for the productive sector. The information gathered will be used to implement various programmes to strengthen the capabilities of those outfits.

Work has also started on the first phase of the registry system. Classification on all documents produced in the Company according to the projects they are related to, is still in progress.

Network cables were installed to new cubicles and offices within the organization as well as 15 new computers/terminals for the period.

To improve its efficiency, a General Ledger System and an Accounts Payable System were installed in the Accounts Division . An integrated system consisting of Accounts Receivable, Inventory Control and General Ledger was install for NTEC. Data is now being loaded in the General Ledger.

INFORMATION PROCESSING

Results of the 1993-1994 financial year's actual projections against targets, reveal that although investments have significantly fallen short of expectations, there have been noteworthy indications of growth and expansion of those previously existing operations within the industry. This should be viewed positively, as the indication is that after a rapid growth rate, surpassing that of any other service industry, the Information Services industry is now stabilized at an acceptable level to allow for perfecting and fine-tuning of quality, standards and specifications.

Of a projected 200 enquiries, 229 were received over the period, a 14.4% improvement on target. While this confirms that Jamaica is recognised by the international community as a desirable offshore location, however, only four of ten investment proposals or 40% of target, were received for the period. This may be directly related to the cost of telecommunications, which remains the critical determining factor to the island being chosen, or in the award of contracts to local companies, information on which, would not necessarily be recorded with this Unit.

Although the records show that five projects have been implemented of a projected 16 over the period, representing 31.25% of target and a capital investment of J$110.47 million, employment levels have increased by 37%. This indicates the continued steady expansion of those companies already fully operational within the local industry. All of the five projects implemented are foreign owned.

DOCUMENTATION CENTRE

For the review period, the Documentation Centre continued to deliver facilitatory services to the organization both locally and overseas.

Four promotional exhibitions were done for the period as follows:

" Trade Agreement and their provisions"

" Exporting to Europe - the Single Market"

" The Far East (Singapore, South Korea, Hong Kong)"

" Exporting to Latin America (Argentina, Colombia, Venezuela)"

Other achievements over the period include:

The integration of documents from the JIDC Collection. This project lasted for eight months and involved approximately 250 documents. More than 50% of these had to be discarded because of improper storage.

Due to a defective drive on the Unit's computer, 1,312 records were erased from the CDS/ISIS database. Great efforts were made, after a new drive was installed, to re-enter the data. This therefore reduced the number of new entries keyed in. The staff, however, added 1,050 new entries which, to date, total 3,506 records.

There were 549 enquiries of a projected 600 or 92% of target, and 3,087 loans were addressed by the Unit from internal and external users (from the business community and students).

Four (ATDC) quarterly current awareness publications were produced and circulated to members of staff locally and abroad, and related private and public sector organizations.

One thousand and fifty four (1,054) documents were catalogued representing 146% of target.

The Unit received 749 documents and a total of US$16,184.03 and J$95,471.05 were spent to purchase books, periodicals and other ad hoc publications as need by staff.

Donations were received mainly from trade related organizations such as the International Trade Centre, CBI and trade promotion agencies in other countries.

OFFICE REPORTS

MONTEGO BAY

For the period, Montego Bay reported growth in the area of agribusiness, particularly with respect to orchard crops. There was, however, a decline in the amount of ornamental plants shipped from the area, mainly due to lack of markets in the United States.

In the area of manufacturing, no additional factories were built in the region. Expansion was hampered by the loss of 33,000 sq. ft. of factory space in the Free Zone, due to a fire in July 1993. That factory which is projected to be repaired by July 1994, is badly needed to facilitate a planned expansion programme by Hanes.

Some plants have been expaned, however, as follows:

- 40,000 sq. ft. to **Hanes'** own factory at Sandy Bay.
- 20,000 sq. ft. by **Classic Industries** in the Montego free Port and an additional 10, 000 sq. ft. of rentable office space.
- **Caribbean Cotton Company**, an American company, started operations in a 4,000 sq. ft. factory in Ramble, Hanover.

The office received 7,471 telephone (374% of target) and 5,613 (374% of target) personal enquiries for the period. Fifty (50) prospects were referred to Kingston and 485 of the projected 700 Small Business Counselling was achieved, reflecting 69% of target. There were 66 out of a projected 70 factory visits (94%), and 45 of an expected 70 farm visits were made (64% of target).

OVERSEAS OFFICES

During the period under review, the overseas offices continued to provide important links for Jamaican businesses abroad.

EUROPE

Despite a nagging recession and the tentative approach by European business interests to invest in a "high risk, far-off environment", the European Office had a number of successes during the year.

A major achievement for the **Jamaica Trade Commission** in Europe was in getting the Hapag-Lloyd, the major German shipping company to establish a hub operation in Kingston from which feeder services carry cargo to the rest of the Caribbean.

In the area of tourism, Mockingbird Hill, the US$500,000 ecological resort located in Portland, opened its doors in December 1993.

The European Office continued to build on its successes during the year, by negotiating a number of new investment projects with a potential value of some US$31.8 million. These include room expansion projects for Negril, Treasure Beach and Montego Bay, as well as an agreement for equity investment of US$20 million in the Drax Hall development. There are also plans for the development of a museum and entertainment centre, a major attraction for Port Antonio.

Significant progress was made on the US$5 million **Taylor Consulting Group** project, for establishing a premium chocolate manufacturing operation for the local, tourist and United States markets. Significant local interest has been shown in this project and negotiations should be completed by the end of 1994.

In agribusiness, the value of Jamaican exports of papaya to Europe increased by 25% from ECU 873,000 to ECU 1,092,000 during the nine month period in 1993, over the same period in 1992. During that time, exports to Germany were more than doubled, while those to the United Kingdom increased by 30%.

Mango exports to the Netherlands between January and September 1993 moved to ECU 67,000 showing a 100% increase over the same period last year, while those in Germany quadrupled to ECU 49,000. While the Trade commission continues to successfully identify markets for the products, however, Jamaican exporters have been unable to maintain supply.

Increases in exports were also recorded for fruit juices which showed a 7% increase over 1992; fresh fish, particularly in the case of the United Kingdom (UK), where exports totalled ECU 529,000 for 1993 compared to ECU 228,000 for the previous year; rum and spirits, which increased by an average of 5% to ECU 16,426,000 - with Germany increasing imports in both categories by 8% while the UK figures indicate a 43% increase in rum imports; and in flowers which are also showing an upward trend, having doubled in value from ECU 62,000 in 1992 to ECU 122,000 in 1993.

The Trade Commission continues to generate enquiries through promotional and other events and the favourable profile which Jamaica continues to enjoy in the marketplace. There were 688 enquiries for the review period compared with 518 for the previous year. There were 42 prospect visits to Jamaica compared with 23 for 1992 and 12 projects of a targeted 12 were delivered.

The number of Prospect Files opened and sales visits remain at respectable levels, but reductions in both categories (from 31 previously to 24 and 40 to 33 respectively), have reflected a greater concentration on developing business with existing clients rather than on going after new customers. This is certainly rational on the trade side, where lack of new products and new exporting companies has not warranted the opening up of new markets. On the investment side, the lack of investment profiles has not provided the basis for many new sales visits, although some new clients have been recorded.

MIAMI OFFICE

The Miami Office reports involvement in 16 expositions, meetings, summits and seminars in which the office participated or organised during the review period.

At the seminar which followed the **Bobbin Contexpo**, confidence was expressed in the Jamaican 807 manufacturers and an estimated 65 enquiries resulted from this event.

Other meetings in which the office participated include: AIIM - Chicago; Greater Miami Chamber of Commerce, at which the Senior Trade Commissioner spoke; two JIS Town Meetings; Showbiz Expo '93; Atlanta Mission, at which the Senior Trade Commissioner delivered a paper on "Jamaica's Trade and Investment Potential"; the JAMPRO Fresh Produce Seminar; the Caribbean Business Development Summit; the "Miami Today" round-table discussion on "Challenges and Opportunities for the Caribbean and Miami" at which the Trade Commissioner spoke; the meeting of the Association of record Managers and Administrators -ARMA; the "Miami Today" International Round-table on NAFTA, GATT, and GSP; the Caribbean Latin American Action (CLAA) - Miami Conference on the Caribbean; the Location Expo - American Film Market, at which approximately 500 film makers and studio representatives visited Jamaica's booth; and the Western Hemisphere Seminar - Savannah State College.

WASHINGTON OFFICE

This office continued to establish its presence in Washington and to delineate its function as an agency responsible for targeting investment and increasing sales.

The washington Office delivered 12 projects this year, mainly in the apparel sector. Three companies established their own operations with capital investment totalling US$900,000 and projected employment of 300 persons. Eight, 807 and CMT contracts worth US$3.5 million were delivered to Jamaican manufacturers by five United States companies.

At least one joint venture contract in the mining sector will result from the efforts of the Washington office, and six projects spearheaded by returning residents were assisted in their initial stages by the office.

The office responded to approximately 1,000 queries, and 23 sales visits were generated based on the office's focus on the apparel sector.

The office was also actively involved, along with International Trade Promotion, in co-ordinating a week long exhibition and sale of Jamaican specialty foods in 29 stores of the New York chain of supermarkets. This represented a significant breakthrough for JAMPRO to get Jamaican products in the mainstream marketplace. The promotion was successful and is to become an annual event. JAMPRO also participated in the staging another successful JAMFEST in August.

TORONTO OFFICE

For the year, the Toronto Office carried out its work programme against a background of political upheavals in Canada, and a slowly reviving Canadian economy. The Trade Commission managed, however, to achieve a fair measure of success in generating business for Jamaica in the Canadian marketplace.

In the fiscal year 1993-1994, there were 39 visits to Jamaica; 31 trading contacts were facilitated and assistance was provided to 203 Jamaican exporters. In addition, 35 prospect files were opened and 18 projects were delivered. The office handled 4,707 enquiries, an indication of the continuing high level of interest in Jamaica. Two thousand, eight hundred and sixty three (2,863) of these were from Jamaicans.

The office generated a 12.8% increase in non-traditional exports, not only among the product groups included in the CANEXPORT project but also in other sectors such as alcoholic beverages and garments, generating earnings of C$33.1 million as compared to C$29.3 million in 1992.

There was a 4% increase in the export of alcoholic beverages (C$11.1 million as compared to C$10.7 million in 1992); while apparel recorded an 8.6% increase (C$9.1 million over C$8.4 million) compared to the same period last year. In percentage terms, the most notable increases were seen for food products. Seafood increased 308.9%, moving from C$56,000 to C$229,000; coffee products rose 51.4% moving from C$144,000 to C$218,000, while fresh produce rose 40.5% moving from C$4.3 million to C$6.1 million. Processed foods increased 13.4% moving from C$3 million to C$3.4 million. Cut flowers exports also increased by 34.3% with earnings of C$337,000, compared to C$251,000 for the previous year.

The **CANEXPORT** Project completed its first full year of implementation successfully. Through the assistance provided by the project, the Trade Commission has been able to undertake a sustained marketing and promotional effort in selected sectors which previously proved a difficult task. CANEXPORT has assisted in increasing the volume of exports to Canada of selected agricultural products and it has played a significant part in heightening the awareness in the marketplace of Jamaica as a source of exotic products.

The Office continued, through the **Jamaicans Overseas Programme**, to work with the Jamaican communities in Canada. The Trade Commission assisted to organise ten events including social and cultural functions, tributes honouring various outstanding community members, trade displays and seminars, and participated in ten others.

PORT OF SPAIN/CARICOM OFFICE

The year saw a near halt in the decline of Jamaica's trade with its CARICOM partners. Jamaica's trade with CARICOM member states declined by 0.9% moving from US$60.02 million to US$59.5 million. This represents a significant improvement over the 5% and 11% decline experienced over the periods 1992-1993 and 1991-1992 respectively. Exports increased to all CARICOM markets except Trinidad where there was a significant decline of 17.5% and Belize where the decline was minimal.

Exports to Latin America increased by 144%, moving from US$4.1 million in 1992 to US$10 million in 1993. Despite this, however, exports to Venezuela, the only Latin American country with which CARICOM has concluded a preferential trade agreement, has remained minimal. Markets displaying the most outstanding growth in exports from Jamaica over the period 1992-1993, are Mexico and Brazil. In the case of Mexico, exports totalled US$3.3 million up from US$1 million, while for Brazil, exports moved from US$2 million to US$5.3 million.

For the period, there were 1,946 enquiries processed; 12 market visits were made outside of Trinidad and Tobago by the Trade Commission; 58 clients were serviced; 59 market researches conducted; 112 representations were made on behalf of clients and 89 appointments arranged for some clients. There was one trade mission from Jamaica to the region and the Office participated in one trade show. Two hundred and forty (240) other services were also provided.

JAMAICA PROMOTIONS CORPORATION

AUDITORS' REPORT AND FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1994

(With additional information)

JAMAICA PROMOTIONS CORPORATION

YEAR ENDED MARCH 31, 1994

CONTENTS

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Statement I

AUDITORS' REPORT

To the Board of Directors of

JAMAICA PROMOTIONS CORPORATION

We have examined the financial statements set out on statements II to V and have obtained all the information and explanations which we required. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary.

As more fully described in Note 1, the financial statements exclude certain assets vested in the corporation and liabilities relating thereto. In respect of those assets and liabilities which are included in the financial statements, these are based on unaudited financial statements of the Jamaica Industrial Development Corporation as of March 31, 1991.

In our opinion, proper accounting records have been kept and the financial statements, which are in agreement therewith, give

(i) except for the exclusion of certain assets vested in the corporation and related liabilities, and

(ii) subject to any adjustments that may be necessary on finalisation of the audit of the financial statements for the year ended March 31, 1991 of the Jamaica Industrial Development Corporation,

a true and fair view of the state of affairs of the corporation at March 31, 1994 and of the results of operations and cash flows for the year then ended.

Deloitte & Touche

Chartered Accountants

Kingston, Jamaica,
November 29, 1995

JAMAICA PROMOTIONS CORPORATION

BALANCE SHEET AT MARCH 31, 1994

	Notes	$	1994 $	1993 $
CURRENT ASSETS				
Cash and bank balances	3		15,581,945	10,005,923
Accounts receivable			8,127,501	6,751,713
			23,709,446	16,757,636
CURRENT LIABILITIES				
Bank overdraft and loans		399,487		-
Accounts payable and accruals	4	34,427,030		19,090,721
Grants received in advance	5	534,275		415,573
Current portion of long-term liabilities	8	225,469		239,929
			35,586,261	19,746,223
NET CURRENT LIABILITIES			(11,876,815)	(2,988,587)
RELATED PARTY BALANCES			1,249,378	717,854
FIXED ASSETS	6		99,134,120	12,892,940
INVESTMENTS	7		8,278,621	4,361,184
LONG-TERM LIABILITIES	8		(121,766)	(234,452)
			96,663,538	14,748,939
REPRESENTED BY				
Capital reserve	9		87,677,904	1,675,556
Income and expenditure account - balance			8,985,634	13,073,383
			96,663,538	14,748,939

The notes on Statement V form an integral part of the financial statements.

Approved on behalf of the Board.

Chairman

President

JAMAICA PROMOTIONS CORPORATION

INCOME AND EXPENDITURE ACCOUNT

YEAR ENDED MARCH 31, 1994

	Notes	1994 $	1993 $
INCOME			
Government grants	10	128,000,000	152,046,700
Certification fees		27,698,642	22,210,967
Other income	11	8,440,805	3,167,465
		164,139,447	177,425,132
EXPENSES	11	168,227,196	162,842,350
OPERATING (DEFICIT) SURPLUS FOR YEAR		(4,087,749)	14,582,782
Surplus (deficit), April 1		13,073,383	(1,509,399)
BALANCE, MARCH 31		8,985,634	13,073,383

The notes on Statement V form an integral part of the financial statements.

JAMAICA PROMOTIONS CORPORATION

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 1994

	1994 $	1993 $
CASH FLOWS FROM OPERATING ACTIVITIES		
Net (deficit) surplus for year	(4,087,749)	14,582,782
Non-cash items included in net (deficit) surplus		
Depreciation	3,762,482	2,895,056
Gain on disposal of fixed assets	(562,692)	(372,054)
	(887,959)	17,105,784
Decrease in operating assets		
Accounts receivable	(1,375,788)	(502,987)
Related party balances	(531,524)	(435,903)
Increase (decrease) in operating liability		
Accounts payable	15,455,011	(5,799,494)
Cash provided by operating activities	12,659,740	10,367,400
CASH FLOWS FROM INVESTING ACTIVITIES		
Investments in related company	(3,917,437)	(4,361,184)
Acquisition of fixed assets	(4,117,422)	(4,002,317)
Proceeds of disposal of fixed assets	678,800	613,760
Cash used in investing activities	(7,356,059)	(7,749,741)
CASH FLOWS FROM FINANCING ACTIVITIES		
Loans	(127,146)	(1,859,579)
Cash used in financing activities	(127,146)	(1,859,579)
NET INCREASE IN CASH BALANCE	5,176,535	758,080
OPENING CASH BALANCES LESS BANK OVERDRAFT	10,005,923	9,247,843
CLOSING CASH BALANCES LESS BANK OVERDRAFT	15,182,458	10,005,923

The notes on Statement V form an integral part of the financial statements.

JAMAICA PROMOTIONS CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1994

1 **IDENTIFICATION AND SCOPE OF FINANCIAL STATEMENTS**

The Jamaica Promotions Corporation (JAMPRO) was established on April 26, 1990 as a statutory corporation under the Jamaica Promotions Corporation Act with the objectives of stimulating, facilitating and promoting the development of trade and industry, export trade and investment activities in all sectors of the Jamaican economy.

The assets and liabilities of JAMPRO Limited (a limited liability company owned by the Government of Jamaica) were transferred to, and vested in, the Corporation as of April 1, 1991, by the Jamaica Promotions Corporation (Vesting of Assets) Order 1991.

Under the Act, the assets of the Jamaica Industrial Development Corporation (JIDC) and the Jamaica National Export Corporation (JNEC) were vested in the Corporation subject to liabilities and obligations relating thereto as of April 26, 1990.

By letter dated June 2, 1993 the Minister of Industry, Tourism and Commerce referred to Cabinet Decision dated November 5, 1990 and directed that all lands in the industrial zone and lands which form part of an existing industrial estate should be transferred to the Factories Corporation of Jamaica Limited. By letter dated November 22, 1993, the Corporation has recommended to the Minister of Industry, Tourism and Commerce that factories and vacant lots slated for factory buildings previously owned by the JIDC be transferred to Factories Corporation of Jamaica Limited, which is owned by other statutory organisations.

In anticipation of legislation to expedite these transfers of assets and liabilities to Factories Corporation of Jamaica Limited, the Corporation has included in these financial statements only certain fixed assets and liabilities relating thereto amounting to $3,291,691 (see Note 6) and $200,000 respectively.

JAMAICA PROMOTIONS CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1994

1 **IDENTIFICATION AND SCOPE OF FINANCIAL STATEMENTS** (Cont'd)

The financial statements do not include

1) the following assets and liabilities which are based on unaudited financial statements of the JIDC as of March 31, 1991:

	$
Assets	
Bank balances	5,369,758
Land and building	119,664,137
Furniture and equipment	1,689,148
Motor vehicle	17,284
Accounts receivable	4,771,431
	131,511,758
Liabilities	
Owed to Government of Jamaica	64,784,223
Other loans	58,734,419
Interest and other payables	48,313,915
	171,832,557

2) transactions for the three years ended March 31, 1994 in respect of the above assets and liabilities.

These financial statements are expressed in Jamaican dollars.

2 **SIGNIFICANT ACCOUNTING POLICIES**

(a) Accounting Convention and Principles

These financial statements have been prepared under the historical cost convention as modified by revaluation of certain fixed assets. The accounting principles followed by the Corporation are those generally accepted in Jamaica.

JAMAICA PROMOTIONS CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1994

2 **SIGNIFICANT ACCOUNTING POLICIES** (Cont'd)

(b) Depreciation

Depreciation is calculated on the straight-line basis on cost over the estimated useful lives of the assets. Annual depreciation rates are based on the following estimated useful lives:

Buildings	-	40 years
Furniture, fixtures and office equipment	-	10 years
Computer equipment	-	5 years
Motor vehicles	-	5 years
Leasehold improvements	-	Over the lives of the leases

(c) Foreign exchange

The J$ equivalents of balances receivable and payable in foreign currency are based on exchange rates current at balance sheet date. All foreign exchange gains or losses are credited to, or charged against, income of the year in which exchange rate changes occur.

(d) Non-government grants

Grants received from agencies other than Government agencies are accounted for as income on the basis of expenditure made during the year. Unexpended grants at balance sheet date are shown as grants received in advance.

(e) Pension costs

These are generally recognized by current funding and accruals.

(f) Leases

Lease obligations are charged to expenses as rentals fall due for payment.

3 **CASH AND BANK BALANCES**

These include

(a) $534,275 (1993 $415,573) relating to grants received in advance to be disbursed to other persons for projects not undertaken by the corporation.

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JAMAICA PROMOTIONS CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1994

3 **CASH AND BANK BALANCES** (Cont'd)

(b) $8,167,430 held in bank accounts in the name of the Corporation. These funds relate to a grant received from the European Economic Community for the "Target Europe" project and are not accounted for as operations of the Corporation. Accordingly, a corresponding amount is included in accounts payable and accruals.

4. **ACCOUNTS PAYABLE AND ACCRUALS**

These include $11,560,700 (1993: $7,319,000) in respect of vacation leave pay and overseas leave passage due and unpaid up to March 31, 1994.

5 **GRANTS RECEIVED IN ADVANCE**

	1994 $	1993 $
These are unspent funds received from an overseas agency to finance certain activities and projects and comprise:		
Balance, April 1	415,573	748,034
Amounts received during the year	4,152,108	7,102,211
	4,567,681	7,850,245
Expenditure during the year	4,033,406	7,434,672
Balance, March 31	534,275	415,573

6 **FIXED ASSETS**

		1994		1993	
	(V)	Cost or Valuation $	Accumulated depreciation $	Cost $	Accumulated depreciation $
Land and buildings		1,060,240	55,024	1,060,240	36,683
Buildings	(V)	86,350,000	-	347,652	-
Furniture, fixtures and equipment		9,781,082	4,071,116	7,965,338	2,313,259
Motor vehicles		8,300,704	3,665,342	7,258,486	2,565,631
Leasehold improvements		2,432,069	998,493	2,054,924	878,127
		107,924,095	8,789,975	18,686,640	5,793,700

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JAMAICA PROMOTIONS CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1994

6 FIXED ASSETS

Buildings included at valuations are based on depreciated replacement cost in March 1994 as expressed by E. Bryan Ingleton and Associates.

The cost of fixed assets includes assets taken over at their book amounts from:

Jamaica Industrial Development Corporation	$3,291,691
Jamaica National Export Corporation	$ 853,291
Jampro Limited	$6,632,608

7 INVESTMENTS

The Corporation advanced funds to National Tool and Engineering Company Limited a company incorporated in Jamaica. Pending finalisation of the shareholding of this new company, advances to March 31, 1994 amounting to $8,278,621 have been included in investments.

8 LONG-TERM LIABILITIES

These comprise lease obligations in respect of certain motor vehicles and equipment and are payable as follows:

		1994 $	1993 $
Year ending	March 31, 1994	-	239,929
	March 31, 1995	225,469	103,634
	March 31, 1996	107,239	130,818
	March 31, 1997	14,527	-
		347,235	474,381
Less current portion		225,469	239,929
		121,766	234,452

JAMAICA PROMOTIONS CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1994

9 **CAPITAL RESERVE**

This comprises:

	$
Excess of the value of assets over liabilities vested in the Corporation (See Note 1)	1,675,556
Unrealised surplus on valuation of buildings	86,002,348
	87,677,904

10 **GOVERNMENT GRANTS**

These comprise amounts received during the year from the Ministry of Industry, Tourism and Commerce. The amount for 1993 includes $25,948,700 received for settlement of staff redundancy costs and costs for closing certain offices.

11 **INCOME AND EXPENSES**

The following are included in the determination of (deficit) surplus for year:

	1994 $	1993 $
Income		
Interest	761,157	1,077,238
Foreign exchange gains	1,734,212	-
Expenses		
Directors' emoluments		
Management	3,723,075	2,105,017
Fees	64,700	35,000
Termination payments	673,401	-
Audit fees	500,000	450,000
Depreciation		
Building	18,341	18,342
Furniture, fixtures and equipment	1,757,856	1,268,059
Motor vehicle	1,626,209	1,331,122
Leasehold improvements	360,076	277,533
Pension contribution	2,779,890	2,190,149
Interest	122,822	2,217,695
Foreign exchange loss	Nil	1,944,751
Staff termination costs	Nil	18,397,115

JAMAICA PROMOTIONS CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 1994

12 COMMITMENTS

Lease commitments

Aggregate lease rental commitments at March 31, 1994 for office premises amount to approximately $16,192,847 million (including BF$3,093,750, HK$152,880). Of this amount $7,513,146 million (including BF$675,000, HK$152,880) will be payable in 1994/95.

13 PENSION PLAN

The Corporation operates a pension plan for all permanent employees. The Plan requires employee contributions of 5% of pensionable earnings, and Corporation contributions determined as a percentage of employees' pensionable earnings amounting to 10%. Annual pension at retirement is based on the average annual rate of pensionable earnings for the last three years prior to retirement.

14 INCOME TAX

The Corporation is exempt from Income Tax under Section 18(b) of the Jamaica Promotions Corporation Act.

REPORT TO THE DIRECTORS OF

JAMAICA PROMOTIONS CORPORATION

ON

ADDITIONAL INFORMATION

Our examination of the financial statements of the corporation for the year ended March 31, 1994 was intended primarily for the purpose of formulating an opinion on those financial statements taken as a whole. The additional information presented on page 2 has been taken primarily from accounting and other records of the corporation and is not necessary for a fair presentation of the state of affairs of the corporation at March 31, 1994 or the results of operations or cash flows for the year then ended. Such information has not been subjected to sufficient tests and other auditing procedures to enable us to express an opinion as to the fairness of all the details included therein, and accordingly we do not express an opinion on the additional information.

Deloitte & Touche

Chartered Accountants

Kingston, Jamaica,
November 29, 1995

JAMAICA PROMOTIONS CORPORATION

EXPENSES

YEAR ENDED MARCH 31, 1994

	1994 $	1993 $
PROMOTIONAL		
Advertising and promotion	11,839,493	6,854,752
Books and publications	1,663,022	307,195
Entertainment	1,292,513	1,427,338
Foreign and local travel and subsistence	6,129,943	4,618,849
	20,924,971	13,208,134
STAFF		
Salaries, statutory payments and gratuities	68,340,363	41,199,635
Staff benefits	25,347,745	35,130,167
Redundancy	-	18,397,115
Recruitment	930,035	1,085,501
Motor vehicle and travelling	1,583,394	4,136,662
Relocation expenses	-	5,724,797
	96,201,537	105,673,877
GENERAL ADMINISTRATIVE		
Directors' fees	64,725	35,000
Office rental	8,859,862	9,902,062
Utilities	12,727,124	9,172,335
Repairs and maintenance	9,429,569	8,165,289
Office supplies and other operating expenses	10,309,556	9,007,843
Professional fees	5,415,908	2,752,556
Staff training	531,462	85,447
Depreciation	3,762,482	2,895,056
Foreign exchange loss	-	1,944,751
	51,100,688	43,960,339
TOTAL EXPENSES	168,227,196	162,842,350

EXECUTIVE SUMMARY OF JAMPRO ANNUAL REPORT 1993-1994

Overview

The areas of outstanding performance for the period included the CANEXPORT Project which significantly boosted the export of non-traditionals to Canada, as well as, the Apparel manufacturing sector which continued to be a leading figure in the non-traditional export sector. In the area of tourism, the European Office continued to build on its success by negotiating a number of new investment projects with a potential value of US$31.8 million. **The Target Europe Programme**, a two year investment programme began officially on January 1, 1994.

General Administration

Over the period in review, a staff rotation policy was implemented and as a result four persons from overseas posts were recalled to the Head Office and others re-assigned to fill those posts. Thirty-two people resigned and thirty people were employed. The General Staff Regulations were revised and the final draft of the Overseas Regulations prepared. Job classification for the organization began and wage negotiations with the Ministry undertaken.

Office Administration

Over $150,000 was used to improve the facilities at 8 Waterloo Road and an additional $300,000 to improve Camp Road's facilities. Estimates for the renovation of Winchester Road were completed. The cost recovery programme collected $798,000, three cars were acquired for assignment to senior officers and over $3.4 million was paid in insurance premiums.

Staff Training

A special training unit was established in August 1993 to devote more resources to staff training. Management training was provided in the areas of: performance management, job classification, and the writing of job descriptions. Courses identified for promotional staff include export procedure, trade and marketing, customs procedures and trade documentation and improving communication in organizations. Staff were also able to participate in courses offered by the Industrial Training division in certain areas.

Industrial Training

Over the review period, the Industrial Training division delivered some 1.5 million man hours of training through 53 scheduled workshops and courses conducted in Kingston, Montego Bay, Mandeville and Ocho Rios for some 911 persons.

Agriculture and Agribusiness

For the period, the General Agriculture Division implemented 22 projects with projected capital investment of J$343.75 million.

Among the outstanding performers were papaya, accounting for 41% of projects implemented.

During the year under review, the Food Processors Association was officially formed in an attempt to develop a company to service the needs of small food processors in marketing and other areas. Some processed food companies signed onto TARGET EUROPE; while others were assisted by CANEXPORT in market development activities in Canada.

The CANEXPORT Project has provided assistance to fifty private sector companies in market intelligence, export marketing assistance buyer contacts, equipment, labeling assistance, product development and recipes for the Canadian market.

The project sponsored twelve market orientation/trade missions for fifty-two participants. Twelve wholesale sheets were developed, another four have not yet been completed.

The Service Sector

The Service Industries Division implemented 103 of a projected 144 projects, representing a 15.7% increase over the last fiscal year.

As a result of the JAMPRO Tourism Unit's efforts to actively promote the sector, the number of projects in the pipeline increased by over 75% over that of last year. Two UDC sites were selected for the development of site specific profiles for investment opportunities - in Ocho Rios, the other in Bluefields, Westmoreland.

During 1993-94, the Jamaican film industry attracted an increased number of local investors, however, the problem of crime has deterred a number of international productions from coming to Jamaica. As a result, the unit was able to achieve only US$5.37 million of the US$10 million projected for the year. Despite this the tremendous success of "COOL RUNNINGS" a Jamaican based feature film, which grossed over US$80 million, again demonstrated the potential of films with a Jamaican theme.

Diagnostic and Productivity Incentives

Over the year, a Diagnostic study approach of companies requesting assistance from the Diagnostic and Productivity Incentives unit was introduced. During the period under review a total of 37 companies with projected equipment value of $226,364,190 accessed the Modernization of Industry (MOI) programme for benefits. Food and Agro products, plastics, paper and packaging products, metal products, apparel, textile and sewn products were the five sectors reflecting positive growth over the previous year. Plastic, paper and packaging and food and agro products showed increases in excess of 150% whilst tourism declined by 5.7%.

Technical Assistance and Design Services

In addition to the provision of advisory and information services to its primary client group, the Unit organized and presented eight seminars, identified overseas training opportunities for designers and involved them in programmes in collaboration with other divisions and institutions in the areas of craft, packaging, CAD/CAM, export, trade promotion and total quality management. The Developing Countries Trade Agency (DECTA) programme ended in 1993 and an evaluation was done by Mr. Peter Steel.

Design Information and Advisory Services

Companies for which projects have been finalized include Food Processors and Marketing Association (fruit preserves), Ed Industries Limited (banana chips), Sun Froots Limited (dried fruits), Parajjat International Inc. (Rastafarian dolls), Springleton Company Limited (starch based food drink). The Unit identified and created opportunities for Jamaican designers to actively participate as trainees, presenters and technical advisors in programmes coordinated by the organization.

Project Development

In keeping with World Bank requirements that the Incentives system be simplified, the Project Development Unit implemented new procedures for the processing of applications.

During the review period, 46 companies were granted benefits under various incentive legislation.

Under the UNIDO/JAMPRO investment project, 45 private sector projects were completed and submitted to UNIDO Vienna and JAMPRO's overseas offices for joint venture promotion.

Research and Market Analysis

In addition to its existing role, the Unit undertook the responsibilities for trade policy issues for the remaining three months of the year, and assisted in the preparation of the draft industrial policy. The Unit published "**Market Bulletin**", a monthly magazine, aimed at providing market and economic information for in-house and selected external clients. A computer directory was also created. Twelve country profiles covering mainly Latin American countries, the Far East and Europe were prepared.

Manufacturing Industries

Apparel manufacturing continues to play a leading role in the non-traditional export sector. Exports increased from the 1992 figure of US$385.6 million to US$4453.129 in 1993. The US market accounted for 87% of exports.

Two projects were implemented in the Minerals and Chemicals Division. These were the expansion of quarrying operations at Black's Block Factory (MOI programme) and Swiss Machinery and Rebuilders under the EIEA. The Light/General Manufacturing Division had eleven projects implemented.

Entrepreneurial Centre

The Entrepreneurial Centre implemented 130 projects representing actual capital investment of J$11.65 million and direct employment of 287 persons. The largest number of projects were implemented by the Mandeville office, followed by the Kingston and Montego Bay offices respectively.

Management Information Systems

Over this period this Division expanded the computer network system internally and developed a mailing/registration list system for the Public Relations Division, an accounting system for the Brussels office and the Accounts Division, work began on a "profiler" system for the Toolmakers Institute to elicit information on tools and equipment.

Information Processing

Despite a significant shortfall of investments there has been growth and expansion in existing entities in this sector. This should be viewed positively as after a rapid growth rate surpassing other segments of the service sector, the information processing industry has stabilized and is now fine tuning and perfecting its quality standards and specifications. All five projects implemented during this period were foreign owned.

Office Reports

Montego Bay: There was significant growth in agribusiness, particularly with respect to orchard crops. There was a significant decline in ornamental crops shipped from the area, mainly due to lack of markets in the US. Expansion of free zone factories were severely hampered by a fire which damaged 33,000 sq. ft. of factory space in July 1993.

Overseas Offices

During the period the overseas offices continued to provide important links for Jamaican businesses abroad.

Europe: despite a recession and the reluctance of European business interest to invest in "high risk, far-off environments", the European office had a number of successes during the year.

The achievements of the European Office included getting the Hapag-Lloyd, the major German shipping company to establish a hub operation in Kingston, the establishment of the eco-tourism resort, Mockingbird Hill, in Portland.

The value of Jamaican exports of papaya to Europe increased by 25% from ECU873,000 to ECU1,092,000 during the nine month period of 1993. Exports to Germany more than doubled whilst those United Kingdom increased by 30%. Mango exports to the Netherlands showed a 100% increase, while those to Germany quadrupled. Both flowers and rum and spirits showed increases in exports in the period.

The Miami Office reports involvement in 16 expositions, meetings, summits and seminars. These included Showbiz Expo '93, International Round Table on NAFTA, GATT and GSP as well as the Caribbean Latin American Action (CLAA conference).

The Washington Office delivered 12 projects mainly in apparel. The Office coordinated a week long exhibition and sale of Jamaican specialty foods in 29 stores of the New York chain of supermarkets. This represented a significant breakthrough for JAMPRO to get Jamaican products in the mainstream marketplace. JAMPRO also participated in the staging of JAMFEST in August.

The Toronto Office carried out its work programme against a background of political upheavals in Canada and a slowly reviving Canadian marketplace. The office generated a 12.8% increase in the export of non-traditional exports not only among the product groups included in the CANEXPORT project but also in other sectors such as alcoholic beverages and garments generating earnings of C$33.1 million as compared to $29.3 million in 1992.

The Port-of-Spain/CARICOM office reported that the year saw a near halt in the decline of Jamaica's trade with its CARICOM partners, declining only by only 0.9% in comparison with 5 and 11% over the periods 1992-93 and 1991-1992. Exports to Latin America increased by 144% from US$4.1 million in 1992 to US$10 million in 1993. Despite this, exports to Venezuela, the only country in Latin America with which CARICOM has concluded a preferential trade agreement has remained minimal.

August 3, 1995

JAMPRO ANNUAL REPORT
1993 - 1994

Despite a changing economic, social and political global environment, JAMPRO continued to make its contribution to national development for the year 1993-1994.

The CANEXPORT project continued its impressive performance with all outputs exceeding established targets. Exports of Jamaican non-traditional agricultural products increased by 78% over the same period last year, with papaya, exhibiting a phenomenal percentage change of 975% for the same period. Papaya exports have also increased considerably with some 3,439,000 kilos being produced for the USA, UK and Canadian markets. Earnings of some J$58.7 million were derived from the United States market alone.

The **Target Europe Programme**, a two year Investment Programme, commenced officially on January 1, 1994. Under this Programme, the professional services of Deloitte and Touche (D&T) was engaged to assist JAMPRO to market Jamaican Investment Opportunities in the European market.

It is expected that this programme will assist approximately 60 companies and create an additional 22 million Ecus in exports to Europe in two years with a creation of 1,800 jobs. Investment promotion is targeted to attract 32 projects to Jamaica with investment of 15 million Ecus.

Apparel Manufacturing continues to play a leading role in the non-traditional export sector as exports increased from the 1992 figure of US$385.6 million to US$453.129 in 1993. The USA market accounted for approximately 87% of the total exports.

In the **area of tourism**, the European Office continued to build on its successes during the year, by negotiating a number of new investment projects with a potential value of some US$31.8 million. These include room expansion projects for Negril, Treasure Beach and Montego Bay, as well as an agreement for equity investment of US$20 million in the Drax Hall development. There are also plans for the development of a museum and entertainment centre, a major attraction for Port Antonio.

GENERAL ADMINISTRATION

Over the period of review, a staff rotation policy was implemented and as a result four persons from overseas posts were recalled to Head Office and persons from Head Office we re-assigned to fill those posts.

Thirty (30) new employees were also welcomed to the organization while 32 resignations were recorded for the same period.

In keeping with the organization's goal to achieve Total Quality Management (TQM), three Project Teams under this Programme were selected to address:

Effectiveness and Maintenance of JAMPRO's motorcar fleet;

The level of client dissatisfaction in reaching JAMPRO by telephone;

The process of incoming correspondence into the organization.

A fourth project team was also formed to examine photocopying and stationery supplies.

During this period, the General Staff Regulations were revised and the final draft of the Overseas Staff Regulations was also prepared. Proposals for a 50% across the board basic salary increase and 25% in allowances, were submitted to the Ministry of the Public Service. The approval from the Ministry ranged from 8.9% to 16% in year one and for year two, was as low as 3% in some cases. These have been rejected and further negotiations are being held with the Ministry.

Job Classification was also started for the entire organization, including both local and overseas posts. Both external consultants as well as internal staff were engaged in this exercise.

OFFICE ADMINISTRATION

During the year, the organization continued to improve accommodations for staff. Twenty new employees and transferees were accommodated at Head Office, while alternate space was found for the Montego Bay and Mandeville offices.

Over $150,000 was spent to improve the facilities at 8 Waterloo Road and an additional $300,000 to improve those at Camp Road where the Industrial Training Centre is housed. Estimates for the modification of training rooms at Camp Road were also completed. Expenditure is expected to range from $280,000 to $582,000. Estimates of costs to renovate office space at Winchester Road were also completed. A land survey of the area was also done as it was envisaged that a development plan is necessary to transform the buildings into quality rentable properties. Costs associated with this plan was $194,000.

Approximately $798,000 were collected under the Cost Recovery Programme.

Over 8,814 telephone calls were processed at Head Office for the year. Some 24,771 visitors, clients, exporters and others were also processed at Head Office.

Three new motor vehicles were acquired and assigned to the posts of Group Director, Finance and Accounts; Group Director, Management Information Systems; and Group Director, International Trade.

Over $3.4 million was paid out in insurance premiums to secure the organization's assets. Coverage was approved in ten categories.

TRAINING

In keeping with its commitment to devote more resources to staff training, a special Training Unit was established in August 1993.

Management training was provided in the areas of:

Performance management

Job Classification

The writing of Job Descriptions

Courses identified for promotional staff included: Export Procedure, Trade and Marketing, Customs Procedures and Trade Documentation and Improving Communication in the organization. Staff were also able to participate in courses offered by the Industrial Training Division in four areas: Supervisory Management Techniques, Data Communication and Computer Networking, The Changing Role of the Executive Secretary and Administrative Assistants and Telephone Techniques and Customer Relations.

INDUSTRIAL TRAINING

Despite low staff morale and the inconvenience of operating in the Camp Road facilities which are still being renovated, the Industrial Training Division managed to significantly improve its performance over the same period last year.

Over the review period, the Industrial Training Division delivered some 1.5 million man hours of training through 53 scheduled workshops and courses conducted in Kingston, Montego Bay, Mandeville and Ocho Rios for some 911 persons. Of this number, eight were in-plant, customised training courses. This reflects a 125% and 126% increase respectively, in the number of training hours and participants during 1993-94. The number of training programmes increased by 113%.

Gross revenue totalling $2,237,718 or 82% of projected income were earned, as well as an additional $43,325 from rental of the training facilities. Rental of the training room shows great revenue earning potential, if the Division's facilities (equipment) can be upgraded and expanded.

All of the in-plant training programmes were delivered in Supervisory and General Management. Other training was also conducted in:

- Marketing
- Increasing Effectiveness Through Quality Service
- Better Process Control
- Data Communication and Computer Networking
- Pattern Making and Grading
- Good Manufacturing Practices and Sanitation in Food Processing Operations
- Customer Relations and Services for the Hospitality Industry
- Food and Beverage Cost Control

The Industrial Training Division was also separated from the Toolmakers institute, with the latter becoming a subsidiary of JAMPRO.

MARKETING PLAN

One highlight of the year is the implementation of a comprehensive **Research Marketing Plan.** Through this plan, the Division hopes to more effectively conduct training needs assessment for the various sub-sectors, and develop training programmes to satisfy the identified needs. In keeping with the Division's mandate to be a profit centre, the plan also aims to make the services offered more cost effective. The Division's Training/Marketing Officer is the responsible for this activity.

AGRICULTURE AND AGRIBUSINESS

For the period, the General Agriculture Division implemented 22 projects or 92% of its target, with projected capital investment of J$343.75 million. These projects have the potential to provide employment for 939 persons.

Once again, papaya production was highlighted as it accounted for 41% of the projects implemented. This is an indication of the sustained high level of interest in this crop, and the effectiveness of the services offered under this programme. Papaya exports have also increased considerably with some 3,439,000 kilos being produced for the USA, UK and Canadian markets. Earnings of some J$58.7 million were derived from the United States market alone.

The significant projects which JAMPRO assisted into implementation for the review period include:

> **BELVEDERE LIMITED** - a joint venture 450 acre papaya and 300 acre mango project between Jamaica Producers and Jamaica Flour Mills with a projected capital investment of US$7 million; **AQUATRON FARM** - an aquaculture and orchard crop project with capital investment of J$15.6 million; **SEALAPIA FARMS** - which is involved in the production of Tilapia (fresh water fish) in sea water, for export to Europe; **R.L WHEATLEY & SON** - a United States based company which has leased 80 acres at the Ebony Park Academy for the production of vegetables for export to the USA and for sale locally. Capital investment for this project is J$6.6 million and employment will be provided for 30 persons. **CULINARY HERBS** which is now being implemented, involves five farmers with a capital investment of US$1.08 million and projected employment for 130 persons on 14 acres in the parishes of St. Andrew and St. Ann. **GLOBAL PRODUCE JAMAICA INC.** - A project which has been in the pipeline since 1988, it is now being operated out of Angels, in

St. Catherine where Indian vegetables - Tindora, Foogah and Chinese Melon - are being grown for export to the USA. **RHYMESBURY FARM LIMITED** - a JAMPRO instigated joint venture between a United Kingdom vegetable farmer and a Jamaican, this project is involved in the production of oriental vegetables.

There are now 13 agricultural projects in the pipeline. Of these, two depend for implementation upon the identification of joint venture partners under the UNIDO programme, and an additional three are in search of financing.

PROCESSED FOOD

During the year under review, the Food Processors Association was officially formed in an attempt to develop a company to service the needs of the small food processors in Marketing and other areas.

One new project was implemented of a projected four (or 25% of target), over the period. This was the **Capital Industries Limited** expansion in St. Ann. Capital investment was $3.3 million and 20 persons were employed.

Processed Food Companies participated in six Trade Shows/Missions overseas. Nine processed food companies were also signed to the **Target Europe Programme** with three having participated in a T.E. sponsored consumer fair in the United Kingdom. Four companies also benefitted under the **Matching Funds Grant Scheme**, while an additional 12 were assisted by the **CANEXPORT** project in market development activities in Canada.

The Division responded to 231 enquiries during the period, in the areas of Investment (65 or 180% of target), Technical Assistance (41) and Trade (125 or 86% of target). There was interest in a wide range of products with the major areas being sauces, condiments, dried fruits, coffee alcoholic beverages, fruit juices and purees, pastry products and gift packaging. A significant number of requests were from new entrants in the sector.

There were 13 prospect visits from overseas, six of which were from the United States of America. Three were from the EC and one each from Hungary, Canada and Australia. Two were in search of joint venture partners and five were trade related.

One USA company, Jamaika Boitek Inc., proposes to designate Jamaica as the headquarters of a major integrated biotechnology research and business enterprise which will include diagnostics, therapeutics, research and an educational outreach programme.

There was also a proposal from **Blue Peak International**, a Swiss/Jamaica joint venture project in processing and exporting of chocolate confectionery. Capital investment will be 204.6 million with employment of 50 persons.

CANEXPORT

During the year under review, the CANEXPORT project has moved from strength to strength. Twelve (12) companies in three targeted sectors: fresh produce, processed foods and ornamental horticulture, have signed a Memorandum of Understanding and in general all outputs are exceeding established targets.

Exports of Jamaican non-traditional agricultural products have increased by 78% over the same period last year, with one product, papaya, exhibiting a phenomenal percentage change of 975% for the same period.

The project has also steadily provided assistance to 50 private sector companies in market intelligence, buyer contacts and follow-up, equipment and development of new products and assistance in labelling and recipes for the Canadian market.

Under the project, technical assistance in the areas of Canadian marketing intelligence, product development and export marketing was also provided. A large portion of this assistance has been channelled through a series of seminars for a wide cross-section of exporters. Twelve (12) seminars and four workshops were presented in the areas of business planning, costing for exports and strategic planning for papaya. Seventeen (17) Canadian market survey profiles have been completed which gives local producers an indication of the market potential for various products, as well as an indication of the competition.

The project has sponsored at least 12 trade missions/market orientation trips which were organized for 52 participants. Twenty five (25) trade relationships were established for the period.

Twelve wholesaler sheets were also produced and four others are being developed.

There has been increased awareness of the Canadian market requirements and operations through continued participation in workshops and seminars as well as increased use of current market information, including prices and trade statistics from Canada and the USA. This will continue to be the trend for the current year as the Project focuses more on promotional activities to increase awareness of the Jamaican exporter and Canadian importer to each others' markets.

THE SERVICE SECTOR

The Service Industries Division implemented 103 of a projected 144 projects resulting in 71.53% of its target being achieved. The projects implemented, represent a total capital investment of J$385,568 and employment of 1,013 persons. Total implementation increased by 15.7% over last fiscal year but reflected a decrease in both C.I. and employment.

The Information Services Unit achieved 31.25% of target with five of a proposed 16 projects implemented. The Unit recorded a capital investment of J$110.47 million and employment of 119 - both below projections.

The Services Division processed a total of 783 enquiries, thus achieving 108.7% of the targeted 720.

The Tourism Unit achieved 50% of target having implemented four of a projected eight projects. It recorded a capital investment of J$134.196 million and employment of 65.

TOURISM

As a result of the JAMPRO Tourism Unit's continued effort to actively promote the sector, the number of projects in the pipeline increased by 75% over that of last year.

Four projects employing 65 persons and with a capital investment of J$139.196 million, were implemented during the financial year 1993-1994. Projects totalling J$3 billion with projected employment of over 960 were also serviced.

Target Europe, a new programme, was officially launched in April 1993 and four of the Unit's pipeline projects are under this programme.

Fourteen (14) new project files were opened and 217 enquiries were recorded. A majority of these were for villas, hotels and attractions.

The Unit has ~~also~~ selected two UDC sites for the development of site specific profiles for investment opportunities. One is located in the Bluefields area and the other in Ocho Rios. The former is slated for the development of a Retirement Care facility and attraction and the other will be a 200 bedroom hotel.

FILM OFFICE

During 1993-1994, the Jamaican film industry attracted an increased number of local investors who consider this a viable area for investment. The problem of crime, however, continues to affect the number of films coming into the island, as Jamaica is perceived unsafe by the international community.

As a result, the Unit was able to achieve only US$5.37 million of the US$10 million target which was set for the year. The Office achieved 78% of its targeted projects with 94 of 120 implemented. There were 105% enquiries, and an increase in employment of 26% over last year.

The tremendous success of "Cool Runnings", a feature film based primarily on a Jamaican theme, grossed over US$80 million internationally, and again demonstrated that there is a market for films with Jamaican themes. The Tri-Star Columbia production "The Legends of the Fall" was also shot in Jamaica during the period.

Eight films which are in the pipeline for the period include: The Warner Brothers features, "Outbreak" and "The Little Princess; Kingston Pictures Limited's "Klash"; "Marley/Catch a Fire", a Tri-Star Pictures production; "Cindah Rellah" by Jackson McHenry Films; The White Mountain production, "Night Bloom"; "PAX" from Blue Mountain Film Limited; and "Trenchfoot" by Fallout Films.

Warner Brothers Studios has also expressed interest in building a film studio in Jamaica. The Film Office is identifying possible locations for the site and the Warner producers are expected to visit Jamaica for a preliminary site inspection.

LEGAL SERVICES DIVISION

During the period, the Legal Services Division attended and provided services for 147 meetings as follows:

JAMPRO Board of Directors Meeting
Administration Finance & Subsidiaries Sub-Committee Meetings
National Tool & Die Board Meeting
JETCo. Board Meeting
AFS Inhouse
Senior Management
Staff Meetings

Target Europe
Business Migration Programme
Naggo Head Hi-Tech Park

Two hundred and eighty one (281) letters and 267 memoranda were dispatched and 60 contracts were drafted during the period.

Significant matters attended to included:

- Suit Dyobim vs National Tool & Die/JAMPRO
- Allegations made against the President by a staff member Target Europe
- Applied for splinter title for land owned by National Tool & Die
- Incorporated National Toolmakers Association of Jamaica
- Changed the name of JAMPRO Limited to National Tool & Engineering Company Limited

The Division prepared leases in respect of the following:

- Bureau of Standards
- Metrication Board
- Ministry of Water and Transport
- Trade Board
- JAMPRO - Port Antonio Office

DIAGNOSTIC AND PRODUCTIVITY INCENTIVES

Over the year, a Diagnostic Study approach of companies requesting assistance from the Diagnostic & Productivity Incentives Unit, was introduced.

A productivity measurement model was also developed by the Unit to assist in evaluating schemes submitted to the Productivity Centre for approval under the Government incentive tax exemption scheme. The Unit has sold industry the view that productivity is a performance area that is absolutely essential to business success in the 21st Century.

During the period of review, a total of 37 companies with a projected equipment value of $226,364,190 accessed the Modernization of Industry (MOI) Programme for benefits.

Food and Agro Products, Plastics, Paper & Packaging Products, Metal products, Miscellaneous and Apparel, Textile and sewn Products were the five sectors that reflected any positive position over the previous year's. Plastic, Paper & Packaging and Food and Agro Products showed increase in excess of 150%. There was a notable 5.7% decline in the tourism sector.

Actual certification of companies that entered the Programme during the period, declined by 27% compared with the previous year. The decrease was a direct result of reduced activities of new entrants to the Hotels and Villas Refurbishing Programme under the MOI Programme.

Applicants to the MOI Programme increased by 97.4% over the previous year. Three sectors contributed to this increase in application activities. They are Plastics, Paper & Packaging Products (200%); Food and Agro Products (180 %); and Miscellaneous products (75%).

A number of factory visits were made to assess various companies operations/systems; look at plant layouts and productive effectiveness, monitor performance against projected targets or make clarification on data submitted to the companies.

Eight hundred and six (806) requests for validation of invoices were satisfied and dispatched. The processing of invoices was 20.7% below the previous year's total.

Thirty five (35) enquiries or 29.6% more than last year's 27, were received. A number of these produced applications and consequently certification benefits.

Productivity Incentive Schemes were received from companies requesting Government Tax exemption under the Productivity Incentive programme. Six (6) companies' schemes were analysed and those meeting the requirements were submitted to the Ministry of Finance for final approval.

TECHNICAL ASSISTANCE AND DESIGN SERVICES

It was an active year for Design services, one in which development was realized in terms of the scope of services delivered and activities pursued.

In addition to the provision of advisory and information services to its primary client group, the Unit organized and presented eight seminars, identified overseas training opportunities for designers and involved them in programmes being executed by the organization. It also embarked on development programmes in collaboration with other divisions and institutions in the areas of craft, packaging, CAD/CAM, export and trade promotion and Total Quality Management.

The **Target Japan** project completed three of its five phases. However, based on the level of response from those completed, the remaining phases may not be completed.

Some 40 projects under the **Pre-Investment and Investment Programme** were realised and an investment forum meeting was held in November 1993. The expected participation from potential investors from overseas, however, was not realised.

The developing Countries Trade Agency (DECTA) programme came to an end in 1993. An evaluation of the programme was done by Mr. Peter Steel.

DESIGN INFORMATION & ADVISORY SERVICES

The Information Centre continued to execute its role of providing information which covered all aspects of design development.

During the year, the Unit received 38 enquiries. Eighty four percent (84%) of all requests were successfully completed. Those requests which were uncompleted, however, were due primarily to the perceived communication/language barrier between the unit and its Latin American neighbours.

A total of 199 new publications were received for the period.

There was only a marginal increase in the number of enquiries for design advisory services in comparison to the previous period - 36 as against 35. An equal number (24), as the previous period, progressed to the stage of needs analysis, however, a greater percentage of these - 54% compared to 33% - developed to the point of implementation.

Companies for which projects have been finalised include: Food Processors & Marketing Association (fruit preserves); Ed Industries Limited (banana chips); Sun Froots Limited (dried fruits); PARAJJAT International Inc. (Rastafarian dolls); Springleton Company Limited (starch-based food drink).

The Unit also continued to identify and create opportunities for Jamaican designers to actively participate as trainees, presenters and technical advisors, in programmes coordinated by the organization.

For the period nine seminars were conducted in the areas of apparel, craft, furniture manufacturing and packaging.

PROJECT DEVELOPMENT

In keeping with the World Bank requirement that the Incentive System be simplified, the Project Development Unit developed and implemented new procedures for the processing of applications.

During the review period 46 companies were granted benefits under the following incentive acts:

Incentives	No. of Co's Awarded	Sector
Export Industry Encouragement Act (EIEA)	11	Manufacturing
Hotel Incentives (HIA)	20	Tourism
Resort Cottages Act (RCA)	7	Tourism
Jamaica Export Freezone Act (JEFZ)	4	Services & Manufacturing
Motion Picture Industry Encouragement Act (MPIEA)	4	Services

A total of 111 projects were screened and approved for registration. Of these, 68 were from the Entrepreneurial centre, 20 from film and the rest from Agri-business, Minerals and Chemicals, Manufacturing and the Information Processing Divisions. The screening of projects were discontinued on August 9, because of the World Bank directive for the simplification of the approval process.

Four Opportunity Profiles were prepared by the Unit for the Agri-Business and film sectors, and an additional four were scheduled for completion at the end of May, 1994.

Under the UNIDO/JAMPRO Investment Project, 45 private sector projects were completed and submitted to UNIDO, Vienna and JAMPRO's Overseas Offices for Joint Venture Promotion. To date, a total of three projects have indicated strong potential for the successful completion of a joint venture arrangement.

The **Target Europe Programme**, a two year Investment Programme, commenced officially on January 1, 1994. Under this Programme, the professional services of Deloitte and Touche (D&T) was engaged to assist JAMPRO to market Jamaican Investment Opportunities in the European market.

It is expected that the project will assist approximately 60 companies and create an additional 22 million Ecus in exports to Europe in two years with a creation of 1,800 jobs. Investment promotion is targeted to attract 32 projects to Jamaica with investment of 15 million Ecus.

The Economic Research and Policy Division was also restructured to create two units: the Project Development Unit (PDU) and the Policy and Projects Unit.

RESEARCH AND MARKET ANALYSIS

During the period, the Research and Market Analysis Unit continued to play an important role in the provision of economic and market information to support the work of other Divisions, as well as the increasing number of external clients.

During the year, the Manager resigned. The post was later upgraded to the level of Director and filled.

In addition to its existing role, the Unit undertook the responsibilities for trade policy issues for the remaining three months of the year, and assisted in the preparation of the Industrial Policy.

Of the 200 ad-hoc enquiries targeted for the year, 220 were completed or 110% of target. The main source of these requests continues to be from external clients.

The Unit undertook the publication of "**Market Bulletin**", a monthly magazine, aimed to provide market and economic information for in-house and selected external clients. A computer directory, on which economic data which is frequently requested of the Unit is placed, was also created. Additions to this directory are made on a monthly basis.

Twelve (12) country profiles, covering mainly the Latin American region, the Far East and Europe, were prepared.

MANUFACTURING INDUSTRIES

For the period under review, a total of 11 projects were implemented by the Manufacturing Division, with total capital investment of J$152.100 million, creating employment for 1,010 persons.

Apparel Manufacturing continues to play a leading role in the non-traditional export sector as exports increased from the 1992 figure of US$385.6 million to US$453.129 in 1993. The USA market accounted for approximately 87% of the total exports.

In the area of **Minerals and Chemicals**, two projects were implemented, representing a total capital investment of J$7.70 million. These included the expansion of existing quarrying operations at Black's Block Factory (MOI Programme), with capital investment of J$5 million; and Swiss Machinery and Rebuilders Limited (EIEA) with capital investment of J$2.70 million.

At the end of the reporting period, 11 projects under this portfolio were in the pipeline with a projected capital investment of J$1,187.27 million. Projects which were being handled by the Division include: Roaring River Springs and Bottling Plant; Mines and Exploration (Jamaica) Limited (MINES); Ceramic Tiles of Jamaica; Carib Bio-Medical Institute; Western Cement Company; Jamaica Reinforced Plastics; Northern Aggregate; Universal Marble; Alkali Limited (EIEA); Penrith Jamaica Marble Company Limited; and Lydford Mining Company.

THE Light/General Manufacturing Division also had 11 projects with capital investment projected at J$898.01 million as follows: Alframec; Kenneth's Auto Parts Limited (MOI); Elohim Import/Export; Beaval Manufacturing Company Limited; Agripak Corporation; VGC Holdings Limited; Caribbean Interlocking; Strongspan Construction Company (MOI); MSA Tire (Ja.) Limited (MOI); Farmers Inc. Trading Company (EIEA); Bradley Enterprise Limited and Ocean Thermal Energy Conversion (OTEC) - Margar Summit.

TEXTILE AND SEWN PRODUCTS

This sector continued to show impressive growth during the period. The Division facilitated the start-up of nine companies, including an expansion, with total capital investment of J$144.93 million. Employment was created for 1,128 persons.

The value of exports for apparel products showed an increase of 13% for a total of US$435 million for 1993. Four hundred and twenty three (423) plants/clients benefitted from engineering and technical assistance representing a 21% increase over the previous year's figures. The Division conducted nine training courses and 273 persons received training through industry and in-plant training course.

SMALL BUSINESS (ENTREPRENEURIAL CENTRE)

The micro and small business sector continued to be vibrant during the year and the Entrepreneurial Centre pursued its market led approach in providing services to the sector.

Project implementation exceeded the target with the largest number of projects being implemented in the Mandeville office. This performance was followed by the Kingston and Montego Bay offices respectively.

One hundred and thirty (130) projects representing actual capital investment of J$11.65 million and direct employment of 287 persons, were assisted with either start-up or expansion. This was against the projected target of 120 implemented projects.

Just over 85 seminars, speaking engagements and workshops were conducted out of a projected 98. There were 1,415 new enquiries compared to 1,400 for last year. The Centre also continued to promote its services through seven expositions which were held.

A fact finding team from the Hauwerkskammer (HWK) Chamber of Small Business, in Germany, was facilitated by the Mandeville office to Jamaica in late 1993. As a result, recommendations have been made to establish a technical cooperation between the Chamber and the Manchester Chamber of Commerce. Assistance will be provided in: technical and vocational training, familiarization trips to Germany and the establishment of a secretariat.

During the review period, the Centre also concluded its participation in Phase 1 of the Government of Jamaica/Government of the Netherlands (GOJ/GON) Micro Enterprise Project. As a result of weaknesses which were identified in the programme and operational systems of the centre, the GON sponsored a technical audit of the Centre's operations.

The specific objective is to identify and make recommendations on the strategic and tactical framework which should guide the Centre's operations. Primary to these recommendations will be the need to establish goals for cost recovery.

Based on the Centre's performance, the areas of sensitization and entrepreneurial training emerged as two programmes which are to be expanded. The business advisory services will also be modified so that the business plan preparation process is broken out into discrete sections.

MANAGEMENT INFORMATION SYSTEMS

Over the period this Division completed and handed over for data entry, a system for capturing and retrieving film crew resumes. A system for managing the crew's activities was also developed for the Film Office.

A review of the original system study and design done by Coopers and Lybrant Limited has been completed, however the new consultants, KPMG Peat Marwick and Associates in collaboration with JAMPRO, found many gaps in the information collected to form the basis for a comprehensive systems design. More interviews and other data collection methods were therefore used to enhance the existing information. This phase lasted approximately eight weeks, after which a conceptual design was undertaken.

Other highlights include:

The development of a Registration/Mailing list system which was handed over to the Public Relations and Mission Division.

The development of a Centralized Database System. A draft of the proposed computer screen display was presented to the Unit by KPMG Peat Marwick and Associates and these screens were circulated to users for scrutiny. The decision was taken to use the high level fourth generation language (4GL) tools to develop this system. This was scheduled for completion by mid 1994.

A small account system for the Brussels office was developed to alleviate the problems associated with budgeted expenditure and income reports for the overseas office.

Work on a "Profiler" system for the Toolmakers Institute, which will enable the Institute to elicit information on machine shops which design, build, repair and maintain components, machine and other items for the productive sector. The information gathered will be used to implement various programmes to strengthen the capabilities of those outfits.

Work has also started on the first phase of the registry system. Classification on all documents produced in the Company according to the projects they are related to, is still in progress.

Network cables were installed to new cubicles and offices within the organization as well as 15 new computers/terminals for the period.

To improve its efficiency, a General Ledger System and an Accounts Payable System were installed in the Accounts Division . An integrated system consisting of Accounts Receivable, Inventory Control and General Ledger was install for NTEC. Data is now being loaded in the General Ledger.

INFORMATION PROCESSING

Results of the 1993-1994 financial year's actual projections against targets, reveal that although investments have significantly fallen short of expectations, there have been noteworthy indications of growth and expansion of those previously existing operations within the industry. This should be viewed positively, as the indication is that after a rapid growth rate, surpassing that of any other service industry, the Information Services industry is now stabilized at an acceptable level to allow for perfecting and fine-tuning of quality, standards and specifications.

Of a projected 200 enquiries, 229 were received over the period, a 14.4% improvement on target. While this confirms that Jamaica is recognised by the international community as a desirable offshore location, however, only four of ten investment proposals or 40% of target, were received for the period. This may be directly related to the cost of telecommunications, which remains the critical determining factor to the island being chosen, or in the award of contracts to local companies, information on which, would not necessarily be recorded with this Unit.

Although the records show that five projects have been implemented of a projected 16 over the period, representing 31.25% of target and a capital investment of J$110.47 million, employment levels have increased by 37%. This indicates the continued steady expansion of those companies already fully operational within the local industry. All of the five projects implemented are foreign owned.

DOCUMENTATION CENTRE

For the review period, the Documentation Centre continued to deliver facilitatory services to the organization both locally and overseas.

Four promotional exhibitions were done for the period as follows:

" Trade Agreement and their provisions"

" Exporting to Europe - the Single Market"

" The Far East (Singapore, South Korea, Hong Kong)"

" Exporting to Latin America (Argentina, Colombia, Venezuela)"

Other achievements over the period include:

The integration of documents from the JIDC Collection. This project lasted for eight months and involved approximately 250 documents. More than 50% of these had to be discarded because of improper storage.

Due to a defective drive on the Unit's computer, 1,312 records were erased from the CDS/ISIS database. Great efforts were made, after a new drive was installed, to re-enter the data. This therefore reduced the number of new entries keyed in. The staff, however, added 1,050 new entries which, to date, total 3,506 records.

There were 549 enquiries of a projected 600 or 92% of target, and 3,087 loans were addressed by the Unit from internal and external users (from the business community and students).

Four (ATDC) quarterly current awareness publications were produced and circulated to members of staff locally and abroad, and related private and public sector organizations.

One thousand and fifty four (1,054) documents were catalogued representing 146% of target.

The Unit received 749 documents and a total of US$16,184.03 and J$95,471.05 were spent to purchase books, periodicals and other ad hoc publications as need by staff.

Donations were received mainly from trade related organizations such as the International Trade Centre, CBI and trade promotion agencies in other countries.

OFFICE REPORTS

MONTEGO BAY

For the period, Montego Bay reported growth in the area of agribusiness, particularly with respect to orchard crops. There was, however, a decline in the amount of ornamental plants shipped from the area, mainly due to lack of markets in the United States.

In the area of manufacturing, no additional factories were built in the region. Expansion was hampered by the loss of 33,000 sq. ft. of factory space in the Free Zone, due to a fire in July 1993. That factory which is projected to be repaired by July 1994, is badly needed to facilitate a planned expansion programme by Hanes.

Some plants have been expaned, however, as follows:

- 40,000 sq. ft. to **Hanes'** own factory at Sandy Bay.
- 20,000 sq. ft. by **Classic Industries** in the Montego free Port and an additional 10, 000 sq. ft. of rentable office space.
- **Caribbean Cotton Company**, an American company, started operations in a 4,000 sq. ft. factory in Ramble, Hanover.

The office received 7,471 telephone (374% of target) and 5,613 (374% of target) personal enquiries for the period. Fifty (50) prospects were referred to Kingston and 485 of the projected 700 Small Business Counselling was achieved, reflecting 69% of target. There were 66 out of a projected 70 factory visits (94%), and 45 of an expected 70 farm visits were made (64% of target).

OVERSEAS OFFICES

During the period under review, the overseas offices continued to provide important links for Jamaican businesses abroad.

EUROPE

Despite a nagging recession and the tentative approach by European business interests to invest in a "high risk, far-off environment", the European Office had a number of successes during the year.

A major achievement for the **Jamaica Trade Commission** in Europe was in getting the Hapag-Lloyd, the major German shipping company to establish a hub operation in Kingston from which feeder services carry cargo to the rest of the Caribbean.

In the area of tourism, Mockingbird Hill, the US$500,000 ecological resort located in Portland, opened its doors in December 1993.

The European Office continued to build on its successes during the year, by negotiating a number of new investment projects with a potential value of some US$31.8 million. These include room expansion projects for Negril, Treasure Beach and Montego Bay, as well as an agreement for equity investment of US$20 million in the Drax Hall development. There are also plans for the development of a museum and entertainment centre, a major attraction for Port Antonio.

Significant progress was made on the US$5 million **Taylor Consulting Group** project, for establishing a premium chocolate manufacturing operation for the local, tourist and United States markets. Significant local interest has been shown in this project and negotiations should be completed by the end of 1994.

In agribusiness, the value of Jamaican exports of papaya to Europe increased by 25% from ECU 873,000 to ECU 1,092,000 during the nine month period in 1993, over the same period in 1992. During that time, exports to Germany were more than doubled, while those to the United Kingdom increased by 30%.

Mango exports to the Netherlands between January and September 1993 moved to ECU 67,000 showing a 100% increase over the same period last year, while those in Germany quadrupled to ECU 49,000. While the Trade commission continues to successfully identify markets for the products, however, Jamaican exporters have been unable to maintain supply.

Increases in exports were also recorded for fruit juices which showed a 7% increase over 1992; fresh fish, particularly in the case of the United Kingdom (UK), where exports totalled ECU 529,000 for 1993 compared to ECU 228,000 for the previous year; rum and spirits, which increased by an average of 5% to ECU 16,426,000 - with Germany increasing imports in both categories by 8% while the UK figures indicate a 43% increase in rum imports; and in flowers which are also showing an upward trend, having doubled in value from ECU 62,000 in 1992 to ECU 122,000 in 1993.

The Trade Commission continues to generate enquiries through promotional and other events and the favourable profile which Jamaica continues to enjoy in the marketplace. There were 688 enquiries for the review period compared with 518 for the previous year. There were 42 prospect visits to Jamaica compared with 23 for 1992 and 12 projects of a targeted 12 were delivered.

The number of Prospect Files opened and sales visits remain at respectable levels, but reductions in both categories (from 31 previously to 24 and 40 to 33 respectively), have reflected a greater concentration on developing business with existing clients rather than on going after new customers. This is certainly rational on the trade side, where lack of new products and new exporting companies has not warranted the opening up of new markets. On the investment side, the lack of investment profiles has not provided the basis for many new sales visits, although some new clients have been recorded.

MIAMI OFFICE

The Miami Office reports involvement in 16 expositions, meetings, summits and seminars in which the office participated or organised during the review period.

At the seminar which followed the **Bobbin Contexpo**, confidence was expressed in the Jamaican 807 manufacturers and an estimated 65 enquiries resulted from this event.

Other meetings in which the office participated include: AIIM - Chicago; Greater Miami Chamber of Commerce, at which the Senior Trade Commissioner spoke; two JIS Town Meetings; Showbiz Expo '93; Atlanta Mission, at which the Senior Trade Commissioner delivered a paper on "Jamaica's Trade and Investment Potential"; the JAMPRO Fresh Produce Seminar; the Caribbean Business Development Summit; the "Miami Today" round-table discussion on "Challenges and Opportunities for the Caribbean and Miami" at which the Trade Commissioner spoke; the meeting of the Association of record Managers and Administrators -ARMA; the "Miami Today" International Round-table on NAFTA, GATT, and GSP; the Caribbean Latin American Action (CLAA) - Miami Conference on the Caribbean; the Location Expo - American Film Market, at which approximately 500 film makers and studio representatives visited Jamaica's booth; and the Western Hemisphere Seminar - Savannah State College.

WASHINGTON OFFICE

This office continued to establish its presence in Washington and to delineate its function as an agency responsible for targeting investment and increasing sales.

The washington Office delivered 12 projects this year, mainly in the apparel sector. Three companies established their own operations with capital investment totalling US$900,000 and projected employment of 300 persons. Eight, 807 and CMT contracts worth US$3.5 million were delivered to Jamaican manufacturers by five United States companies.

At least one joint venture contract in the mining sector will result from the efforts of the Washington office, and six projects spearheaded by returning residents were assisted in their initial stages by the office.

The office responded to approximately 1,000 queries, and 23 sales visits were generated based on the office's focus on the apparel sector.

The office was also actively involved, along with International Trade Promotion, in co-ordinating a week long exhibition and sale of Jamaican specialty foods in 29 stores of the New York chain of supermarkets. This represented a significant breakthrough for JAMPRO to get Jamaican products in the mainstream marketplace. The promotion was successful and is to become an annual event. JAMPRO also participated in the staging another successful JAMFEST in August.

TORONTO OFFICE

For the year, the Toronto Office carried out its work programme against a background of political upheavals in Canada, and a slowly reviving Canadian economy. The Trade Commission managed, however, to achieve a fair measure of success in generating business for Jamaica in the Canadian marketplace.

In the fiscal year 1993-1994, there were 39 visits to Jamaica; 31 trading contacts were facilitated and assistance was provided to 203 Jamaican exporters. In addition, 35 prospect files were opened and 18 projects were delivered. The office handled 4,707 enquiries, an indication of the continuing high level of interest in Jamaica. Two thousand, eight hundred and sixty three (2,863) of these were from Jamaicans.

The office generated a 12.8% increase in non-traditional exports, not only among the product groups included in the CANEXPORT project but also in other sectors such as alcoholic beverages and garments, generating earnings of C$33.1 million as compared to C$29.3 million in 1992.

There was a 4% increase in the export of alcoholic beverages (C$11.1 million as compared to C$10.7 million in 1992); while apparel recorded an 8.6% increase (C$9.1 million over C$8.4 million) compared to the same period last year. In percentage terms, the most notable increases were seen for food products. Seafood increased 308.9%, moving from C$56,000 to C$229,000; coffee products rose 51.4% moving from C$144,000 to C$218,000, while fresh produce rose 40.5% moving from C$4.3 million to C$6.1 million. Processed foods increased 13.4% moving from C$3 million to C$3.4 million. Cut flowers exports also increased by 34.3% with earnings of C$337,000, compared to C$251,000 for the previous year.

The **CANEXPORT** Project completed its first full year of implementation successfully. Through the assistance provided by the project, the Trade Commission has been able to undertake a sustained marketing and promotional effort in selected sectors which previously proved a difficult task. CANEXPORT has assisted in increasing the volume of exports to Canada of selected agricultural products and it has played a significant part in heightening the awareness in the marketplace of Jamaica as a source of exotic products.

The Office continued, through the **Jamaicans Overseas Programme**, to work with the Jamaican communities in Canada. The Trade Commission assisted to organise ten events including social and cultural functions, tributes honouring various outstanding community members, trade displays and seminars, and participated in ten others.

PORT OF SPAIN/CARICOM OFFICE

The year saw a near halt in the decline of Jamaica's trade with its CARICOM partners. Jamaica's trade with CARICOM member states declined by 0.9% moving from US$60.02 million to US$59.5 million. This represents a significant improvement over the 5% and 11% decline experienced over the periods 1992-1993 and 1991-1992 respectively. Exports increased to all CARICOM markets except Trinidad where there was a significant decline of 17.5% and Belize where the decline was minimal.

Exports to Latin America increased by 144%, moving from US$4.1 million in 1992 to US$10 million in 1993. Despite this, however, exports to Venezuela, the only Latin American country with which CARICOM has concluded a preferential trade agreement, has remained minimal. Markets displaying the most outstanding growth in exports from Jamaica over the period 1992-1993, are Mexico and Brazil. In the case of Mexico, exports totalled US$3.3 million up from US$1 million, while for Brazil, exports moved from US$2 million to US$5.3 million.

For the period, there were 1,946 enquiries processed; 12 market visits were made outside of Trinidad and Tobago by the Trade Commission; 58 clients were serviced; 59 market researches conducted; 112 representations were made on behalf of clients and 89 appointments arranged for some clients. There was one trade mission from Jamaica to the region and the Office participated in one trade show. Two hundred and forty (240) other services were also provided.