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CONSULTANT'S TRIP REPORT
SEPTEMBER 11-20, 1996

Purpose of the Consultancy

To provide preparation, facilitation and follow-up assistance to the Ministry of Trade, Tourism & Industry Strategic Planning Retreat

Submitted by

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IGI International, Inc
September 19, 1996

CONSULTANT TRIP REPORT

MINISTRY OF TRADE, TOURISM AND INDUSTRY
STRATEGIC PLANNING RETREAT

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CONSULTANT'S TRIP REPORT
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THE MINISTRY OF TRADE, TOURISM AND INDUSTRY STRATEGIC PLANNING RETREAT

Scope of Work

The general purpose of the site visit was preparation, facilitation and follow-up of the Ministry of Trade, Tourism & Industry strategic planning retreat The retreat was conducted as a first step in the Ministry's strategic planning process This is the Ministry's first strategic plan and first staff planning retreat

According to the Terms of Reference, the consultant was to

- Prepare materials for use in training session for those leading groups during the retreat
- Conduct training for the group leaders
- Assist in final preparations and logistics for the retreat
- Facilitate the retreat and provide full reporting of the proceeds
- Provide a report on results of the retreat which can be disseminated to those not in attendance
- Prepare the Ministry staff to progress to the next steps in their strategic planning efforts

Specific deliverables included

- Detailed designs and materials for the training of leaders
- Training of group leaders to prepare them for smooth management of a participatory process
- A final detailed workshop design with agendas
- A summary report which synthesizes workshop comments and recommendations
- A preliminary outline and overview of the strategic plan based on the retreat
- Recommendations on the next steps to be taken by the Ministry staff in the planning process

Documentation of the deliverables are included in the appendices of this report

Site Visit Agenda

Three days of the level of effort were allocated to materials preparation prior to the visit to Guyana The following is the schedule of activities for the remaining 10 days of work

September 11 Travel to Guyana

September 12 Duplication and packaging of materials for the training session, and conduct of the training session in the afternoon from 2 30 - 5 00

See Appendix A for all materials used in the training session

September 13 Preparation of materials for the retreat

September 14-15 Facilitation of the Retreat

September 16 Preparation of the Retreat Summary Report

See Appendix B for the Retreat Summary Report

September 17 Refinement of Working Group results into basic action plan charts to be used for continued planning, and preparation for the group leader follow-up session

See Appendix C for Next Steps for Managers and Group Leaders and the First Draft of the Action Plan Charts The charts are expected to go through considerable refinement before they are complete

September 18 Meeting with Division and Agency Managers and group leaders to review the first draft of the action plan charts and to prepare for the next steps Preparation of a Briefing Paper to be used in up-coming consultations by the Minister and area managers to communicate the current status of the planning process with those who did not attend the retreat

See Appendix D for the Briefing Report

September 19 Briefing session with the Minister on current status and next steps in the planning process Preparation of this trip report

September 20 Return trip to Miami

Next Steps

Over the next three weeks, the Ministry will be working to refine the objectives and tasks for the action plan This will be achieved in two steps

A The Minister will meet with each of the Division/Agency groups to respond to the current content of the action plan
B The task forces will them meet to follow-up on decisions made during the meeting with the Minister and to provide further refinement to their plan

During the week of October 14-17, I will return to Guyana to meet with each task force and the core Steering Committee to get their additional input and changes, and to prepare the first draft of the overall plan During this visit final decisions will be made regarding the structure and processes for plan implementation The draft plan will be delivered to the Ministry on October 28, at which time they will conduct further reviews and request changes, as needed, to produce a final approved document

Observations/Recommendations

1 The planning process in the Ministry of Trade, Tourism & Industry is evolving in a manner almost diametrically opposed to the process that occurred in the Ministry of Finance The major differences are summarized below

a) The Minister of Finance was not fully convinced of the value of strategic planning whereas the Minister of Trade has thus far demonstrated full commitment

b) The Minister of Finance's initial intention to conduct his retreat without any external assistance resulted in no consultation with the designer/facilitator prior to the conference Pre-retreat planning meetings with Ministry of Trade were extensive and allowed the participants full briefings and input into the design

c) The participants for the Ministry of Finance retreat were directed to attend approximately three days prior to the retreat, whereas Ministry of Trade, Tourism & Industry participants were informed a month ahead of time and given all particulars

d) The Minister of Finance elected to pre-determine and announce the objectives and major strategies of the plan at the opening session, charging participants to develop specific plans for how these would be carried out The Minister of Trade asked participants to develop the plan from the ground up with the intention of reviewing and discussing their findings and his own views after the retreat

e) The Minister of Finance was visible throughout the retreat, responding to each periodic group report The Minister of Trade spoke briefly at the beginning and end of the retreat and was not present at any other time

f) From the very beginning it was understood that the Permanent Secretary in the Trade Ministry would lead the planning process and its implementation He has subsequently reviewed all materials in detail at each step in the process At this point, one month after the Ministry of Finance retreat, no one has reviewed the draft plan nor has an implementation structure been established

These comparisons provide insight into the potential outcomes of the planning process for the two Ministry's By current indications, the Ministry of Trade, Tourism & Industry process should have very positive affects on the staff's morale, managerial performance, productivity and outputs, while the process in Finance points to low if any impact on the Ministry In fact, the lack

of follow up in Finance could actually degrade morale However, the real outcome will not be evident for at least another six months At this time, it will be important to evaluate the status of the process in both Ministries and then determine the significance of the comparisons made above

2 Feedback via the evaluations of the Ministry of Trade, Tourism & Industry retreat (see Appendix B) indicates that the major objectives of the retreat were met Perhaps the most effective (and affective) aspect was the interaction both across the Ministry and the Division/Agency groups which appeared to foster a new sense of team work The planning products coming out of the retreat need considerable refining and lack the more incisive qualities that one can get from a more experienced group of planners However, considerable learning occurred during the course of the retreat and additional planning sessions will allow for more strategic thinking

3 Prior to the retreat, there was considerable reticence on the part of participants at the various meetings held to prepare Their reluctance to talk, apparent even in the group leaders training session, made me somewhat apprehensive about the energy level and outcomes of the retreat I spent considerable time in the design phase worrying about the length of sessions and how to stimulate participation As it turned out, groups members got very involved, speaking openly about issues The result was that I gave them too little time in many of the sessions For example, in the opening exercise they were asked to share their role and major outputs in the Ministry was scheduled to take 20 minutes (approximately 2 minutes per person) Discussion actually went on for up to 40 minutes in some groups due to the interaction generated We got through the large number of issues we needed to, but without some of the deliberation that they desired As a result you will see numerous requests in the evaluation for a longer retreat - three days was proposed by several Since this was their first retreat of this type we had to begin with very basic items such as missions, mandates, roles, visions, etc I would advise that in the future, pre-retreat work should focus on a review of some of these issues so that the full two days can focus on formulation of objectives and strategies I do not advise a three day retreat People become too tired, and energy and focus are very difficult to sustain

4 It took a certain amount of prompting to move the groups from very general levels of problems and weaknesses to the more specific identification of technical issues that relate directly to their mandate We had to get past the general comments about need for more equipment, training, staff, funding, etc in order to move to the level where they were looking at their outputs and basing their resource needs on these specific issues This was in part a design flaw, based on some erroneous assumptions I made about their thought processes I assumed that by dealing with the broader, more general Ministry-wide issues on the first morning, that when in the Division/Agency groups in the afternoon they would focus more on the technical issues The afternoon session began with a review of each Division/Agency's key objectives which was intended to focus their thinking on their services and outputs In hindsight, I believe the design should have asked them to focus specifically on their mandate, products and services and identify the weaknesses and constraints in <u>them</u> (not in the Division/Agency as a whole which was how it was worded) Despite my occassional interventions during the Saturday afternoon session, I remained dissatisfied with the session outputs On Saturday evening, I reworked some of the

instructions for the Sunday morning strategy session and rewrote the key messages of the kick-off input session I was to deliver I think this intervention significantly improved the level of self-analysis during the Sunday session However, I suggest that any future retreat designs consider the need to focus attention on the quality and range of outputs, and not assume that the groups will move automatically to this level of self-scrutiny

5 In a similar vein, I was surprised by the lack of technical focus in the Division/Agency visioning sessions where they were asked to describe the ideal Division of Trade or Tourism, etc While I anticipated some comments such as adequate equipment, better working conditions, etc , I also expected them to cite activities, products or services which they know a quality shop would be producing They were even instructed to think in terms of "model" Ministries they have visited or are aware of I may be reading too much into this, but I got the impression that they are not as aware as they should be (even at the Director's level) of what constitutes quality standards for their Divisions and Agencies Perhaps some of our training objectives should focus on this problem

6 There can be little doubt that the quality of the group sessions was significantly effected by the lack of experience and training on the part of the group leaders The one training session we had was barely sufficient to review the design and the group leader instructions for each task We were unable to move into more sophisticated issues of facilitation Regardless, I think it is more important that they provide their own leadership In addition to maintaining the sense that this is their process, it also provides training through experience I continue to support this approach despite its obvious drawbacks

APPENDIX A

1. GROUP LEADER TRAINING MATERIALS

2. MINISTRY, DIVISION AND AGENCY MISSION AND KEY OBJECTIVES

MINISTRY OF TRADE, TOUISM AND INDUSTRY
1996-97 STRATEGIC PLANNING RETREAT

September 14-15, 1996

GROUP LEADER BRIEFING MATERIALS

Prepared by

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MINISTRY OF TRADE, TOURISM AND INDUSTRY
RETREAT MATERIALS FOR GROUP LEADERS

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MINISTRY OF TRADE, TOURISM AND INDUSTRY
1996-97 Strategic Planning Retreat
Participant's Agenda

Retreat Objectives

As a result of the Ministry of Trade, Tourism & Industry Retreat, participants will

1. Identify and analyze the key issues and problems for the Ministry, its Divisions and Agencies which impact productivity and credibility
2. Review and refine the Ministry, Divisional, and Agency missions, roles and relationships
3. Select priority issues and begin developing strategies and action plans to address them as part of the first steps in developing the strategic plan
4. Identify strategies for cross-divisional collaboration to build Ministry morale, productivity and credibility

Day 1 Issue Identification and Analysis, Mission and Role Clarification

9 00 - 9 30 Opening Remarks, Overview of Objectives and Agenda

9 30 - 10 45 Small Group Team Building and Issue Identification

The group will develop a "vision" of what the Ministry would be like if it were operating at maximum effectiveness Then they will list the current issues/problems they see which need to be addressed in order to achieve this vision

10 45 - 11 00 Break

11 00 - 11 45 Integration of the Lists

For each of the five categories of issues, a group will meet to integrate the brainstormed list of issues A representative from each of the cross-cutting groups will meet in the five topical groups and share their group's findings A single integrated list

will be prepared and the group will select a spokesperson to present their issues to the full group

11 45 - 12 30 Sharing of Lists in the Full Group

12 30 - 12 40 Prioritization of Issues

The group will determine their top four priorities which will be the focus of problem-solving and strategy development in tomorrow's session

12 40 - 1 30 Lunch

1 30 - 3 45 Meetings in Divisional/Agency Groups to Identify Priority Issues for the Strategic Plan

Participants will meet in Divisional/Agency groups and develop vision statements for the Division and Agency They will then list and prioritize the issues/problems which must be addressed in order to achieve this vision

3 45 - 4 00 Break

4 00 - 5 00 Full Group Presentations and Discussion

Each group will present its key findings on the vision and priority issues for the Division and Agency Participants will be encouraged to ask questions

Day 2 Strategic Planning, Collaboration and Communication

9 00 - 9 30 Briefing on Problem Solving, Strategy Development, Conflict Management and Development of Next Steps

Techniques for each of the above activities will be briefly reviewed before groups go into strategy sessions

9 30 - 11 30 Divisional/Agency Groups Develop Strategies and Next Steps for Priority Issues

Groups will apply problem-solving techniques to the development of strategies, action steps and resource needs for their three priority issues As time allows, groups may deal with fewer than three issues or go on to cover more than the top three

11 30 - 12 30 Reports to the Full Group

Reports will cover the general list of issues, the top priorities and the strategies identified for each The spokesperson should not be the one who presented at the end of the previous day

12 30 - 1 30 Lunch

1 30 - 2 30 Strategy Development for Mission-wide Issues

Participants will work in their cross-cutting groups, each group assigned a different priority issue to analyze During this session, groups will develop a general approach to solving the problem, specific action steps, and a general list of needed resources

2 30 - 3 15 Reports to the Full Group

A spokesperson from each group will report on the findings

3 15 - 3 30 Break

3 30 - 4 30 Communicating the Ministry's Message of Renewed Commitment to Excellence

Groups identify strategies to be put into motion which can enhance internal pride and dedication, and improve the general image and credibility of the Ministry and its Divisions and Agencies They will develop a presentation of their ideas that allows every group member to participate Their group presentation can take any form and it should be designed to arouse emotion in the audience Get the audience motivated

4 30 - 5 15 Presentations

5 15 - 5 30 Closing Remarks and Evaluations

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MTTI 1996-97 STRATEGIC PLANNING RETREAT
September 14-15, 1996

Instructions for Day I, Session I, 9 30 - 10:45

Objectives for the Session

- To begin team building across the various divisions and agencies of the Ministry
- To develop a shared "vision" for Ministry enhancement
- To identify the issues and problems affecting the Ministry as a whole, which will serve as the basis of the strategic plan

Prior to the Session

- Be sure you have your pad on an easel, a magic marker, a roll of tape and your envelop of red dots
- On a pad sheet write up the following list and tape it on the wall for use later in this session

  - Management and Administration
  - The Work Environment and Support Services
  - Personnel Policies and Staff Development (training)
  - Relationships/Communication within the Ministry
  - Relationships Outside the Ministry - Image

Instructions for Activity 1 Team-Building (9 30 - 9 50)

1 Instruct the group members that they are to share the following

a) Their role in the Ministry
b) Two or three examples of the type of tasks they perform
c) One example of how they spend their time off the job

2 Give them two or three minutes to think about their answers, then ask someone to begin the sharing process Move around the group until each person has shared their information Be sure you also participate in this exercise You may chose to go first if you think this will help get the ball rolling

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Instructions for Activity 2 A Vision for MTTI (9 50 - 10 05)

1 You or your designee prepare to write participant comments on the pad After each sheet is filled, tear it off and tape it up on the wall within easy view of all group members

2 On a blank sheet, place the following at the top **THE MOST EFFECTIVE MTTI** Read the following to them as an explanation

If the Ministry was functioning exactly as it should to fully serve Guyana's needs, what would it be like?

Ask the group to think about this for a few minutes and envision what the Ministry would be like They are to provide a full description including its role, programs, divisions, end products, staffing, equipment, reputation, and treatment of staff

3 Close out this activity by reminding group members to keep this "vision" in mind as we move into the next activity and the rest of the retreat You will be sharing this group vision at the full group session just prior to lunch

Instructions for Activity 3 Brainstorming Weaknesses/Problems (10 05 - 10 40)

1 Inform the group that they will be brainstorming weaknesses, problems and constraints that are affecting the Ministry as a whole Issues relating to Divisions and Agencies will be addressed later in the retreat They should keep their ideal vision in mind as they think about things to improve

2 Call the group's attention to the list of problem areas on the sheet prepared prior to the session

- Management and Administration
- The Work Environment and Support Services
- Personnel Policies and Staff Development (training)
- Relationships/Communication within the Ministry
- Relationships Outside the Ministry - Image

3 Lead the group through a brainstorming of issues taking one category at a time As you finish a sheet, tear it off and tape it to the wall for future reference Give the group thinking time, don't become too concerned about periods of silence As you go into a new category, it may be helpful for you to give an example of the type of problem that would fit into this category Encourage group members to be as specific as possible in their listing of issues For example, if they say personnel policies are outdated, ask them to provide at least one specific illustration

Instructions for Activity 4 Assigning Members to Topical Groups (10 40 - 10 45)

1 When the group has run out of ideas in each category, explain to them that their next step is to integrate the group's list with those of the other groups you'll do this by sending representatives and lists into five new groups, one for each of the categories In other words, one member may go into a group on Management and Administration, two others into Personnel Policies and so on

2 Ask the members to volunteer for the topical groups You will have already been assigned to a group There are 7 or 8 members in your group and 5 topical groups, hence, in some cases you will be assigning two people to the same group

3 Instruct members to take their list of issues with them into the next session Signs will be set up to show where each topical group is meeting

Day I Session II Integrating the Lists of Problems, Weaknesses and Constraints

Objectives of the Session

- To enable participants to work with an additional cross section of MTTI staff members
- To develop a single integrated list of issues relating to each category of Ministry-wide weaknesses, problems and constraints

Prior to the Session
No prior preparation required

Instructions for Activity 1 Integrating the Lists (11 00 - 11 45)

1 Begin with the Group 1 representatives and ask them to share one of the issues on their sheet Move through each of the four groups, asking for one issue/problem at a time Ask representatives not to duplicate issues, but be sure that all of the issues are recorded on the list If group members begin to disagree with each other about the issues, tell them that we will be prioritizing the issues later on, a process which will eliminate those items that do not have group consensus When you finish this process you should have a single list of issues that contains all of the ideas from the four groups

2 Ask the group to review the list carefully and make sure that there is nothing left off that should be addressed Make sure that the items on the list are as specific as possible For example, an item stating "poor equipment" should be rephrased to provide specific types of equipment, a weakness in staff skills should list specific areas of weakness Engage the group in a discussion to provide specific examples of problems where possible This will help you when you do the full group presentation

Take the group's integrated list to the large group meeting where you will provide a presentation on the areas identified in your category Plan to speak for no more than 6 minutes

The facilitator will collect all sheets from the morning sessions

Group Leader Instructions for Day I Session III (1 30 - 3 45)

Objectives for this Session

- To develop a "vision" of effective Divisions and Agencies
- To review the major tasks/mandates for the Divisions and Agencies and identify weakness, problems and constraints
- To enhance dialogue among personnel working in the same Division and Agency

Prior to the Session

- Make sure you have a pad on an easel, masking tape, a magic marker, and an envelop of dots
- Make sure you have handouts 1) the 1991 mission and objectives statement for your Division and Agency and 2) the questionnaire
- Place the following list on a blank sheet

  * Policies and the regulatory environment
  * Access to and ability to process information
  * Staffing and skills
  * Relationships, coordination and communication
  * Timely production of quality end products
  * Resources
- Inform your group's Spokesperson I that they will be reporting on the results of this session at the end of the afternoon <u>Give the spokesperson the instruction sheet for their presentation</u>

Instructions for Activity 1 The Questionnaire (1 30 - 1 45)

1 As group members come in give them the two handouts and ask them to begin filling them out Tell them that the questionnaire is to help them focus their thinking for later discussion

Instructions for Activity 2 A Vision for the Division and Agency (1 45 - 2 30)

1 Put the following sentence at the top of a blank pad sheet **THE MOST EFFECTIVE DIVISION** Explain this by reading the following to the group

If this Division were functioning exactly the way it should, what would it be like and what end products would be generated?

2 Ask the group to envision what the Division would be like and then to share its characteristics role, end products, structure, staffing, resources, work environment, etc

3 If your group also has Agency membership, do the same thing for the Agency

4 Ask the group how many of them thought the mission or key objectives of the Division should be changed Ask for a couple of examples Then pose the same questions for the Agency Have the spokesperson make note of the answers for the presentation at the end of the day

Instructions for Activity 3 Divisional/Agency Identification of Weaknesses and Constraints (2 30 - 3 30)

1 For those groups with Agency as well as Divisional staff, the identification process will take place in two segments, the first dealing with the Division and the second dealing with the Agency The support services unit will do only one brainstorming session to cover all of its Divisional functions

2 Read the following to the group

"The purpose of this session is to stimulate an organized analysis of the problems, weaknesses and constraints confronting our division (and agency) This analysis will lay the groundwork for development of our objectives and strategies We will work with the six areas listed, but we are not confined to this list "

3 Call the group's attention to the sheet of issues prepared prior to the beginning of the session Conduct the analysis by asking the group to focus on each of the six areas Deal with one area at a time, listing items on the sheets Within each area, label items as either D (Division), A (Agency) or B (both)

Instructions for Activity 4 Prioritization of Weaknesses and Constraints for Strategy Development (3 30 - 3 45)

1 Give each group member three dots and instruct them to place the dots on the weaknesses and constraints that they think are the top priorities for strategy development in the 1996-97 plan

2 After everyone has selected their top three issues, review the sheet and circle the three issues which have received the highest number of dots

3 On a separate sheet labeled "Top Three Issues" list the three items

4 Spokesperson 1 should prepare to do a presentation on the group's findings

Instructions for Division/Agency Group Spokesperson I

Presentation following Day I, Session III

At the end of the afternoon, you are going to present your group's findings to the full assembly Please confine your remarks to approximately 5 minutes

Include in your presentation brief statements on the following group findings

1 Visions of the new and improved Division and Agency

2 Recommendations regarding a change in the Mission and/or key objectives for the Division and the Agency

3 The top three priority issues selected for strategy development tomorrow

You may want to place bullet points on a large sheet to use as a visual aid for you presentation

Day I Session III Division and Agency Mission, Objectives and Relationships

Questionnaire

(Consumer Protection, Foreign Trade, Industrial Development, Tourism*)

Begin by reviewing the key objectives for the Division, then answer the following questions

1 Based on your analysis, does the mission or objectives of the Division require alteration? Yes ___ No___

2 If yes, give specific examples

_____

_____

_____

Review the mission/key objectives for the Agency and answer the following questions

3 Based on your analysis, does the mission or objectives of the Agency need to be altered? Yes ___ No ___

4 If yes, give specific examples

_____

_____

_____

5 Is the degree of coordination and communication between the Division and the Agency achieving the best results? Yes ___ No ___

6 If no, give specific examples

_____

_____

_____

* Although the Tourism Advisory Board is not formally an Agency, it is to be included in that category for the purpose of this questionnaire

7 List below four major weaknesses/constraints that are affecting the progress and products of the Division

a _____
b _____
c _____
d _____

8 List below four major weaknesses/constraints that are affecting the progress and products of the Agency

a _____
b _____
c _____
d _____

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Day I Session III Division Mission, Objectives and Relationships

Questionnaire
Support Services Division

1 List below the ten major services provided by the Support Services Division

1 _____ 6 _____

2 _____ 7 _____

3 _____ 8 _____

4 _____ 9 _____

5 _____ 10 _____

2 Do you think the rest of the Ministry is generally satisfied with the services the Division provides? Yes ____ No ____

3 If no, What are the major complaints?

_____

_____

_____

4 Is the degree of coordination and communication between the support services Division and the other Divisions of the Ministry achieving the best results?
Yes ___ No ___

5 If no, give specific examples

_____

_____

_____

6 List below four major weaknesses/constraints that are affecting the progress and products of the Division

a _____
b _____
c _____
d _____

7 List below four changes that you think should be made in the Division

a _____
b _____
c _____
d _____

Group Leader Instructions for Day II, Session I (9 30 - 11 30)

Session Objectives

- To develop strategies for priority Division and Agency problems and constraints
- To provide hands-on experience with strategic problem solving to be used in future planning sessions

Prior to the Session

- Be sure that the group's top priority issues are up on the wall and visible to all members
- As members come in to the session, pass out the participants' instructions and work sheets
- Give spokesperson 2 the instruction sheet for the presentation to be made at the end of the morning session

Instructions for Activity 1 Strategy Development for Priority 1 (approximately 1 hour 9 30 - 10 30)

1 Briefly review the five-step process the group will be using to address each problem Encourage the group to ask questions

2 Initiate the process with priority 1 Begin with a brief discussion of the problem How is this problem affecting the work of the Division and Agency? What are the internal and external causes? Encourage interaction among the members This should be an open and lively discussion of the issues (approx 10 minutes)

3 When the group has clarified the problem to their satisfaction, assist them to develop a statement of the objective(s) The objective statements should reflect specific conditions that will exist once the problem is solved There may be more than one objective relating to a specific issue or problem (approximately 10 minutes)

4 The next step is to develop the strategy for achieving the objective This is the fun part Encourage members to think creatively Use the large sheets to make notes of various ideas raised by group members Allow discussion to continue for approximately 20 minutes or until all ideas are recorded

5 Using the work sheet provided to the members, list the primary tasks and end products to be completed List them in the order in which they are to be done (approximately 15 minutes)

6 Check your watch If time allows, take the last five minutes to identify the resources needed to complete each of the tasks Resources can include money, consultants, equipment, training funds, etc

Break Give your group a break after completing the first priority issue or when an appropriate place occurs in your process

Instructions for Activity 2 Strategy Development for Priority 2 (10 30 - 11 30)

1 Follow the same procedure as the first hour of the session

2 Move on to priority 3 if you have time left

3 Spokesperson 2 should prepare to provide a presentation to the full group on the findings of the planning session

THINKING STRATEGICALLY: THE PATHWAY

VISION CLARIFICATION
Where do we want to go?

↓

IDENTIFICATION OF ISSUES/PROBLEMS
Where are we today?

↓

ANALYSIS OF THE ISSUES/PROBLEMS
What is the nature and cause of each issue/problem?

↓

FORMULATION OF OBJECTIVES
What specific outcomes are we seeking?

↓

DEVELOPING STRATEGIES
What is the most effective/efficient path from current state to desired state?

↓

IDENTIFYING TASKS/END PRODUCTS
What are the specific sequential steps to implement the strategy?

↓

TIME FRAMES
What is the realistic, but expeditious time table for execution?

↓

RESOURCES
What do we need in order to be successful?

1 VISION CLARIFICATION

The vision provides the basis for the strategic plan It is an image of the future - the destination for which the strategic plan is the map The vision needs to be communicated clearly and shared by all of those involved in implementing the plan

2 IDENTIFICATION OF ISSUES/PROBLEMS

Once we know where we want to go, we must do a clear-eyed assessment of where we are and identify those areas where we fall short of the envisioned goal This process helps us determine specific things to change in order to achieve the vision

3 ANALYSIS OF THE ISSUES/PROBLEMS

We need to make sure we understand the nature of the problem, its causes (internal and external) and its impact This information helps us to define solutions It is important to have concrete examples for analysis of the problem

4 FORMULATION OF OBJECTIVES

Once we understand the nature of our problems, we are ready to develop a clear statement of specific outcomes that help us to reach the larger vision Objectives should be stated in terms of very specific outcomes desired These should be observable and measurable

5 DEVELOPING STRATEGIES

Strategy development involves identifying the most efficient and effective way of achieving the objective If you drew a straight line between the current state and the desired state, that would be the strategic path Strategies can be highly creative, but they should be as simple and direct as possible

6 IDENTIFYING TASKS/END PRODUCTS

Once you know the general strategy, you can lay out the step by step process of implementing the strategy For example, that might involve further fact-finding or analysis through a study, gathering needed resources, meeting with people to inform them or get their support, re-organizing a unit, hiring new staff, training, or producing different products Many of the tasks or activities will have an end-product - a report or meeting or decision - that should be identified

7 DEVELOPING TIME FRAMES

Once the steps are in sequential order, you should develop a time frame by assigning a due date for each step The time frame should be realistic, considering

what other work in going on, the numbers of approvals and reviews required and the general "fire-fighting" that often delays progress However, the time table should be expeditious in order to ensure that whole process does not get bogged down and lose momentum

8 IDENTIFIYING NEEDED RESOURCES

Most new initiatives require resources, and they may not be in the current budget Needed resources should be identified so that a resource development plan can be created and the resources acquired in a timely way If the resources required are too extensive to realistically acquire, then a revision in the strategy is necessary

Instructions for Spokesperson II

Day II, Session I (9 30 - 11 30)

You are going to be reporting to the general assembly the results of your group's strategic planning session Confine your report to 7 minutes total Include the following in the report

- The issue being addressed
- The objective(s) identified
- The lead strategy identified by the group
- Why this strategy is the most efficient and effective
- The key tasks or activities identified
- The date by which the group thinks it can implement the strategy
- Resources needed to implement the strategy

Repeat this information for Issue 2 (and 3, if your group got that far)

Instructions for Day II, Session II Strategy Development for Ministry-wide Issues (1 30 - 2 30)

Objectives for the Session

- To develop strategies for the top four Ministry-wide issues
- To continue team—building activities on a Ministry-wide basis

Prior to the Session

- The specific problem/issues for group consideration will be assigned based on priorities identified yesterday Write the group's assigned issue on a pad
- Give the group's spokesperson their instructions for the post-session presentation
- Make sure the group members are given their new work sheets as they come in

1 Call the group's attention to the issue you have written down

2 Follow the same pattern of strategy development as was used in the morning session

3 Spokesperson 1 should prepare the presentation to be given to the full group

Instructions for Spokesperson I

Day II, Session II (1 30 - 2 30)

You are going to be reporting to the general assembly the results of your group's strategic planning session Confine your report to 7 minutes total Include the following in the report

- The issue being addressed
- The objective(s) identified
- The lead strategy identified by the group
- Why this strategy is the most efficient and effective
- The key tasks or activities identified
- The date by which the group thinks it can implement the strategy
- Resources needed to implement the strategy

Instructions for Day II, Session III A Renewed Commitment to Excellence (3 30 - 4 30)

Objectives of the Session

- To identify strategies for improving communication with the constituents of the MTTI and improve the image of the Ministry
- To rekindle the spirit of motivation and pride within the MTTI
- To re-enforce the need for greater cross-Ministry support and collaboration

Prior to the Session

- Make sure you have the participants instructions for this session

1 Distribute the participants' instructions and give them a few minutes to read them

2 Work patiently with the group to develop the concept for their presentation Keep an eye on the time and let them know when they have 15 minutes and 5 minutes left Make sure that the "criteria " of the presentation are being fulfilled

PARTICIPANTS' INSTRUCTIONS

Day II, Session III (3 30 - 4 30)

In this last group session, your task is to identify a strategy for enhancing internal pride and dedication, and improving the general image of the Ministry The group is to prepare a presentation of approximately 10 minutes that communicates your strategy and meets the following criteria

- The presentation must actively involve all members of the group
- The presentation should be designed to stir emotion in the audience and elicit their response

Come up with a name for your group that signifies the spirit of excellence and use that name to introduce the group for the presentation

TASK FORCE AND COMMITTEE LEADERSHIP
A Few Recommendations

Whether you are leading a single meeting or managing numerous meetings on a daily basis, the following concepts are keys to success When you review them, you may say to yourself "Of course, I knew that " But do you actually do it? Many of these behaviors fall in the category of "easier said than done "

1 Lead, Don't Dominate

Think carefully about your definition of leadership Do you see it as bringing out the best, most productive behavior in those who follow you? Or do you see it simply as taking charge? When leading a meeting, your focus should be one of drawing the best from all participants, not dominating the meeting with your own rhetoric Communication in meetings should be two-way If participants need to only listen to you, perhaps it is more cost effective to put out a memo

2 Know What Constitutes "Success" for Every Meeting

Before going into a meeting, you need to know the desired outcome, the objective(s) and end products to be achieved This should be shared with all participants, and at the end of the meeting success or failure should be declared If the objective(s) was not achieved, take a moment with the group to determine why

3 Always Have an Agenda

In addition to knowing your objective, you should know how you will achieve it The agenda is the road map If you do not have time to prepare a formal agenda for the group, use a blackboard or easel pad and put the agenda up just before the meeting Another strategy is to spend the first few minutes of meeting time preparing the agenda with the group This allows them to add their issues to the agenda, but it takes valuable time

4 Be Aware Of Hidden Agendas

Be aware that group members may bring their own agendas into the meeting - agendas that are not publicly shared Hidden agendas can be personal or work-related, and they can have a dramatic affect on the interaction in the meeting Keep your eyes and ears open for group behavior that is not "on point" or productive If members appear to sabotage each other or engage in non-productive conflict, you probably have hidden agendas at work Examples include behavior which increases personal power, calls attention to one's self, puts someone else down or sidetracks discussion to a "pet" issue Dealing with hidden agendas requires careful consideration A subtle remark during the course of the meeting may take care of it, but sometimes it is best to speak with the person privately outside the group setting Unfortunately, people are often unaware of their own hidden agendas, and may fail to recognize their own dysfunctional behavior As a leader, you are not expected to

be a psychologist, but you do need to monitor and confront disruptive or non-productive group behavior

5 Time is Precious

Convey the attitude that time is precious and not to be wasted A good way to help make this idea real for you is to quickly add up the amount of money in salary being "used up" during the course of the meeting This may help to keep you on track and productive However, this attitude can be taken too far Don't ignore the human factors Sometimes issues arise that take time to work through Rushing things and failing to get group buy-in or understanding may cost much more in the long term

6 Promote Pre-Meeting Preparation

The more participants know about the topic before the meeting, the more productive their contributions will be Reading background material, fact sheets, or a "white paper" before the meeting enables all the members to share common context and terminology It decreases conflict by providing essential facts rather than forcing members to rely on opinions and related experiences If you send out memos announcing a meeting or reminding participants of a meeting, attach the agenda and background information You'll find dramatic changes taking place in the group's productivity and the quality of their input

7 Stimulate Discussion

First of all, don't make long-winded speeches This shuts down the group If you need to provide background information to the group, keep it short and focused Know what kind of input you want from the group members and ask questions that will draw them into the discussion

8 Bring out Quiet Members and Control the Big Talkers

Part of your job is a great deal like a traffic cop, stopping some while encouraging others to "get moving " People who contribute frequently are often your most valuable members and you don't want to discourage them, especially when they are sharing important ideas However, you do need to keep everyone's comments fairly brief and to the point -- no speech-making Also, be mindful of those who often need some encouragement before they will speak out Make sure you avoid a tendency to respond first to everyone's remarks Let others respond first, play the gracious listener When the exchange is becoming less fruitful, it may be time for you to step in and summarize key points in order to bring the discussion to closure At that time, you can add your comments if someone has not already mentioned them Remember, it does not threaten your leadership to let other group members come up with good ideas first

9 Keep Discussion Focused

"Getting off-track" is not always a bad thing Sometimes highly creative dialogue is stimulated during a meeting that has little to do with the topic on the agenda A good leader

recognizes when discussion is valuable and "going someplace" productive, and does not interfere with this until time constraints require that the group refocus However, for the most part, comments made by participants which are off-point are non-productive and at times self-serving Leaders should develop their own personal technique for moving discussion back on track, such as "Thank you for raising that point, I'll put it on a future agenda" or "That issue is something we can address later, but for now we need to turn our attention back to the question at hand " Agendas which allocate time to each topic can be very helpful You can look at it and your watch and simply point out that "We're getting way off schedule and are in danger of not achieving our objectives for this meeting "

10 Build Consensus

The major reasons for having group meetings are 1) to benefit from the knowledge and experience of others and 2) to make decisions which group members understand and feel committed to implement They "buy into" the decision Hence, the chairperson job is one of drawing out participation, listening to contributions, providing information where needed, and leading the group to a consensus-based decision In some cases, the chairperson must also help the group reach conclusions that exist within certain financial or managerial parameters

Consensus does not mean unanimous agreement That is frequently impossible It means that the group has talked through the issues, negotiated compromises where possible, and come to a decision which satisfies the most members There are a variety of group techniques which can be used to help groups move effectively toward consensus Some of these will be used during the MoF Strategic Planning Retreat

11 Manage Conflict, But Don't be Afraid of It

One of the first things to understand about conflict is that it can be a productive and creative tool Group members with divergent views coming to a mutually agreeable conclusion is often the way that good decisions are made One person thinks the answer is A, another thinks its B, but in the end they come to C, which they both agree will work This is often the way mistakes are avoided A good chairperson will not panic in the face of disagreement, but rather will know how to ask questions, keep discussion calm and logical, deflect comments which are personal attacks or off-point, and listen carefully to help the parties seek out a mutually agreeable solution

Look for common ground Help members find issues on which they agree This begins to clarify the issues on which they disagree, which are often less encompassing than it appeared in the beginning Determine if the disagreement is based on a difference in or lack of information If more information is needed, place the discussion on hold until the correct information can be introduced Don't allow disagreements between two group members to dominate the discussion Get other members to voice their views, find out where the rest of the group stands

Ask yourself if it essential to the desired outcome of the meeting to bring this conflict to closure in this meeting If the conflict focuses on a peripheral issue, stop the disagreement

and postpone further discussion If agreement on the issue is important to achieving the objective(s) of the meeting, use the various methods described above

Be aware of patterns of behavior Are some people repeatedly argumentative, seeking out or stirring up conflict when it appears to be unnecessary? Remember the section on hidden (and often unconscious) agendas Part of your role involves dealing with disruptive behavior Sometimes it is necessary to speak with people about their actions outside of the group setting Start by helping them to see their actions the way others in the group see it? Ask them if they are aware of their repeated behavior Chances are they will say no, and then begin to manage themselves better in future meetings However, if dysfunctional behavior persists, you may need to find some way to remove the member from the group

A great deal has been written about managing and negotiating conflict If you find that you are particularly uncomfortable with conflict situations or are unable to deal with confrontation, you may want to do some additional reading This area is important to master for those who wish to be successful leaders and managers

12 Keep Records of Ideas, Issues and Decision

Always keep a record of what goes on in the meeting and prepare minutes for distribution to the members Minutes or summaries of meetings usually do not need to be highly detailed, but they should capture the basic ideas expressed and decisions reached Some managers will use a support staff member to take notes during a meeting It will probably take a while for the minute taker to learn what is important to record and what is not The chairperson will always need to edit minutes before they are disseminated Other approaches involve the chairman taking notes which are then typed and edited, taping minutes after the meeting for transcription and editing, or appointing one of the group members to take the minutes for the chairperson to edit

Regardless of how it is done, the minutes provide several valuable services They bring absent members up to date, serve as a reporting tool for other managers and divisions, make members feel like their contributions had value, remind participants of decisions and outcomes, and provide a record of proceedings for legal purposes

MINISTRY, DIVISION AND AGENCY MISSION AND KEY OBJECTIVES

Foreign Trade Division and Guyana Export Promotion Council
Current Mission and Key Objectives

Ministry Mission Statement

To formulate and provide an effective mechanism for the implementation, evaluation and improvement of policies, the aim of which will be to facilitate economic and social improvements through coordinated actions in the areas of trade and trade liberalization, tourism, industrial development, and consumer affairs

Foreign Trade Division

Key Objectives

1 Support the regional integration movement by securing more trade arrangements and increasing trade with CARICOM in accordance with the Treaty of Chaguramas

2 Secure more bilateral and multilateral agreements in trade aid in each ofd the four key geographical areas of activity

3 Improve the balance of payments situation through increasing net exports

4 Increase the level of non-traditional exports

Guyana Export Promotion Council

Key Objectives

1 Promote non-traditional exports, and to co-ordinate the orderly development of Guyana's non-traditional export trade

2 Advise the Minister on the formulation of national export policies and to carry out the implementation of such policies

3 Recommend to the Minister and to industry practical measures to stimulate export trade

4 Work closely with the exporting organizations to ensure that problems affect exports are expeditiously addressed

Tourism Development
Current Mission and Key Objectives

Ministry Mission Statement

To formulate and provide an effective mechanism for the implementation, evaluation and improvement of policies, the aim of which will be to facilitate economic and social improvements through coordinated actions in the areas of trade and trade liberalization, tourism, industrial development, and consumer affairs

Tourism Division

Key Objectives

1 Increase net foreign exchange earnings from tourism

2 Develop ecotourism in Guyana within the wider context of tourism development in the Caribbean

Tourism Advisory Board

Key Objectives

Advise the Minister of Trade, Tourism and Industry on the following

1 Implementation of appropriate policies to attract and encourage investment in the tourism industry

2 Measures/strategies for an integrated approach towards tourism development in Guyana

3 Analyze and make decisions on

4 Advise on appropriate land use practices and environmental strategies for the development of eco-tourism facilities in Guyana

5 The development of an eco-tpurism strategy/plan for Guyana

6 Advise on measures and methods to be adopted for the development of all sectors in the tourism industry including airlines, hotels, ground tour operations, transportation, communications, etc

Industrial Development Division and Go-Invest
Current Mission and Key Objectives

Ministry Mission Statement

To formulate and provide an effective mechanism for the implementation, evaluation and improvement of policies, the aim of which will be to facilitate economic and social improvements through coordinated actions in the areas of trade and trade liberalization, tourism, industrial development, and consumer affairs

Industrial Development

Key Objectives

1 Formulate an industrial development policy, synchronized with the requirements of industry
2 Develop and implement internationally attractive industrial investment incentives
3 Divest more State corporations
4 Identify and exploit more industrial development opportunities with both joint venture and public and private capital, and secure them both internally and abroad
5 Create linkage within and amongst sectors/industries

Go-Invest

Key Objectives

1 To assist interested foreign and local investors to launch enterprises in Guyana by

- Providing investors with a comprehensive summary of the steps necessary to commence business operations
- Serving as a primary contact for investors and liaising with other government agencies throughout the process
- Assisting with obtaining factory space or land for business purposes
- Assisting in the obtaining of work permits
- Assisting in the coordination of joint-venture efforts between local and foreign investors
- Providing information on incentives available to investors and regulations relevant to the sector of interest

2 To proactively present and promote Guyana as a World Class Investment location by

- Highlighting the rapid and sustained growth record of Guyana since 1991

- Revealing the fact that despite Guyana's small population, its market size is very substantial including the USA, CAIRCOM, Canada, Colombia, Venezuela,, and the European Union
- Letting investors know of the liberalized financial regime that exists in Guyana
- Educating investors about the environment of good governance and political stability that exists in Guyana
- Highlighting the attractive wage rates and the highly literate worker situation that exists in Guyana
- Creating opportunities for investment by women, Amerindians and other minorities

3 To articulate government policy regarding investment and make proposals to Cabinet for streamlining the investment process

4 To point out that investment possibilities in the infrastructural sector currently exist for private sector operations

5 To promote the private sector as the engine of growth

Consumer Affairs and the Guyana National Bureau of Standards
Current Mission and Key Objectives

Ministry Mission Statement

To formulate and provide an effective mechanism for the implementation, evaluation and improvement of policies, the aim of which will be to facilitate economic and social improvements through coordinated actions in the areas of trade and trade liberalization, tourism, industrial development, and consumer affairs

Consumer Affairs Division

Key Objectives

1 Develop consumer protection policies and draft legislation

2 Develop and implement a public education programme

Guyana National Bureau of Standards

Mission

To promote standardization and quality systems in the production and importation of goods and services for the protection of the consumer and advancement of local and foreign trade, thereby improving the quality of life for the people of Guyana

Key Objectives

1 To promote standardization in industry and commerce

2 To prepare, frame, modify or amend specifications and codes of practice

3 To make arrangements or provide facilities for the testing and calibration of precision instruments, gauges and scientific apparatus for the determination of their degree of accuracy by comparison with standards approved by the Minister on the recommendation of the Council and for the issue of certificates in regard thereto

4 To make arrangements or provide facilities for the examination and testing of commodities and any material or substance from or with which, and the manner in which, commodities may be manufactured, produced, processed or treated

5 To control, in accordance with the provisions of the Act, the use of standardization marks and distinctive marks

6 To encourage or undertake education work in connection with standardization

7 To provide for cooperation with any person, association or organization outside Guyana having objects similar to those for which the Bureau is established

8 To assist in the rationalization of industry by coordinating the efforts of producers and consumers for the improvement of appliances, processes, raw materials and products

9 To establish, form furnish and maintain information systems and laboratories for the purpose of furthering the practice of standardization

10 To provide for the testing, at the request of the Minister and on behalf of the Government, of local manufactured and imported commodities with a view to determining whether such commodities comply with the provisions of this Act or any other law dealing with standards of quality

11 To do such other acts as may be expedient or necessary for the attainment of the objects of the Bureau

Administration and Support Services
Current Mission and Key Objectives

Ministry Mission Statement

To formulate and provide an effective mechanism for the implementation, evaluation and improvement of policies, the aim of which will be to facilitate economic and social improvements through coordinated actions in the areas of trade and trade liberalization, tourism, industrial development, and consumer affairs

Key Objectives

1 Properly maintained building and equipment

2 Effective personnel service

3 Properly trained staff

4 Properly qualified staff for vacancies

5 Clean, tidy office surroundings

6 Appropriate filing system

7 Effective record keeping

8 Complex typed reports, letters and memos

9 Ministry's annual budget

10 Effective accounting service

WHERE ARE WE GOING? A VISION FOR THE MINISTRY

Before you can plot a course, you must know your destination Before you can prepare a strategic plan, you must know the desired outcomes The vision is simply a description of that desired outcome

To determine the desired outcome, we need to project ourselves into the future and imagine what the Ministry, its Divisions and Agencies would be like if they were functioning at optimum levels and providing the best quality service to the people of Guyana

Take a minute to conceptualize this ideal Ministry What kind of end products and services would it be producing? What about staffing, structure, management, support services, equipment, access to information, work environment, staff morale and reputation? One technique that may help you is to chose a "model" Ministry, one in another country that you know operates in a highly effective manner

In the space below, write a description of what the Ministry of Trade, Tourism & Industry would be like if it were functioning at maximum effectiveness in its service to Guyana

_____

_____

_____

_____

_____

_____

Do the same for your Division or Agency

_____

_____

_____

_____

_____

_____

Please bring this completed questionnaire to the retreat

APPENDIX B

RETREAT SUMMARY REPORT

MINISTRY OF TRADE, TOURISM AND INDUSTRY
1996-97 STRATEGIC PLANNING RETREAT
SUMMARY REPORT

presented by

Kandell Bentley-Baker, Facilitator
USAID/BEEP Project
September 16, 1996

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MINISTRY OF TRADE, TOUIRSM AND INDUSTRY
1996-97 STRATEGIC PLANNING RETREAT
SUMMARY REPORT

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MINISTRY OF TRADE, TOURISM AND INDUSTRY
1996-97 STRATEGIC PLANNING RETREAT
SUMMARY REPORT

Introduction

On September 14-15, a strategic planning retreat was held for the Ministry of Trade, Tourism, and Industry for the purpose of initiating the Ministry's strategic planning process A group of 36 participants were selected from the Ministry's staff to provide input towards the development of fundamental objectives and strategic activities

The Scope and Role of the Strategic Plan

The strategic plan, initiated through this retreat and slated for completion within the month, will identify the following

- A set of objectives for improving Ministry outputs and operations
- A set of strategies to achieve these objectives Some will be short-term, while others will be medium or long-term in nature
- An action plan to ensure that the objectives are achieved in a timely manner
- An implementation structure to assist reporting of and accountability for the action plan
- A resource development plan
- A plan for monitoring and evaluating progress in implementation

The strategic plan will not define all Ministry work, rather it will identify lead objectives outside the more routine work schedule, which are designed to enhance the Ministry's effectiveness The plan will not include all improvements needed within the Ministry Due to their heavy workload, priority objectives are identified and developed with the understanding that new objectives can be added in subsequent planning sessions It is very important that tasks identified in the strategic plan are doable within the workload constraints already existing in the Ministry

Six months after the strategic plan is completed, an evaluation of progress toward achievement of the objectives will take place At that time, the action plan can be modified to reflect new realities Strategic planning is an annual process, enabling the Ministry to continually update, expand and refine its action plan

Objectives of the Retreat

As a result of the Ministry of Trade, Tourism & Industry Retreat, participants will

1 Review and refine the Ministry, Divisional, and Agency missions, roles and relationships

2 Identify and analyze the key issues and problems for the Ministry, its Divisions and Agencies which impact productivity and credibility

3 Select priority issues and begin developing strategies and action plans to address them as part of the first steps in developing the strategic plan

4 Identify strategies for cross-divisional collaboration to build Ministry morale, productivity and credibility

Architecture of the Retreat

The retreat was designed to maximize each participant's ability to contribute information and opinions A full agenda is included as Appendix A to this report A combination of full group and small group sessions were used in order to generate ideas and then share them in full assembly

The design framework was conceived to enable participants to work in both Division/Agency groups and in cross-cutting Ministry-wide groups This yielded two outcomes

- It allowed participants to work with members of the Ministry that they may not have interacted with before for the purpose of developing strategies which affect personnel across the Ministry

- It allowed the Divisions and their sister Agencies to work collaboratively on issues affecting their outputs Team building between Divisions and Agencies was a by-product

The chart on the following page illustrates the general architecture of the two days

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DAY ONE Vision and Mandate Clarification, Issue Identification and Analysis	DAY TWO Strategic Planning and Collaboration
Morning Block Participants work in small groups with representation from all Divisions and Agencies to • Develop a Vision for the Ministry • Identify Ministry-wide Issues/Problems • Prioritize the Ministry-wide Issues	**Morning Block** Following a briefing on problem solving and strategy development, Divisional/Agency groups will develop objectives, strategies and next steps for their priority issues Results will be reported back to the full group
Afternoon Block Participants will work in groups comprised of Division and Related Agency Representatives to • Develop a Vision for their Division and Agency • Analyze and Prioritize Divisional/Agency Weaknesses and Constraints • Review and Refine Division and Agency Missions/Key Objectives • Select 3 Priority Issues for the Next Day's Strategy Development Work	**Afternoon Block** Participants will work in cross-cutting groups to • Identify strategies to be put into motion which can enhance the general productivity, image, and credibility of the Ministry as a whole • Identify strategies for increased intra-Ministry collaboration

Prior to the retreat, chairpersons for the cross-cutting and Division/Agency groups were selected and briefed on the overall design and prepared for their roles as process leaders

The retreat opened on Saturday morning with presentations by the Minister, the Permanent Secretary (acting) and the BEEP Advisor to the Ministry on the purpose of the retreat and the outcomes to be achieved

Retreat Outcomes

Considerable data was generated by the various Division/Agency and cross-cutting groups To ensure that all input was documented and retained for on-going consideration, all raw data has been recorded and is included in this report See Appendix B A review of this raw data will demonstrate that workshop objectives were achieved

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1 Review and refine the Ministry, Divisional, and Agency missions, roles and relationships *Saturday sessions generated an analysis of missions and mandates for the Ministry and its Divisions and Agencies*

2 Identify and analyze the key issues and problems for the Ministry, its Divisions and Agencies which impact productivity and credibility *By the end of the day Saturday groups identified problems and constraints which impede performance of those mandates Ministry-wide and within Divisions and Agencies*

3 Select priority issues and begin developing strategies and action plans to address them as part of the first steps in developing the strategic plan *Sunday sessions focused on the development of objectives and strategies Only minor work was conducted on action plans, which will require further development following the retreat*

4 Identify strategies for cross-divisional collaboration to build Ministry morale, productivity and credibility *Evaluations indicate that interaction with other staff members was viewed as a very positive aspect of the retreat Final presentations on Sunday focused on expressions of improved interpersonal relationships and a new commitment to team work*

At the end of the retreat, an evaluation was completed by the participants Results of this evaluation are included in Appendix C

APPENDIX A

PARTICIPANTS' AGENDA FOR THE RETREAT

MINISTRY OF TRADE, TOURISM AND INDUSTRY
1996-97 Strategic Planning Retreat
Participant's Agenda

Retreat Objectives

As a result of the Ministry of Trade, Tourism & Industry Retreat, participants will

1 Review and refine the Ministry, Divisional, and Agency missions, roles and relationships
2 Identify and analyze the key issues and problems for the Ministry, its Divisions and Agencies which impact productivity and credibility
3 Select priority issues and begin developing strategies and action plans to address them as part of the first steps in developing the strategic plan
4 Identify strategies for cross-divisional collaboration to build Ministry morale, productivity and credibility

Day 1: Issue Identification and Analysis, Mission and Role Clarification

9 00 - 9 30 Opening Remarks, Overview of Objectives and Agenda

9 30 - 10 45 Small Group Team Building and Issue Identification

The group will develop a "vision" of what the Ministry would be like if it were operating at maximum effectiveness Then they will list the current issues/problems they see which need to be addressed in order to achieve this vision

10 45 - 11 00 Break

11 00 - 11 45 Integration of the Lists

For each of the five categories of issues, a group will meet to integrate the brainstormed list of issues A representative from each of the cross-cutting groups will meet in the five topical groups and share their group's findings A single integrated list will be prepared and the group will select a spokesperson to present their issues to the full group

11 45 - 12 30 Sharing of Lists in the Full Group

12 30 - 12 40 Prioritization of Issues

The group will determine their top four priorities which will be the focus of problem-solving and strategy development in tomorrow's session

12 40 - 1 30 Lunch

1 30 - 3 45 Meetings in Divisional/Agency Groups to Identify Priority Issues for the Strategic Plan

Participants will meet in Divisional/Agency groups and develop vision statements for the Division and Agency They will then list and prioritize the issues/problems which must be addressed in order to achieve this vision

3 45 - 4 00 Break

4 00 - 5 00 Full Group Presentations and Discussion

Each group will present its key findings on the vision and priority issues for the Division and Agency Participants will be encouraged to ask questions

Day 2: Strategic Planning, Collaboration and Communication

9 00 - 9 30 Briefing on Problem Solving, Strategy Development, Conflict Management and Development of Next Steps

Techniques for each of the above activities will be briefly reviewed before groups go into strategy sessions

9 30 - 11 30 Divisional/Agency Groups Develop Strategies and Next Steps for Priority Issues

Groups will apply problem-solving techniques to the development of strategies, action steps and resource needs for their three priority issues As time allows, groups may deal with fewer than three issues or go on to cover more than the top three

11 30 - 12 30 Reports to the Full Group

Reports will cover the general list of issues, the top priorities and the strategies identified for each The spokesperson should not be the one who presented at the end of the previous day

12 30 - 1 30 Lunch

1 30 - 2 30 Strategy Development for Mission-wide Issues

Participants will work in their cross-cutting groups, each group assigned a different priority issue to analyze During this session, groups will develop a general approach to solving the problem, specific action steps, and a general list of needed resources

2 30 - 3 15 Reports to the Full Group

A spokesperson from each group will report on the findings

3 15 - 3 30 Break

3 30 - 4 30 Communicating the Ministry's Message of Renewed Commitment to Excellence

Groups identify strategies to be put into motion which can enhance internal pride and dedication, and improve the general image and credibility of the Ministry and its Divisions and Agencies They will develop a presentation of their ideas that allows every group member to participate Their group presentation can take any form and it should be designed to arouse emotion in the audience Get the audience motivated

4 30 - 5 15 Presentations

5 15 - 5 30 Closing Remarks and Evaluations

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APPENDIX B

RAW DATA FROM GROUP SESSIONS

RETREAT DATA

I Ministry-Wide Vision, Issues and Strategies

The morning session on Saturday generated lists of characteristics of a fully effective Ministry (the Vision) and lists of problems and constraints which negatively affect the Ministry's ability to achieve this vision and to fulfill its mandate The problems/constraints were divided into the following categories and were integrated into single lists by the four cross-cutting groups

- Management and Administration
- The Work Environment and Support Services
- Personnel Policies and Staff Development (training)
- Relationships/Communication within the Ministry
- Relationships Outside the Ministry - Image

Four priority issues were then selected for further consideration in Sunday's strategy sessions where objectives and strategies were outlines for the strategic plan

A Vision of Ideal Ministry

Group 1

1 Adaptive, responsive and entrepreneurial
2 Team work and team building approach
3 Modern information capability and human resource development adequacy
4 Clear and explicit policies on trade, tourism, consumer affairs and ind Dev
5 More strategic focus on tourism as a rapid growth industry
6 Guaranteed continuity of strategic focus (policies)
7 Pro-active in key areas

Group 2

Appropriate mandate of ministry is adequate reflected in exiting mission statement Hindrances in fulfilling stated mandate

- inability to retain suitable qualified staff
- difficulty in implementing developed policies
- established systems
- lack of effective coordination among agencies responsible for implementing policies
- remuneration packages to be revised

Group 3

1 Well coordinated agency
   - effective interaction among
   - greater efficiency
   - communication and administration support (clear lines of communication)
2 Demonstration of sound, efficient and effective decision making
3 Greater interaction between top management and bottom level
4 Provision of efficient information systems to facilitate the public
5 Provision of high quality service to private sector - the engine of growth
6 Well equipped ministry
   - staff
   - technical skills
   - equipment
7 Clearly define policies
8 Clearly define and update job descriptions
9 Well developed database system
10 Well trained staff - human resource development (external and internal)

Group 4

1 Technically equipped
   - well coordinated
   - resourceful
   - capable of maintaining close and regular contact with sister ministries and related institutions e g banks, private sector
2 Well coordinated with a group of well trained and trainable staff working together to achieve the goals set to ensure the social and economic development of the country
3 Well coordinated body of men and women of integrity cooperating fully with each other in and between divisions and agencies excluding and togetherness of though and action resulting in a well motivated effort towards the Ministry's goal of "economic and social improvement in this regard the following should also be taken into account
   a) adequate resources - (human and other) to match goal achieving activity
   b) strong policy level coordination and cooperation well focused on the goal
   c) conductive work environment
4 An institution which is staffed by a team of competent persons who have set goals which are achievable/manageable and operate in an efficient manner This results in facilitating a dynamic business center
5 Conductive work environment which is humane - fully trained staff - well equipped - computers, furnishings, stationery - congenial atmosphere (lobby and office)
6 Trained staff at all levels - receptionists, secretaries, office assistants, managers and officers
7 Equal opportunities for all staff e g training and exposure

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B Problems/constraints which negatively impact the Ministry's ability to fulfill its mandates

Management and Administration

1 Inadequate representation / advocacy by administration regarding Ministry's concern and priorities
2 Lack of staff participation in decision making process
3 Poor planning (strategic)
4 Staff shortage in critical positions
5 Poor delayed and improper decision making
6 Inefficient use of resources
7 Inadequate resources
8 Lack of clear policy guidance
9 Autocratic and insensitive behaviour of some staff in administration

Work Environment and Support Services

1 Poor working environment
- Noise nuisance
- Office facilities in shabby condition (dirty carpets, furniture)
- Janitor services leaves a lot to be required
- Lack of power supply
2 Inadequate equipment and poor quality facilities - lack of upgraded computers and typewriters, crowded conditions, transportation, communication
3 Inadequate staffing in relation to support services - Lack of service of equipment , lack of services - typing and office assistants (incoming and outgoing to mails - attitude to job)
4 Inefficient mailing system
5 Lack of sustained and structured relationships with support services related to but external to MTTI

Personnel Policies and Personnel Development

1 Training - lack of adequate training opportunities
2 No planned programme for staff development e g scope of promotion, job enhancement, career mobility
3 Improper placement of staff
4 Ignorance of personnel policies and procedures
5 Staff benefits not adequate e g allowances for traveling, uniforms etc
6 Incentive programs for improved performance (drivers, cleaners office assistance)
7 Lack of recreational facilities and planned social activities
8 Staff welfare in terms of providing housing, credit facilities, transportation

Inter-relationships/Communication Within the Ministry

1 Lack of professional relationships/ethics i e integrity, respect, esteem
2 Inadequate departmental interaction e g coordination and cooperation (information to be shared)
3 An ineffective communication within the ministry e g horizontally and vertically
4 Absence of basic courtesy disposition e g information procedures not followed
5 Absence of recognition of work done e g incentives, acknowledgement, praise

Relationships outside the Ministry and the Ministry's Image

1 Poor relationship/coordination among and between agencies
- Clarification where primary responsibility lies
- Where more that one agency has a legitimate responsibility, a co-ordinating mechanism should be in place

2 Inadequate communication between ministry and related agencies
- should be a mechanism for regular communication between the ministry and related agencies
3 Lack of structured relationship with the private sector and NGO's
- structure for regular dialogue
4 Need for a public relations strategy
5 Lack of clarity of policy in several areas

C The Four Priority Issues

1 Inadequate representation/advocacy by administration regarding the Ministry's concerns and priorities

2 Poor work environment, poor facilities and inadequate equipment

3 Poor relationships/coordination among and between agencies

a) clarification where primary responsibility lies
b) where more than one agency has a legitimate responsibility, a coordinating mechanism is needed

4 Lack of reward and incentive for quality performance in the Ministry

D Strategies to Deal with Ministry-Wide Issues

1 Inadequate representation /advocacy by administration regarding ministry's concerns and priorities

Objectives

1 To establish a joint communication strategy for the ministry/agencies and to appoint an officer to administer this strategy on a day-to-day basic
2 To establish steering committee to implement strategic plan and action plan of MTTI/agencies

2 Poor work environment, poor facilities and inadequate equipment

a) Staff needs
- access to pure drinking water
- inadequate telephone system
- physical surroundings not kept clean
  - cleaning staff not properly supervised
  - inadequate supply of cleaning materials
  - washroom facilities need improvement
  - reception/lobby area needs facelift
- inadequate office space
- lack of lunch room/rest room
- poor maintenance of office equipment
  - out dated typewriters and computers
- insufficient and untimely supply of office materials
- inadequate transport facilities
- low morale
- breakdown of discipline and inter-personal relationships
  - staff not motivated to give of their best
  - staff not given appropriate decision making authority

b) Recommendations

1 Adequate budgetary allocations for further improvements of the work environment
2 Funds to be made immediately available to improve work environment
3 Improved supervision of support staff
4 Mechanisms to encourage greater interaction among staff
   - regular staff meeting
   - recreational staff activities/facilities
5 Establish mechanism for more timely distribution of office supplies
6 Redesign of office building
7 Development and implementation of maintenance schedule for office equipment and building
8 Adequate training in relevant areas

3 Poor relationships/coordination among and between govt agencies and divisions

- clarification where primary responsibility lies
- where more than one agency has a legitimate responsibility, a coordination mechanism is needed

a) Problem

1 Ignorance of functions to be performed by various agencies
2 Lack of communication
3 Duplication of functions
4 No clear lines of demarcation of functions between govt agencies - empire building
5 Poor decision making

b) Recommendations

1 Collaboration among agencies on matters which impact on each other
2 Clearly defined policies and guidelines for all agencies
3 employment of personnel qualified and suited to the position
4 Allow functions to operate freely within the confines of their mandate

c) Steps to be taken

1 Regular briefing sessions among ministry and agencies
2 Reviewing of policies as required

4 Lack of rewards and incentive for quality performance

a) Scope/causes
Universal - generally applies in the public service
Allegedly that the economy is not performing to necessitate adequate reward/incentive
IMF conditionalities which preclude these rewards/incentives
Lack of appreciation for good performance

b) Recommendations

1 Reviewed and redefined job descriptions
2 Re-introduction of performance appraisals (half yearly)
3 Introduction of other award schemes in monetary and commendation form
    best worker
    letter of commendation
    concessions - removal of discrimination practices in granting these
    realistic allowances

standardization of traveling allowances

4 Policy regarding payment of salaries needs to be regularized across ministries/agencies
5 Confirmation of acting positions (Hollywood stars)

c) Steps to resolve problems

1 Request to public service management to approve implementation of 1,2,3 - process 3 - 6 moths
2 Request ministerial lobby (to cabinet) to effect 4,5 - immediate

Joint action is necessary

II Division/Agency Mandates, Issues, and Strategies

Participants met in Division/Agency groups and identified a vision for both entities, recommendations for changes, if any, in their mandate (called key objectives), and problems/constraints which impede the Division/Agency from fulfilling its mandate or achieving the "vision" of a highly effective unit Three priority issues were identified for further analysis and strategy development for the strategic plan

A Foreign Trade and the Export Promotion Council

Vision for the Division

1 To provide information to inform policy on Trade liberalization
2 Acts as facilitator to the GEPC and other related agencies and the private sector
3 Having knowledge about trends, trade flows and opportunities in specific areas
4 Monitor and implement decisions emulating from meetings (local and regional and international)
5 To facilitate local and overseas trade mission
6 Collaborate with foreign embassies/missions both local and overseas

EPC Vision

1 Providing information and services to non-traditional exports (marketing advisory services and marketing research)
2 Having export policies for non-traditional exports
3 Provisional of library services for non-traditional exports
4 Need for seminars to sensitise exporters on product development
5 Foster link between overseas buyers and local producers

Suggested Changes to Division/Agency Key Objectives (Mandate)

No modification to EPC objectives

For the Division

1 To acquire critical information necessary for the dev of export trade
2 Monitor and implement bi-lateral multi-lateral agreements in trade aid

Weaknesses and Constraints

agencies and division (a = agencies b = both d = division)

Policies and the Regulatory Environment

1 Lack of autonomy with regard to policies (admin, finance etc) (a)
2 Lack of human, financial resources and equipment (b)
3 No clear trade policy (b)

Information Access and Processing

1 Inability to make important overseas calls on a timely basis (d)
2 Unavailability of database (b)
3 Lack of modern equipment (b)

Staffing and Staff Skills

1 Inadequate staffing (b)
2 Need for skilled staff - technical (account, info-specialist) (b)
3 Training in the following areas - (b)
    - info gathering and dissemination
    - negotiations of trade agreements
    - seminars/workshops relating to e g WTO agreements

Relationships, Coordination and Communication

1 no structure relationships between the FTD and GEPC (b)

Timely Production of Quality Products

a) reports
b) bulletin (trade and export)
c) analyses of current trade issues
d) trade directories

Resources

a) Inadequate human resources (b)
b) Inadequate equipment (b)

Overall objectives

Improve the balance of payment situation through increasing net exports

Sub objectives

1 To set up database (to acquire quality info, modern equip, provide training)
2 establish structured dialogue with the private sector and other related agencies
3 To establish structured relationships with sources of reqd data (stats Bureau, customs, BOG)
4 to analyse Guyana's position in relation to int's trade agreements/ arrangements
5 To be able to monitor/project future trends in int'l trade (market size, prices, competition)

Strategies

1 Preliminary meeting with private sector, GNBS, GFPC, GOINVEST to indicate the specific requirements and general info need of the div
2 Link up with other int'l info network (CURTIS, ECLAC, ITC etc)
3 Attachment/workshops/seminars with other trade promotion organisations, int'l orgs (WTO, UN, SELA, OAS, etc)
4 to mount overseas trade missions
5 to establish feedback mechanism which the private sector and other related agencies in order to monitor/evaluate impact of various trade agreements/ arrangements (direct and on going contact manufacturing companies in order to monitor and evaluate the effects of trade arrangement)
6 To establish and setup trade info desk at Guyana's embassies/missions abroad (permanent display booths)
7 Detailed analysis of internal trade data (1/4 yearly and monthly meetings and reports with related agencies)

B Tourism

Vision

The division should be

1 Well equipped
    a) Human and other resources - equipment, finances, information and material
2 Given the liberty to make decisions on certain issues which would help it to execute its mandate
3 Well developed database
4 Capability to effectively develop and market the tourism product
5 Facilitate/provide human resource dev Both external and internal
6 The ability to interact effectively with other divisions and external agencies
7 Operate in a work environment compatible with the nature of the industry
8 A well defined tourism policy, plan and strategy

Key Objectives (Mandate)

Add

- regulate and monitor the development of the industry
- identify tourism resources and facilitate their sustainable development

Weaknesses/Constraints

1 Policy and the regulatory environment
   a) lack of a clearly defined policy to guide the development of the industry
   b) financial and administrative decisions which constrain the execution of planned projects

2 Access to and ability to process information
   a) lack of equipment and facilities - computers hardware and software
   b) timely acquisition of information from other agencies e g statistical bureau
   c) inability to access info from external agencies to inform the dev of the industry e g Internet, journals and institutions (eco-tourism society

3 Staffing and skills
   a) requires additional staff to effectively execute its mandate e g Human Resource dev spec, environmentalist
   b) Needs specialised training

4 Relationships/coordination/communication
   a) relation with the agency not clearly defined
   b) little communication and coordination with other divisions
   c) need to strengthen communication and relationships with private sector

5 Timely production of quality end products
   a) administrative decisions which prelude all production of quality material for dissemination - brochures and
   b) inadequate financial resources
   c) inadequate human and material resources
   d) inadequate equipment e g computers, photocopying facilities

6 Resources - inadequate
   a) accommodation incompatible with the nature of the tourism industry
   b) transportation
   c) finances
   d) human
   e) equipment
   f) information material

Objective

To increase tourist arrivals by approx 5% per year over the next three years through targeted market research and analysis - secure consultant, conduct research and analysis, identify markets and develop market strategy

Sub objectives

1 improve the reliability and quality of air transport services
2 improved standards and quality of services in the accommodation sector'to influence the improvement of the quality and standard of infrastructural facilities - water, electricity, roads
3 conduct market research and analysis to facilitate the identification of market riches/segments

Strategies

1 Conduct marketing activities in major access markets North America (USA, Canada), Europe (UK, Germany, France) and Caribbean
2 Introduction of tourism legislation
   a) registration and regulation of tour operators, tour guides
   b) enforcement of minimum standards for the accommodation and entertainment sectors
3 Revision of incentive package for tourism investment - expansion of items eligible for duty free concessions
4 Revised administrative structure for the tourism industry - funding, staffing, resources

C GNBS and Consumer Affairs

Vision

A well coordinated body of men and women of integrity cooperating fully with each other within and between sections of the division/agency exuding a togetherness of thought and action resulting in well motivated efforts towards achievement of division's/agency's goals and objectives

- clearly defined mandate (policy need for cooperation and coordination)
- effective input and output system
   - extension education programme
   - Liaison unit (complaints , investigation)
- coordination and communications between divisions focused on goals
- adequate resources, human and other, to match goal - achieving activity
- conductive work environment
   hygienic working env
   working equipment

Weaknesses

a = agency b = both d = division

Timely product of quality end product

a) End Products

1 Standards, testing facilities - (a)
2 Satisfied consumer - (a)
3 Update information (a)
4 Educational material
5 Seminars

b) Unavailability of appropriate info/materials when needed
lack of finances
lack of consumer policy
delayed decision making

Staffing and Skills

1 Inadequate training (b)
consumer affairs exposure (d)
Inspectorate GNBD (a)
2 Inadequate staff (b)
high turnover rate of staff - inappropriate use of staff skills a
3 Staff welfare and remuneration e g no pension plan, no gratuity, discrimination in benefits - e g duty-free concession (a)

Policies and the Regulatory Environment

1 Lack of clear policy guidelines
2 Insufficient guidance/communication
3 Duplication of effort in terms of regulation of effort in terms of regulation e g weight and measures dept GNBS and license dept
4 Frustrating the mandate

Resources

1 Inadequate equipment (b)
2 Inadequate finances to implement work programmes (b)
regional visits (d)
educational material (b)

Relationship, Coordination, Communication

1 Lack of adequate intra and inter coordination and communication b
2 cordial b
3 Inadequate communication between top management and lower level d

Overall objective for increased effectiveness

To increase sustained coordinated programmes and measures to ensure consumer protection on an annually basis though policies and their implementation

Sub objectives

1 to develop and implement and integrated public education programme (seminars/conferences, lectures, media, printed documents) - end of 1st quarter and ongoing
2 to establish a national consumer protection advisory body which will advise on the status of develop and review consumer protection policies, legislations and regulations quarterly
3 to intensify standardization directly to consumer interests
4 to intensify cooperation among consumer protection agencies

Lead strategies

1 Establish programme committee
    Resources
    Ministry of Education
    module Planner
    extension person
    relevant departments
    emp of education officer
    establish of education unit
2 Develop terms of reference
    Resources
    related divisions
    consultant to advise on achieving objective
3 Identify standards and establish relevant committees
    Resources
    related agencies
    information on selected standards
4 consultant to help in the area of sub objective #4

D Support Services

Vision

To provide prompt and efficient support needs in the areas of Resource management, accounting and finance, general office support, secretarial and typing services

1 Effective personnel and accounting services

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2 Ministry's annual budget/report
3 properly maintained building, equipment and office support surroundings
4 properly qualified and developed staff
5 Effective record keeping system
6 Accurate production of typed reports, and correspondence

Weakness

Policies and the Regulatory Environment
1 Inadequate staff complement - generally affects ability to observe rules and laid down procedures and maintain deadline and schedules at the same time
2 Lack of awareness - need to sensitise staff of existing policies and procedures
3 indiscipline - inability to effectively monitor breach of rules and procedures by staff

Access to and Ability to Process Information
1 Accounting - untimely and/or improper submission of financial reports by related department/agency (inability to monitor same due to inadequate staff)
2 Personnel - inadequate staffing inhibits timely processing of relevant information
3 Equipment - lack of computer/word processing etc

Staffing and Skills
1 Inadequate staffing and skills at all levels in the division - high incidence of acting opportunities in accounts, personnel, and admin
2 Poor remuneration - negative effect on recruitment
3 Work load - overwork staff due to staff shortage

Relationships, Coordination and Communication
1 Inadequate interaction among the sections of the division (this interferes with coordination and discipline)
2 Lack of adequate inter-personnel relationships
3 Insubordination - this ingendous conflict and challenges a stretched administration

Timely production of quality end products
1 Persistent staffing and equipment constraints

Resources
1 Human resources - typist, secretaries, drivers, office assistants, clerks
2 Equipment - word processors/computers, typewriters, calculators, photocopiers (industrial)
3 Financial

Objective (overall)
To provide prompt and efficient office support services to increase ministry's output in trade, tourism, industrial development and consumer affairs

Sub-objectives

1 to enhance staffing and skills base to ensure a supply of effective people for management/specialist divisions
2 To acquire necessary equipment /software to sustain optimum levels of output
3 To stimulate interpersonal relationships to achieve high level of team spirit and team building across the ministry

Tasks

1 conduct inventory of staffing needs End product - inventory of specific requirements through the ministry	4th qtr 96
2 Analysis of inventory of staffing needs End product - specific proposals recommendations to be submitted for consideration by relevant authority (ies)	1st qtr 97
3 Identify training needs for staff development and prioritize same End product - inventory of training needs and training programmes	4th qtr 96 & 1st qtr 97
4 implement approved recommendations	2nd & 3rd qtr 97
2 a) conduct inventory of equipment and software needs of the various divisions End product- inventory of specific requirements throughout the ministry	4th qtr 96
b) analysis and costing of inventoried needsEnd product - prioritize list of equipment needs and associated acquisition and installation costs	4th qtr 96 & 1st qtr 97
c) identify sources of funding and formalise requests same End product - procurement and installation of equipment	4th qtr 96 & 1st & 2nd qtr 97
3 a) consultation with Ministry's staff to determine specific programmes to enhance interpersonal relationships end product - specific programs identified (social and otherwise to promote team building b) implementation of programmes	4th qtr 96 & 1st qtr 97

E Industrial Division and Go-Invest

Vision

1 policy formulation
- incentive regime
- human resource development (HRD)
- industrial estates

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- financing or technical assistance
- small enterprise development
- private sector investment in infrastructure

2 Bilateral investment treaties
3 Joint commission issues
4 Create linkages among the different sectors of the economy
5 Balanced sectoral growth in infrastructure
6 Agency same as document

Weaknesses/Constraints
a = division b= both

Policies/Regulatory Environment
1 lack of clearly defined industrial policies b
2 Administration and monitoring of the regulatory environment

Access to and Ability to Process Information
1 Lack of modern technology, equipment and skills b

Staffing and Skills
1 Competition from private sector b
2 Unclear/unfair personnel policies
3 Budgeting restrictions b

Relationships, Coordination and Communication
1 inadequate sanctions for non-performance
2 lack of involvement of staff

Timely production of quality end products
1 lack of constant dialogue with private sector, NGOs and other related govt agencies and overseas missions b

Resources

1 Shortage of financial, human and physical resources b
2 Poor administration of approved budgetary allocation b
3 Poor logistic support b
4 Reassigned allocation of budgetary resources by min of fin b
5 Inadequate public relations staff

Objectives for Strategic Plan

1 To generate and expedite increased home based and overseas based industrial development and investment by 15 to 20% annually

Sub-objectives

1 To formulated and industrial development policy document by end of 1st qrt 97
2 To publish, provide and investment guide by 2nd qtr 97
3 To establish an industrial and iv promotion management information system (IPMIS)
4 To provide one (1)m sq ft of developed industrial park annually
5 To encourage the private sector to provide one EPZ annually
6 To provide 100 man hours of technical assistance and support services to SMEs, women and Amerindians
7 Institutional strengthening of GOINVEST
8 Streamline investment procedures to target BIT arrangements in order to streamline investment needs
9 To conclude joint commission arrangement to schedule investment needs
10 To increase value added and down stream processing by 5% annually
11 To provide annual review of the incentive regime
12 Institutional strengthening - division of industry

Three critical areas

1 Institutional strengthening

Division

- personnel - 4 professionals
- training - 3 support staff
- vehicle - 1 4x4
- computers - 1 laptop, 5 desktop also photocopier and fax machine
- consultants - 72 man hours

Agency

- Personnel - 4 professionals
- training - 3 support staff
- vehicle - 1 4x4
- computers - 1 laptop, 10 desktop and one color copier

2 Streamlining investment procedures

- Licensing
- Registration
- Customs
- Land
- Approvals - building etc
- incentives

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3 Industrial development policy
- policy document
- investor's guide
- IPMS (access free to Internet provided by BEEP)
- industrial papers, EPZs, SMEs, women, Amerindians
- consultant (s) - 100 man hours

Investment Promotion travel
- exchange visits - four annually
- overseas visits to missions 6 annually
- conferences - Miami, IPA, WTO, Caricom etc
- Training for investment officers
- Computers
- Investment promotion
- Project appraisal and management

APPENDIX C

RESULTS OF THE RETREAT EVALUATION

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RETREAT EVALUATION

1 Please respond by placing an X in the box which most closely describes your assessment of each item

Activity	Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective
Identification of Problems/Issues	24	3		
Strategy Development Sessions	18	9		
Guest Speakers	14	13		
Large Group Presentations	22	5		
Final Session on MTTI Image	26	1		

2 Do you feel that you had ample opportunity to express your ideas and opinions?
Yes__23_____ No__4____

3 Do you think that the strategy ideas developed by your Division/Agency are effective ones?
Yes___26____ No___1___

4 Was there sufficient time in the group sessions to complete each task?
Enough time__17____ Too Little Time___10___ Too Much Time_____

5 What benefits, if any, were derived through this retreat?

- Recognize that common problems exist both in the Ministry as well as the Agency
- A knowledge of what other agencies are under the Ministry, and the problems experienced by all, which in most cases are similar
- The need for commitment and team work to achieve clearly defined objectives
- Expressions of our feeling as the way things are and the expectations of the strategic plan
- It helped to identify commonalities in constraints faced by the divisions
- Problems were identified and solutions found Strategies were also developed It also gave us all a chance to meet with representatives of other agencies
- An appreciation that we are all in favor of working towards improvements in the Ministry
- The opportunity to help effect changes - to socialize with colleagues
- It gives the opportunity of openness and cooperation
- Interaction with other members of the staff and it allowed major problems of the industry to be highlighted
- Better acquaintance with other workers in Ministry agencies, structured understanding of situation, objectives, strategies and tasks, better understanding of the Ministry works
- To air your views honestly, be able to interact with staff less formally, to see where we should be and where are now
- It provided an opportunity to express ideas and discuss problems frankly, staffers had an opportunity to interact socially

- A greater sense of understanding of the Ministry's problems as a whole, found better and effective ways to cooperate and coordinate, left it with a team spirit
- Coordination and communication to an extent I hope that the comraderie continues to exist as it had
- Participant have been afforded the opportunity to critically examine their jobs/roles in the Ministry and make suitable recommendations
- An effective, productive method in assessing the status of the Ministry
- Cooperative efforts via team work to work out strategies to combat problems, answers, impressions of problems that are major hindrances to work
- Persons were able to articulate their thoughts on how things should be done in the Ministry, this is not usually the case as there is a general feeling that it is useless, pointless to suggest anything because nothing will be done
- Improvement in interpersonal relationships
- The general feeling/opinion of staff towards the Ministry were freely ventilated and noted
- To focus on issues and to make suggestions to resolve these issues
- A greater understanding of how to identify and solve key issues and problems in the Ministry, how to build Ministry morale and increase productivity
- It enabled me to better understand the problems facing the Ministry and painted the way towards making a better Ministry
- Provided an opportunity for an in-depth assessment of the issues affecting the Ministry of Trade, Tourism & Industry, the coordination evident in the working exemplified that which could exist among agencies and Ministry
- Opportunity for the Ministry's staff to interact among themselves with specific focus on Ministry's operation as well as interaction with Agencies' staff, much better awareness of the strategic role and responsibilities of the Ministry and its management
- The opportunity to get to know the totality of the problems which exist within the Ministry and its agencies and to participate in its identification and suggested solutions

6 What improvements would you suggest for future retreats?

- The idea of individual divisional and/or agency retreats should be considered in the future
- The Minister should be present at most if not all of the sessions to acquire a more personal feeling of problems experienced
- Involve all Ministry and Agency staff
- None
- Adequate time to brainstorm ideas
- That they are held between Monday and Friday
- Presence of the major decision maker at the presentations
- An opportunity to explore some ideas that persons often gloss over, let these ideas be discussed
- None
- A general staff retreat might be useful to sensitize junior staff to the procedures and problems in the Ministry and allow for their input also

- Involvement of all workers, including secretaries), Minister should be involved in the retreat, change experts in day 2
- Should not be on the weekend, retreat could be longer in terms of days, more time allocated for contents of program
- Subject areas should be discussed at the Divisional level more thoroughly and a mini mock retreat held prior to the real one
- More time pre-retreat to go over documents
- To have more time and duration
- Should not be a weekend, specifically, it should be a three day session to allow for a wider cross section of staff
- That it should be done on an annual basis
- A little more time in some areas of group work depending on the topics
- Have at least one guest speaker from the government who is able to shed light on government's policy in specific areas (answer questions)
- None
- There should be an enforcement of attendance by all concerned parties
- To get the participants to assess what has been the efect of this present retreat and what changes have occurred
- This was well executed
- Should be held for a longer period, 3 days or more
- The retreat was well organized and does not require comments for improvement
- Future retreats if not spaced out too far apart could point attention to one or two critical areas/problems , another retreat working this level or all levels of staff should be held with next 18 months
- Clarity in the requirements of the participants in terms of the direction their submissions should take

7 What should happen as follow-up to this retreat?

- The recommendations and strategic planning for the Ministry should bear fruit
- Briefing sessions of all agencies regularly to assess any progress
- The Ministry should express and provide the realization of the findings
- Putting the mechanics in place to achieve the plan and follow the action plan
- Implementation of recommendations The group should meet again in 8 months to evaluate the plans
- Immediate implementation of the recommendations that could easily be implemented
- There should be an action plan that is made known to all, a retreat to discuss and acquaint officers with same
- Progress reports for division/agency on achievements
- More detailed analysis of suggestions and development and communication of a strategic plan for the Ministry
- Same group should meet after 3 months or 6 months for progress report Task forces should be set up to monitor recommendations

- Check to see if any of the suggestions and recommendations are attended to
- Should begin to plan for the next retreat, should begin to work on tactics which will make up the strategy
- Reports, to put what was done here in effect, to be a reality or dream come true
- Post evaluation to ascertain how successful managers were in implementing recommendations
- A review of decisions taken to assess the effectiveness, implementation and completion of immediate actions
- Staff - all participants- should reach again to review aspects of implementation of some of the strategies
- In the report submitted to the Minister reflect the general consensus of the senior staff which is the strategic plan should be taken to Cabinet
- Heads should meet to work out strategies on how to improve some of the situations
- Workable and immediate recommendations must be implemented To ensure that at least of the suggestions are implemented in the Ministry
- An evaluation of the retreat
- Action plan
- Mechanisms to ensure the strategic plan which would be developed is implemented
- Establish management team involving Ministry Divisional heads and agencies heads which meets once per month at which Minister presides regularly , revive or continue fortnightly meeting of Ministry's Division heads
- Meetings with the Minister and the group leaders and the facilitators of the retreat to determine implementation strategies

8 Overall, I rate the retreat as
Very Successful___19___ Somewhat Successful__8____ Unsuccessful_____

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APPENDIX C

1. NEXT STEPS FOR MANAGERS

2. DRAFT ACTION PLANS

NEXT STEPS FOR MANAGERS

Tasks to be completed prior to October 11, 1996

1 Confirm the composition of each of the Division/Agency Task Forces to work on the strategic plan

2 Determine how Ministry-wide issues are to be reviewed and finalized, and what implementation mechanism is to be put into place

3 Determine the strategic plan's management mechanism, i e a Steering Committee comprised of Task Force leaders or some other mechanism

4 Set up meetings for final planning sessions to take place in late September and early October (prior to October 11)

5 Develop a mechanism for sharing the substance of the strategic plan with the rest of internal staff and with key external constituents

6 Confirm meeting schedule for the week of October 14-17 and determine which groups are to meet in which time blocks

Proposed Meeting Framework

Monday, 14

a) Division/Agency Task Force 9 00 a m - 10 30 a m
b) Division/Agency Task Force 10 30 a m - 12 00 p m
c) Division/Agency Task Force 1 30 p m - 3 00 p m
d) Division/Agency Task Force 3 00 p m - 4 30 p m

Tuesday, 15

a) Division/Agency Task Force 9 00 a m - 10 30 a m
b) Ministry-Wide Issues 10 30 a m - 12 00 p m

Thursday, 17

a) Steering Committee 9 30 a m - 11 00 a m

Group Cross Cutting Ministry-Wide
Goal To improve general working conditions and morale within the Ministry

PLANNING WORK SHEET

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Objective **1 Improve representation and advocacy by administration regarding the Ministry's concerns and priorities**	1 Prepare a joint communication strategy for the Ministry/Agencies a) Hire a communications specialist to serve the Ministry s needs **End Product Job description and personnel action** b) Prepare a Ministry wide communications plan **End product Plan** c) Establish a steering committee to oversee implementation and provide on going input to the communications officer **End product Interim progress reports** 2 Establish a Steering Committee to oversee implementation of the strategic plan **End Product Periodic progress reports from the Steering Committee**					
2 Improve work environment and facilities • **drinking water** • **telephone system** • **janitorial services** • **office layout and reception area** • **lunch/lounge area** • **equipment maintenance** • **office materials** • **transportation**	1 Contract for or provide provisions of pure drinking water **End Product contract** 2 Review telephone systems needs and address them **End product List of needs** 3 Review cost of contracted versus direct hire janitorial services a) If cost effective contract for services **End product Contract** b) If in house services are continued significantly increase supervision and accountability and determine cause of inadequacies **End Product contract or report on mechanisms to improve in-house services** 4 Contract for plan to fix the reception area and re organize office space and once approved implement the plan **End Product Recommendations from contractor** 5 Review cost effectiveness of equipment repair contracts and implement **End product Maintenance contracts** 6 Review current materials inventory and purchase processes and develop improved approach					

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Continued **2 Improve work environment and facilities**	**End product Recommendations for new approach** 7 Develop a plan for the allocation maintenance and repair of vehicles **End Product Plan for improved management** 8 Seek increase in budget for facility and equipment maintenance and repair **End product budget request**					
3 Clarify/improve relationships and coordination among and between government agencies	1 Institute regular briefing sessions among the Ministry of Trade Tourism & Industry Divisions and their related Agencies Seek further role clarification and identification of areas of overlap and collaboration as first agenda item **End product Meetings conducted, Report on areas requiring revision due to unnecessary overlap** 2 Encourage continued collaboration between Divisions and Agencies on implementation of the strategic plan **End product Progress reports on collaboration** 3 Identify specific GOG Ministries and Agencies where problems are apparent due to lack of coordination or duplication of effort **End product List of targeted entities for problem solving** 4 Develop and implement a plan for each targeted Ministry or Agency proposing solutions and determine who should conduct the contact for discussion with each target **End Product Plan for achieving objectives with each targeted GOG entity**					
4 Improve the general morale by increasing rewards and incentives for quality performance	1 Review and redefine job descriptions and qualifications for positions a) Request each employee to review current description and propose changes based on realities of the job b) Review submissions and propose changes **End Product Revised job descriptions** 2 Design an integrate approach to performance appraisal promotion raises and grievance management **End product Revised internal policy** 3 Prepare a personnel handbook with revised procedures and conduct training of supervisors and staff **End product Handbook**					

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Continued **4 Improve the general morale by increasing rewards and incentives for quality performance**	4 Request Ministerial lobby to regularize salary policies across government and work with other government employees to promote it **End Product formal request** 5 Address the numerous acting positions within the Ministry and resolve **End Product Confirmation of positions where approved** 6 Introduce internal rewards mechanisms such as best worker awards letters of commendations concessions and allowances **End product List of institutionalized practices to recognize quality job performance** 7 Conduct internal discussions to determine areas where increased delegation of authority to make decisions and take action will increase productivity and staff morale **End product Internal decisions regarding specific areas to increase autonomy**					

Group Consumer Affairs and GNBS
Goal Annually increase sustained, coordinated programs and measures to ensure consumer protection through policies and their implementation

PLANNING WORK SHEET

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Objective **1 Develop and implement an integrated public education program, including seminars, conferences, lectures, media, and print materials**	1 Establish a program committee to oversee the campaign **End product Recommendation on committee structure membership, role, and responsibilities** 2 Prepare a detailed communications strategy to guide the public education campaign (consultant?) **End Product Public Education Program Plan document** 3 Identify resources for the campaign and acquire approvals **End product Funding plan, decision to approve** 4 Implement the program **End Product Periodic progress reports**					
2 Establish a national consumer protection advisory body which will advise quarterly on the status of consumer protection policies, legislation and regulations	1 Develop terms of reference including mandates structure operational procedures and protocols resources relationships to Division and Agency work plan (consultant?) **End Product Report of recommendations** 2 Formalize the Advisory Board **End product Document of mandate and procedures** 3 Devise strategies to ensure close articulation between the Advisory Board and other consumer protection agencies **End Product Plan for coordinated operations**					
3 Increase correlation of standardization directly to consumer interests	1 Identify standards **End Product List recommended** 2 Establish relevant committees **End product Committees and their recommended membership submitted for approval** 3 **End Product**					

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
4 Increase cooperation among consumer agencies	1 **End Product** 2 **End product** 3 **End Product**					

Group Foreign Trade and GEPC
Goal Improve the balance of payments through increasing net exports

PLANNING WORK SHEET

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Objective **Articulation of a comprehensive trade policy for Guyana**	1 Determine status of the proposed trade policy unit **End Product Decision by Minister** 2 Set up Data Base a) Order equipment and software required **End product approved requisition** b) Determine specific outputs for the data base over the short medium and long term and identify the type of data required to produce them and their sources **End Product Report** c) Take actions necessary to acquire data including linkages to electronic data (Internet CURTIS ECLAC and ITC) **End product Purchase requisitions** d) Conduct assessment of staff needs and acquire additional staff as needed **End Product New staff, as needed** e) Assess training needs for internal staff data providers and data users and prepare a training program **End Product Needs assessment and training program** f) Identify additional sources of trade information and access on a regular basis to build a comprehensive up to date resource library **End product List of sources including periodicals, journals, monographs, on-line services, etc**					
2 Provide data, data analysis, reports, policy papers and seminars as needed to inform key trade stakeholders in and outside of the Government	1 Conduct analysis of Guyana s position in relation to international trade agreements/ arrangements **End Product Data and Recommendations provided periodically** 2 Monitor and evaluate the impact of trade arrangements by establishing feedback mechanism with the private sector (such as manufacturing companies) and other agencies **End product Impact reports** 3 Monitor/project future trends in international trade (market size prices competition) **End Product Periodic data sheets and reports**					

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
	4 Conduct regularly scheduled meetings with related agencies to conduct analysis of internal trade data **End Product Monthly and Quarterly Reports** 5 Conduct periodic training sessions seminars and forums on trade issues **End Product A 6 12 month plan for workshops, seminars and forums** 6 On going staff development conducted to maintain current knowledge and skills **End Product A Division/Agency plan for staff development including upcoming conferences, meetings and training programs** 7 Mount overseas trade missions a) Develop a budget allocation for future trade missions **End product An estimate of funds available** b) Develop a prioritized list of mission sites ***End products List*** c) Develop plans for top priorities and implement **End products Plans submitted for approval and funding** 8 Establish and setup trade information display centers at Guyana s embassies and missions a) Develop a plan for the content and set up of the displays and do a cost analysis **End product Display design and cost analysis** b) Submit plans to embassies and missions for preliminary approval of the concept **End product Letters of description with specifications to Mission and Embassies** c) Submit plans for approval and funding **End product Formal request to GOG**					

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Group Industrial Development and Go-Invest
Goal Increase home-based and overseas-based industrial development and investment by 15%-20% annually

PLANNING WORK SHEET

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Objectives **1 Formulate an industrial development policy document**	1 Collect all data on current policy status **End Product Documents gathered** 2 Hire consultant to prepare proposed investment code **End product Consultant recommendations** 3 Prepare final recommendations and submit to the Cabinet for adoption **End Product Final recommendations approved by the Ministry for submission**					
2 Publish and provide an investment guide	1 Conclude arrangements and hire the consultant for guide preparation **End Product Consultant recommendations on content and format for preparation** 2 Prepare final version and prepare for dissemination **End product Investment Guide** 3 Develop internal mechanisms for continued updating and timely distribution **End Product Plan for updating and distribution**					
3 Increase/improve incentives, services and procedures for investment	1 Provide one million square feet of developed industrial park annually a) Complete and promote the current park to come on line in early 1997 **End Product Work plan for project completion and promotion** b) Identify target sites for 1998 and 1999 **End Product Report on proposed sites for review and planning** 2 Encourage private sector to provide one EPZ annually a) Develop strategy and targets for promotion to the private sector **End product Promotional plan** b) Implement the plan **End Product Progress report on commitments by private sector**					

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
3 Increase/improve incentives and procedures for investment (cont)	3 Provide annual review of the incentive program a) Prepare plan for how review will be conducted and by whom **End Product Recommended procedures** b) Implement plan for first review **End Product Recommended changes in incentive program** 4 Streamline investment procedure to target BIT arrangements in order to streamline investment a) **End Product** b) **End Product** 5 Provide 100 person hours of technical assistance and support services to SMEs women and Amerindians a) **End Product** b) **End Product** 6 Conclude joint commission arrangements to schedule investment needs a) **End Products** b) **End products**					
4 Strengthen Go-Invest	1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training **End Product Recommended program for strengthening** 2 Request needed equipment **End product Approved requisition** 3 Develop plan for training of staff including in house local and overseas training **End Product A training program outlined**					

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
5 Strengthen the Industrial Development Division	1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training **End Product Recommended program for strengthening** 2 Request needed equipment **End product Approved requisition** 3 Develop plan for training of staff including in house local and overseas training **End Product A training program outlined**					
6 Increase value added and down stream processing by 5% annually	1 **End Product** 2 **End product** 3 **End Product**					

Group Tourism
Goal Increase tourist arrivals by approximately 5% per year over the next 3 years through targeted market research and analysis

PLANNING WORK SHEET

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Objective **1 Conduct market research and analysis to facilitate the identification of market niches/segments leading to preparation of a marketing plan**	1 Identify a consultant to provide the market research and analysis **End Product Consultant's recommendations** 2 Prepare a marketing plan (consultant?) **End product Marketing Plan and budget** 3 Conduct marketing activities in major access markets based on the marketing plan **End Product Periodic progress reports on activities of the plan implementation**					
2 Enhance the regulatory environment for Tourism	1 Prepare and introduce legislation for a) registration and regulation of tour operators and tour guides b) enforcement of minimum standards for the accommodation and entertainment sectors a) Draft legislation in consultation with the private sector **End Product Completed legislative items with key private sector endorsement** b) Submit legislation and provide necessary communication support to its passage **End Product, Legislation passes** 2 Revise the incentive package for tourism investment **End product Recommended revisions presented for approval** 3 Develop strategies to streamline approvals for incentive requests **End Product Report on procedures developed**					
3 Revise the Administrative Structure of the Tourism Division	1 Determine status of the proposed new organization for Tourism Development **End Product Decision by Minister** 2 If approved formalize/implement the new structure a) Formalize the board **End Product Roster of proposed board members**					

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Continued **3 Revise the Administrative Structure of the Tourism Division**	b) Complete job descriptions and hire staff **End product Approved job descriptions** c) Complete physical arrangements for housing 3 If not approved determine structural changes in the current Tourism Division and implement **End Product Recommendations for changes and decisions to approve**					
4 Improve the reliability and quality of air transport services	1 ***End Product*** 2 **End product** 3 **End Product**					
5 Improve standards and quality of service in the accommodation sector	1 Identify strategies to influence quality and standards of infrastructural facilities **End Product Report on recommendations** 2 **End product** 3 **End Product**					

Group Administration and Support Services
Goal To provide prompt and efficient office support services to increase Ministry's output in trade, tourism, industrial development and consumer affairs

PLANNING WORK SHEET

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q
Objective **1 Enhance staffing and skills base to ensure a supply of effective people for management and specialists divisions**	1 Conduct inventory of staffing needs based on the Ministry s strategic plan **End Product Completed inventory** 2 Conduct analysis/assessment of current staff skills **End product Skills assessment report** 3 Analyze the inventory and skills assessment and develop specific recommendations for hiring of new staff and training of existing and new staff **End product Hiring and training recommendations** 3 Prepare a plan and design for providing training internally and externally **End Product Training program design** 4 Implement hiring and training program					
2 Acquire necessary equipment and software to sustain optimum levels of output	1 Conduct an inventory of equipment and software needs of the various Divisions **End Product List of needed equipment** 2 Analyze needs prioritize and develop cost projections **End product Final prioritized list of needs** 3 Identify sources of funding and submit requests **End Product Requisitions or letters of request** 4 Identify procedures for equipment maintenance and repair **End Product Contracts or agreements** 5 Install new equipment **End product Equipment up and running** 6 Institute training program on new equipment **End product Trained personnel**					
3 To stimulate interpersonal relationships to achieve higher levels of team spirit and team-building across the Ministry	1 Consult with the Ministry staff to determine specific programs to enhance interpersonal relationships **End Product List of recommendations for review and approval** 2 Implement programs **End product Periodic reports on progress**					

Objectives	Tasks	Person Responsible	Time Table			
			1996 4th Q	1997 1st Q	1997 2nd Q	1997 3rd Q

APPENDIX D

BRIEFING REPORT

MINISTRY OF TRADE, TOURISM, AND INDUSTRY
1996-97 STRATEGIC PLAN
BRIEFING PAPER

Introduction

This briefing paper provides a progress report to those who did not attend the Ministry of Trade, Tourism & Industry strategic planning retreat held on September 14-15 The charts which follow capture the basic objectives and key tasks identified by working groups during the retreat This preliminary information constitutes the framework of the strategic plan The target date for completion of the strategic plan is the end of October

Please note that the working committees will continue to edit, refine and expand this information until the plan is completed The information contained here is incomplete, and is to be viewed as a draft subject to further input The purpose of this briefing document is to stimulate additional input from interested parties

The Retreat

Thirty-two members of the Ministry attended the two-day retreat, held at the GUYSUCO Training Center The sessions, conducted primarily in small groups, looked at both Ministry-wide and Division/Agency issues for the purpose of devising a strategic plan that will significantly enhance the Ministry's capabilities and outputs

Participants reviewed the mission and mandates of the Ministry and its Divisions and Agencies, developed a vision of what each should be like if operating optimally, identified major weaknesses and constraints, and finally identified the primary objectives and tasks to be completed in order to achieve the vision and overcome constraints The full set of data generated at the retreat has been compiled in a Raw Data Summary Report and is available for review in the offices of the Permanent Secretary and the Division and Agency Directors

The Remaining Planning Process

Through the end of September and first half of October, working groups will review the material from the retreat and expand upon it During this period every opportunity is available for additional input Meetings held during the week of October 14-17 will provide the last major strategy sessions The draft strategic plan, to be submitted on October 28, will include strategy descriptions, an action plan, a monitoring and evaluation plan, and a resource development plan These management tools will be designed to support the implementation effort

Goal **To improve general working conditions and moral within the Ministry**

ACTION PLAN

MINISTRY-WIDE STRATEGIC PLANNING OBJECTIVES

Objectives	Tasks
1 Improve representation and advocacy by administration regarding the Ministry's concerns and priorities	1 Prepare a joint communication strategy for the Ministry/Agencies a) Hire a communications specialist to serve the Ministry's needs b) Prepare a Ministry-wide communications plan c) Establish a steering committee to oversee implementation and provide on-going input to the communications officer 2 Establish a Steering Committee to oversee implementation of the Strategic Plan
2 Improve work environment and facilities • **drinking water** • **telephone system** • **janitorial services** • **office layout and reception area** • **lunch/lounge area** • **equipment maintenance** • **office materials** • **transportation**	1 Contract for or provide provisions of pure drinking water 2 Review telephone systems needs and address them 3 Review cost of contracted versus direct hire janitorial services a) If cost effective, contract for services b) If in-house services are continued, significantly increase supervision and accountability and determine cause of inadequacies 4 Contract for plan to fix the reception area and re-organize office space, and once approved, implement the plan 5 Review cost effectiveness of equipment repair contracts and implement 6 Review current materials inventory and purchase processes and develop improved approach 7 Develop a plan for the allocation, maintenance and repair of vehicles 8 Seek increase in budget for facility and equipment maintenance and repair
3 Clarify/improve relationships and coordination among and between government agencies	1 Institute regular briefing sessions among the Ministry of Trade, Tourism & Industry Divisions and their related Agencies Seek further role clarification and identification of areas of overlap and collaboration as first agenda item 2 Encourage continued collaboration between Divisions and Agencies on implementation of the strategic plan 3 Identify specific GOG Ministries and Agencies where problems are apparent due to lack of coordination or duplication of effort 4 Develop and implement a plan for each targeted Ministry or Agency proposing solutions and determine who should conduct the contact for discussion with each target
4 Improve the general morale by increasing rewards and incentives for quality performance	1 Review and redefine job descriptions and qualifications for positions a) Request each employee to review current description and propose changes, based on realities of the job b) Review submissions and propose changes

Objectives	Tasks
CONTINUED **4 Improve the general morale by increasing rewards and incentives for quality performance**	2 Design an integrated approach to performance appraisal, promotion, raises and grievance management 3 Prepare a personnel handbook with revised procedures and conduct training of supervisors and staff 4 Request Ministerial lobby to regularize salary policies across government and work with other government employees to promote it 5 Address the numerous "acting" positions within the Ministry and resolve 6 Introduce internal rewards mechanisms such as best worker awards, letters of commendations, concessions, and allowances 7 Conduct internal discussions to determine areas where increased delegation of authority to make decisions and take action will increase productivity and staff morale

Goal **Increase tourist arrivals by approximately 5% per year over the next 3 years through targeted market research and analysis**

ACTION PLAN
TOURISM DIVISION

Objectives	Tasks
1 Conduct market research and analysis to facilitate the identification of market niches/segments leading to preparation of a marketing plan	1 Identify a consultant to provide the market research and analysis 2 Prepare a marketing plan (consultant?) 3 Conduct marketing activities in major access markets based on the marketing plan
2 Enhance the regulatory environment for Tourism	1 Prepare and introduce legislation for a) registration and regulation of tour operators and tour guides, b) enforcement of minimum standards for the accommodation and entertainment sectors a) Draft legislation in consultation with the private sector b) Submit legislation and provide necessary communication support to its passage 2 Revise the incentive package for tourism investment 3 Develop strategies to streamline approvals for incentive requests
3 Revise the Administrative Structure of the Tourism Division	1 Determine status of the proposed new organization for Tourism Development 2 If approved, formalize/implement the new structure **a)** Formalize the board **b)** Complete job descriptions and hire staff **c)** Complete physical arrangements for housing 3 If not approved, determine structural changes in the current Tourism Division and implement
4 Improve the reliability and quality of air transport services	
5 Improve standards and quality of service in the accommodation sector	1 Identify strategies to influence quality and standards of infrastructural facilities

Goal **Increase home-based and overseas-based industrial development and investment by 15%-20% annually**

ACTION PLAN
INDUSTRIAL DEVELOPMENT AND GO-INVEST

Objectives	Tasks
1 Formulate an industrial development policy document	1 Collect all data on current policy status 2 Hire consultant to prepare proposed investment code 3 Prepare final recommendations and submit to the Cabinet for adoption
2 Publish and provide an investment guide	1 Conclude arrangements and hire the consultant for guide preparation 2 Prepare final version and prepare for dissemination 3 Develop internal mechanisms for continued updating and timely distribution
3 Increase/improve incentives, services and procedures for investment	1 Provide one million square feet of developed industrial park annually a) Complete and promote the current park to come on line in early 1997 b) Identify target sites for 1998 and 1999 2 Encourage private sector to provide one EPZ annually a) Develop strategy and targets for promotion to the private sector b) Implement the plan 3 Provide annual review of the incentive program a) Prepare plan for how review will be conducted and by whom b) Implement plan for first review 4 Streamline investment procedure to target BIT arrangements in order to streamline investment 5 Provide 100 person hours of technical assistance and support services to SMEs, women and Amerindians 6 Conclude joint commission arrangements to schedule investment needs
4 Strengthen Go-Invest	1 Conduct needs assessment and prepare recommendations for strengthening, including staffing, equipment and training 2 Request needed equipment 3 Develop plan for training of staff, including in-house, local and overseas training

Objectives	Tasks
5 Institutional Strengthening of the Industrial Development Division	1 Conduct needs assessment and prepare recommendations for strengthening, including staffing, equipment and training 2 Request needed equipment 3 Develop plan for training of staff, including in-house, local and overseas training
6 Increase value added and down stream processing by 5% annually	

Goal Improve the balance of payments through increasing net exports

ACTION PLAN
FOREIGN TRADE AND GEPC

Objectives	Tasks
1 Articulation of a comprehensive trade policy for Guyana	1 Determine status of the proposed trade policy unit 2 Set up Data Base a) Order equipment and software required b) Determine specific outputs for the data base over the short, medium and long term and identify the type of data required to produce them and their sources c) Take actions necessary to acquire data including linkages to electronic data (Internet, CURTIS, ECLAC, and ITC) d) Conduct assessment of staff needs and acquire additional staff, as needed e) Assess training needs for internal staff, data providers and data users, and prepare a training program f) Identify additional sources of trade information and access on a regular basis to build a comprehensive, up-to-date resource library
2 Provide data, data analysis, reports, policy papers and seminars as needed to inform key trade stakeholders in and outside of the Government	1 Conduct analysis of Guyana's position in relation to international trade agreements/ arrangements 2 Monitor and evaluate the impact of trade arrangements by establishing feedback mechanism with the private sector (such as manufacturing companies) and other agencies 3 Monitor/project future trends in international trade (market size, prices, competition) 4 Conduct regularly scheduled meetings with related agencies to conduct analysis of internal trade data 5 Conduct periodic training sessions, seminars and forums on trade issues 6 On-going staff development conducted to maintain current knowledge and skills 7 Mount overseas trade missions a) Develop a budget allocation for future trade missions b) Develop a prioritized list of mission sites c) Develop plans for top priorities and implement 8 Establish and setup trade information display centers at Guyana's embassies and missions a) Develop a plan for the content and set up of the displays and do a cost analysis b) Submit plans to embassies and missions for preliminary approval of the concept c) Submit plans for approval and funding

Goal **Annually increase sustained, coordinated programs and measures to ensure consumer protection through policies and their implementation**

ACTION PLAN
CONSUMER AFFAIRS AND THE GNBS

Objectives	Tasks
1 Develop and implement an integrated public education program, including seminars, conferences, lectures, media, and print materials	1 Establish a program committee to oversee the campaign 2 Prepare a detailed communications strategy to guide the public education campaign (consultant?) 3 Identify resources for the campaign and acquire approvals 4 Implement the program
2 Establish a national consumer protection advisory body which will advise quarterly on the status of consumer protection policies, legislation and regulations	1 Develop terms of reference including mandates, structure, operational procedures and protocols, resources, relationships to Division and Agency, work plan (consultant?) 2 Formalize the Advisory Board 3 Devise strategies to ensure close articulation between the Advisory Board and other consumer protection agencies
3 Increase correlation of standardization directly to consumer interests	1 Identify standards 2 Establish relevant committees
4 Increase cooperation among consumer agencies	

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Goal To provide prompt and efficient office support services to increase Ministry's output in trade, tourism, industrial development and consumer affairs

ACTION PLAN
SUPPORT SERVICES

Objectives	Tasks
1 Enhance staffing and skills base to ensure a supply of effective people for management and specialists divisions	1 Conduct inventory of staffing needs based on the Ministry's strategic plan 2 Conduct analysis/assessment of current staff skills 3 Analyze the inventory and skills assessment and develop specific recommendations for hiring of new staff and training of existing and new staff 4 Prepare a plan and design for providing training, internally and externally 5 Implement hiring and training program
2 Acquire necessary equipment and software to sustain optimum levels of output	1 Conduct an inventory of equipment and software needs of the various Divisions 2 Analyze needs, prioritize and develop cost projections 3 Identify sources of funding and submit requests 4 Identify procedures for equipment maintenance and repair 5 Install new equipment 6 Institute training program on new equipment
3 To stimulate interpersonal relationships to achieve higher levels of team spirit and team-building across the Ministry	1 Consult with the Ministry staff to determine specific programs to enhance interpersonal relationships 2 Implement programs