

CONSULTANCY TRIP REPORT
1997-98 STRATEGIC PLANNING RETREAT
for Guyana's
MINISTRY OF TRADE, TOURISM AND INDUSTRY
June 29, 1997 - July 11, 1997

Purpose To conduct the Ministry's strategic planning retreat and post retreat meetings leading to preparation of the 1997-98 Strategic Plan

Kandell Bentley-Baker
IGI International, Inc
Building Equity and Economic Participation (BEEP) Project
United States Agency for International Development

**CONSULTANCY REPORT
1997-98 MTTI STRATEGIC PLANNING RETREAT**

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CONSULTANCY TRIP REPORT

June 29, 1997 - July 11, 1997

Purpose of the Consultancy

To design and facilitate the MTTI 1997-98 Strategic Planning Retreat and prepare a draft of their Strategic Plan

Scope of Work

The assignment included design of the retreat, preparation of retreat materials, training of facilitators, retreat management, documentation of retreat output, post-retreat meetings with the Division and Agency Heads, and preparation of a draft Strategic Plan

Deliverables

- A design for the retreat, approved in advance by the Ministry
- Materials for the group facilitators and for facilitator training
- Materials for retreat participants
- Raw data from the retreat
- A draft Strategic Plan submitted for Ministry review, input, and approval

Schedule of Activities

Pre-site Visit	Three days were spent preparing the retreat design and facilitator and participant materials
June 29 th	Travel to Guyana
June 30-July 1	Completion of materials for the facilitator training sessions
July 2	Facilitator training
July 3-4	Completion of materials for the retreat
July 4-6	The Retreat
July 7-8	Completion of raw data and Action Plans
July 9-10	Meetings with Divisions/Agencies to review their action plan and time table
July 11	Return to Miami

Observations

There were two key differences between this retreat and the first one in 1996

- 1 The design of this year's planning process began with the Ministry's constituency and their needs as opposed to last year's focus on staff needs. Last year, it was important to give vent to feelings of frustration over inadequate pay and poor working conditions. The Ministry needed to get its own house in order. This year's focus on constituency needs elevated the discussion and opened doors of understanding for many into the inner workings of the divisions and agencies. The result was a more sophisticated product, done almost entirely by the groups themselves. Facilitator input into content was significantly less this year.
- 2 Stakeholders were included in this year's retreat, a step which added immensely to the depth and reality-orientation of discussions held. Bridges were built between the Ministry, Agencies, and stakeholders. A review of the retreat evaluation comments reveals that participants appreciated the importance of this addition and want to increase stakeholder participation in the future. There are also comments about meeting with stakeholders throughout the year to collect feedback and learn more about their needs. It is my strong recommendation that this be instituted in all the divisions.

Another difference was the extension to a 2.5 day program as opposed to two days. This enabled us to spend time on vision and values within the Ministry and still be able to get through the action planning phase. Also, more of the junior staff were included this year which in no way impeded progress and will hopefully improve moral and team work.

While the general lack of progress over 1996-97 was cause for many to doubt the Ministry's follow-through on strategic planning, these concerns did not appear to affect the enthusiasm or dedication of the participants. The intensity of their work throughout the two-and-a-half days was impressive. Comments in the evaluation make it clear that they see the danger of poor implementation and are very anxious not to experience a deepening sense of failure.

Lessons Learned

- 1 I did not allow sufficient time for facilitator training. It was apparent to me after the 3-hour session that they were overwhelmed with information and did not fully absorb the flow of the design. Indeed, it was longer and more complex than last year. My remedy was to prepare and conduct full group briefings at the beginning of each day, so that all participants had a bit of understanding of the proceedings. This took some of the pressure off of the facilitators and should probably be done regardless of the success of the training session.

- 2 I “over-designed,” meaning that I placed too many activities into the Sunday schedule I could see by late Saturday that they took more time in discussions than I had anticipated, so I made the decision to cut out the “bridge team” exercise on Sunday morning Instead they spent the full time on Sunday working through their action plan, and they definitely needed all of that time to get through the task However, because they had the time, discussions became very detailed and issues were analyzed in considerable depth Clearly, anyone designing activities for this group should keep in mind their slow but thorough exploration of issues

Recommendations

- 1 The facility at Ogle did not perform well, especially in food and beverage service Without guarantees of better service, the retreat should not be scheduled there next year
- 2 The 2 5 day length was very beneficial and should be retained
- 3 Even more stakeholders should be included next year, and every effort should be made to interact more with stakeholders through the year This will be built into their monitoring and evaluation plan
- 4 The staff of MTTI need greater exposure to “best practices” within their respective technical areas This will help them to be more innovative in development of objectives and strategies for service and performance improvement Such exposure should be scheduled as training experiences for the staff over the coming year, with the caveat that they share their experiences with others in their division/agency upon return
- 5 In the spirit of increasing sophistication of the planning process, next year calls for more examination of future trends that will have an impact on Ministry constituents – the direction of trade agreements, competition for investment and tourism, deterioration or improvements in country conditions, changes in technology, etc This will enable the groups to think more long-term and become more visionary in their problem solving It will also bring their process more in line with traditional strategic planning which is intended to be more long-range for the purpose of anticipating and avoiding future problems

Materials Attached

Facilitator Training Agenda and Training Materials
Participants’ List and Agenda
Raw Data with Action Plans
Retreat Evaluation Results

ATTACHMENTS

FACILITATOR'S GUIDE

**Strategic Planning Retreat
July 4-6, 1997**

**MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA**


97-07-01 - HJF an

PARTICIPANTS FOR MEETING
JULY 2, 1997, AT CARA LODGE

✓1 Permanent Secretary

✓2 Deputy Permanent Secretary

Administration/Support Services

✓1 Mr Roopnarian Ganesh

✓2 Mr Shelton Daniels

Foreign Trade/GEPC

✓1 Mr Willet Hamilton

✓2 Ms Rajda Jagarnauth

✓3 Ms Laxmie Kallicharran

Tourism

✓1 Mr Kenneth Bentinck

✓2 Ms Lesley Benjamin

Industry/Go-Invest

✓1 Ms Bridgette Morrison

✓2 Mr Gordon Spencer

✓3 Ms Sandra Baptiste (Secretary notified)

Consumer Affairs/GNBS

✓1 Mr Paul Wharton

✓2 Ms Sheree Trotman

FACILITATOR TRAINING AGENDA

- 1 Updates from the Facilitators
- 2 Scheduling of Post-Retreat Meetings
- 3 General Role of the Facilitators
- 4 Architecture of the Retreat
- 5 Step-by-step Review of the Design
 - A Values Clarification
 - B Constituency Mapping
 - C Needs Analysis/Service Gap Analysis
 - D Quality Inventory
 - E Mini Environmental Scan
 - F Objectives Development
 - G Action Planning
 - H Teaming
 - I Final Presentations
- 6 Review of the Design and Division of Labor with Co-Facilitator

STRATEGIC PLANNING RETREAT 1997-98

MINISTRY OF TRADE, TOURISM AND INDUSTRY

ARCHITECTURE OF THE RETREAT

Theme Raising Standards of Service and Performance

Goal To initiate development of a Ministry Strategic Plan for 1997-98 that promotes and facilitates significant improvements in Ministry and Agency services

Objectives

During the course of the retreat, participants will

- 1 Develop vision and value statements which set standards of excellence for the Ministry and its related Agencies
- 2 Identify their major constituencies and conduct needs and service gap analyses in order to evaluate the current service menu
- 3 Conduct service quality analyses to identify needed improvements

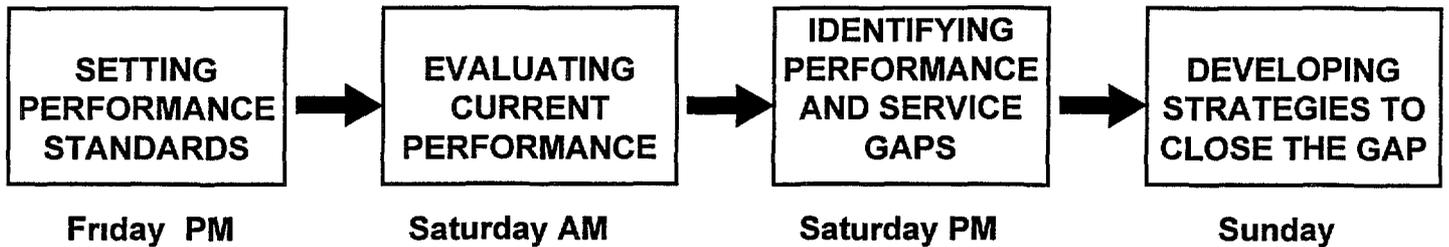
Based on the above, participants will

- 4 Develop objectives for the 1997-98 strategic plan which will lead to significant improvements in professional performance and constituency services
- 5 Begin preparation of an action plan for each strategic objective

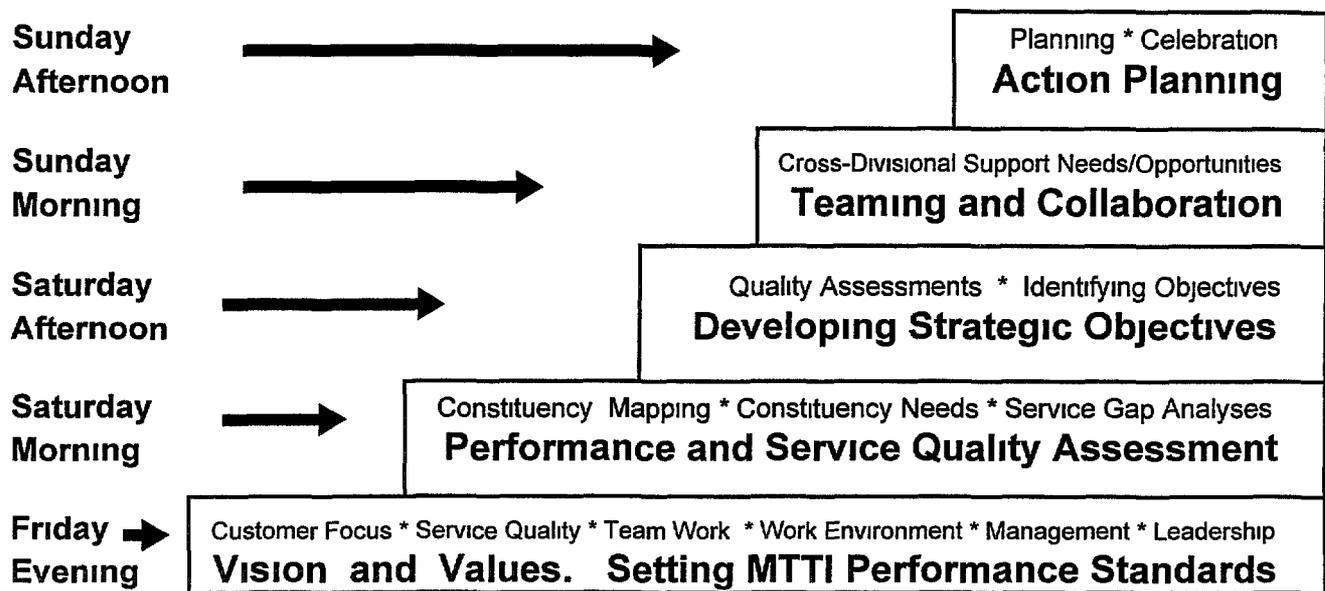
Products/Outcomes.

- 1 Vision/Values statements which will serve as benchmarks for Ministry performance
- 2 Constituency maps for all Divisions and Agencies and preliminary constituency needs assessments
- 3 Service Quality Assessments
- 4 Strategic objectives for each Division and Agency
- 5 Draft Action Plans for each Division and Agency

Overview of Structural Logic



DESIGN STRUCTURE



Participants will work in a series of cross-cutting and Division/Agency groups, with activities each day building upon deliberations and decisions of the previous day. The six value areas, from which standards will be developed, emerged through group discussions in the pre-planning sessions. Definitions and statements of standards developed on Friday evening will provide the basis for performance and service assessments on Saturday. Late Saturday, strategic objectives are defined. On Sunday, cross-division/agency teams, called "bridge teams," will meet to share objectives and identify support needs and joint venture opportunities across the Ministry. Also on Sunday, action plans will be designed to achieve the service and performance enhancements identified on Saturday.

STRATEGIC PLANNING RETREAT 1997- 98
MINISTRY OF TRADE, TOURISM, AND INDUSTRY

FACILITATORS' DETAILED WORKSHOP DESIGN

FRIDAY, JULY 4

MTTI VISION AND VALUES CLARIFICATION
The Foundation for Strategic Planning

4 30 - 5 00

Welcome and Opening Remarks

Permanent Secretary Totaram
Minister Shri Chan

5 00 - 5 20

Break

5 20 - 5 35

Retreat Overview

K Bentley-Baker

5 35 - 6 45

Vision/Values Clarification Cross-cutting Groups

1 *Team-Building*

a) While still in the large group, the lead facilitator instructs participants to identify a nick name for themselves that describes a positive quality or behavior that they bring to the Ministry They are to write this word or phase on their name tag, and then go to their designated meeting place

b) In the cross-cutting groups, participants share their nickname and why they chose it They also describe their role in the Ministry

2 *Vision/Values Clarification*

a) Each of the six groups are given a core value to work on The values include

FUNCTIONS OF A FACILITATOR

- **Give Instructions to the Group**
- **Keep Discussions on Track**
- **Ensure that the Group Completes Products, Decisions, etc**
- **Monitor Time Frames**
- **Record Information on Newsprint**
- **Stimulate Discussion When Necessary**
- **Encourage Quiet Members to Contribute While Managing Those Who Talk Too Much**

- Visionary Leadership for Guyana
 - A Constant Focus on Constituency Needs
 - Quality Service
 - Team Work
 - Effective Management Practices
 - A Facilitating Work Environment
- b) Pass out "Think sheets" to each participant and give them 5 minutes to identify two characteristics of their group's core value
 - c) Ask each participant to share their two characteristics while you write them up on newsprint
 - d) Based on this list of characteristics, instruct the group to come up with a sentence defining their core value as they want it to be applied in the Ministry For example, "Visionary Leadership for Guyana" means staying out in front of our constituencies' needs, developing solutions for tomorrow's challenges, and continually educating ourselves and our constituencies
 - e) Place the vision/value statement on newsprint
 - f) If the group has any time remaining, they are to come up with a name for their group that relates to their vision/value statement

6 45 - 7 30

Presentations to the Full Group

- 1 Each group (all members) will stand at the front and introduce themselves using their real name and their nick name The spokesperson then places the sentence up on the front wall and shares some of the points which clarify what this sentence means to the group Group members are encouraged to add to the spokesperson's comments
- 2 At the end of the presentations, the facilitator will place a continuum under each vision/value sentence, running from "very low application" to "very high application " Each participant will be asked to place a dot on each continuum where they think the Ministry is today in application of this value

SATURDAY, July 5

DIVISION AND AGENCY STRATEGIC OBJECTIVES

9 00 - 9 30

Constituency Mapping

Meeting in Division/Agency groups, participants will use a 24"x36" map provided to identify each of their customer groups See the sample constituency map attached

9 30 - 10 30

Constituency Needs Analysis

Participants will select five of the constituency (client) groups on which to conduct a service needs analysis Using the format illustrated below, the group will put themselves in the client's shoes and identify the services and types of support each needs from MTTI

Client Group	
Needs	MTTI Provides
1	
2	
3	
4	

10 30 - 10 45

Break

10 45 - 11 45

Service Gap Analysis

- a) After needs are fully identified, lead a discussion identifying services currently provided by the Division and Agency List them on the side of the page opposite the need they address If services are offered which do not address a specific need listed on the left side, these should be listed in the right column as well
- b) Instruct participants to carefully study the needs assessment for each of the five key clients, and identify the service gaps -- where services need to be added or expanded to meet the clients' needs

- c) Place the full list of new or expanded services on a separate sheet of newsprint
- d) Ask the group if any current services should be omitted? List these on a separate sheet of newsprint

11 45 - 12 00

Quality Inventory

Divide the group into 4 teams of approximately 3 people each. Assign each team (or ask them to choose) one of the Division's/Agency's current major services and instruct them to work together to fill out the Quality Inventory on that service.

12 00 - 1 15

Lunch

1 15 - 2 15

Service Quality Analysis

Ask each team to share their assessment with the other group members. Encourage interaction following each presentation, and use the forms provided to prepare a consensus-based continuum for each along each of the quality dimensions.

2 15 - 2 45

Mini Environmental Scan

Ask the group to think about and share how similar Ministry Divisions and Agencies in other countries serve their clients' needs. List these strategies on a sheet of newsprint, then ask the group to share any other innovative technique or activity that the group should consider when developing strategic objectives. Whenever this activity is finished, move into the next activity.

Note: During this time period, the two administrative groups will come together and give briefings on their findings through the day. They will not conduct the mini scan.

2 45 - 3 30

Objectives for the 1997-98 Strategic Plan

- a) Ask group members to review the sheets of newsprint listing
 - services to be added
 - services to be expanded
 - services to be improved
 - other innovative ideas and strategies
- b) Lead a discussion in which members prepare their list of strategic objectives for 1997-98

3 30 - 3 45

Break

3 45 - 4 30

Presentations on Division/Agency 1997-98 Objectives

Each group spokesperson will present their objectives to the full group, providing brief elaboration on how they determined each of them

Sunday, July 6

DIVISION/AGENCY ACTION PLANS

9 00 - 10 45

Developing Action Plans for Each Strategic Objective

- a) Divide the group into teams of 2 or 3, one for each objective
- b) Using a form provided to assist the process, instruct each team to develop an action plan for their designated objective
- c) At the end of 30 minutes, stop team activity and ask each of them to share their draft action plan
- d) Allow group discussion on each team's plan. Instruct each team to amend their plan based on group input

10 45 - 11 00

Break

TEAMING ACROSS THE MINISTRY

11 00 - 11 30

Bridge Team Selection and Brainstorming

- a) Meeting again in Division/Agency groups, create four bridge teams. Bridge teams are emissaries sent out to meet with representatives of each of the other Division/Agency groups. For example, the Foreign Trade/GEPC Group will establish four bridge teams, one each for Tourism, Industry/Go-Invest, Consumer Affairs/GNBS, and Administration
- b) After team assignments are made, instruct the bridge team members to prepare a list of the group's strategic objectives to present to their corresponding team, and brainstorm ideas for teaming and support to share with the other bridge team

11 30 - 12-15

Bridge Teams Meet and Develop Teaming/Support Strategies

a) A list will be passed out telling each group where to meet with their corresponding bridge team. There will be a total of 10 bridge team groups. These are

- 1) Admin -- Foreign Trade/GEPC
- 2) Admin -- Consumer Affairs/GNBS
- 3) Admin -- Industry Development/Go-Invest
- 4) Admin -- Tourism
- 5) Foreign Trade/GEPC -- Consumer Affairs/GNBS
- 6) Foreign Trade/GEPC -- Industry Development/Go-Invest
- 7) Foreign Trade/GEPC -- Tourism
- 8) Consumer Affairs/GNBS -- Industry Development/Go-Invest
- 9) Consumer Affairs/GNBS -- Tourism
- 10) Industry Development/Go-Invest -- Tourism

b) Each team briefly shares their strategic objectives with the corresponding bridge team

c) Each Division/Agency bridge team talks about support and assistance they need from the other group in order to achieve their objectives. Ideas and strategies for cross Division/Agency collaboration are developed and placed on newsprint as the discussion proceeds

d) At the end, the teams prepare a duplicate list of strategies and areas of needed support so that each bridge team has a list to take back to their Division/Agency group

12 15 - 1 00

Bridge Teams Share Results in Division/Agency Groups

Bridge teams return to their respective Division/Agency groups and share results of the dialogue with the other Division/Agency reps. Place the newsprint lists of ideas for collaboration and support up on the walls. Add ideas and objectives which the group wishes to follow-up on to the group's previous list of objectives and activities list

1 00 - 2 15

Lunch

2 15 - 3 00

Presentation Development

Instruct your Division/Agency group to prepare a 10 minute presentation which shows how their strategic plan for 1997-98

takes the Ministry closer to its vision and values as developed on Friday night

3 00 - 4 00

Presentations and Closure

Each group has 10 minutes to do their presentation Following the presentation, participants will be asked to make closing remarks about the experience and what they are taking away

FRIDAY EVENING

5 35 - 6 45

Vision/Values Clarification Cross-cutting Groups

1 *Team-Building*

- a) While still in the large group, the lead facilitator instructs participants to identify a nick name for themselves that describes a positive quality or behavior that they bring to the Ministry. They are to write this word or phase on their name tag, and then go to their designated meeting place.

Facilitator
instruction
to the group

- b) **Once in the cross-cutting groups, tell participants to share their nickname and why they chose it. They also to describe their role in the Ministry.**

Time Frame 30 minutes

2 *Vision/Values Clarification*

Each of the six groups are given a core value to work on

Facilitator
instruction
to the group

- a) **Pass out "Think sheets" to each participant and give them 5 minutes to identify two characteristics of their group's core value.**

- b) **Ask each participant to share their two characteristics while you write them up on newsprint.**

- c) **Based on this list of characteristics, instruct the group to discuss what this value means in the Ministry and come up with a sentence defining their core value as they want it to be applied in the Ministry. For example, Visionary Leadership of Guyana means *We develop solutions for tomorrow's challenges and continually educate ourselves and our constituencies.***

Facilitator
Instructions
to the Group

d) Place the vision/value statement on newsprint

e) If the group has any time remaining, instruct them to come up with a name for the group that relates to their vision/value statement

Time Frame. 45 minutes

6 45 - 7 30

Presentations to the Full Group

- 1 Each group (all members) will stand at the front and introduce themselves using their real name and their nick name. The spokesperson then places the sentence up on the front wall and shares some of the points which clarify what this sentence means to the group. Group members are encouraged to add to the spokesperson's comments.
- 2 At the end of the presentations, the facilitator will place a continuum under each vision/value sentence, running from "very low application" to "very high application." Each participant will be asked to place a dot on each continuum where they think the Ministry is today in application of this value.

SATURDAY MORNING, July 5
DIVISION AND AGENCY STRATEGIC OBJECTIVES

9 00 - 9 30

Constituency Mapping

**Facilitator
Instructions
to the Group** →

Instruct group members to identify constituency groups at each of the four levels of the map You write them onto the map

Time Frame 30 Minutes

9 30 - 10 30

Constituency Needs Analysis

**Facilitator
Instructions
to the Group** →

1 Instruct participants to select five of the constituency (client) groups on which to conduct a service needs analysis.

2 Using the format illustrated below, tell group members to put themselves in the client's shoes and identify the services and types of support each needs from MTTI.

Time Frame: 1 hour

Client Group	
Needs	MTTI Provides
1	
2	
3	
4	

10 30 - 10 45

Break

10 45 - 11 45

Service Gap Analysis

Facilitator
Instructions
to the Group



- a) **After needs are fully identified, lead a discussion identifying services currently provided by the Division and Agency. List them on the side of the page opposite the need they address. If services are offered which do not address a specific need listed on the left side, these should be listed in the right column as well**
- b) **Instruct participants to carefully study the needs assessment for each of the five key clients, and identify the service gaps -- where services need to be added or expanded to meet the clients' needs.**
- c) **Place the full list of new or expanded services on a separate sheet of newsprint**
- d) **Ask the group if any current services should be omitted? List these on a separate sheet of newsprint**

Time Frame 1 hour

11 45 - 12 00

Quality Inventory

Facilitator
Instructions
to the Group



Divide the group into 4 teams of 2-3 people each. Assign each team (or ask them to chose) one of the Division's/Agency's current major services and instruct them to work together to fill out the Quality Inventory on that service.

Time Frame 15 minutes

12 00 - 1 15

Lunch

SATURDAY AFTERNOON, JULY 5
Developing Division/Agency Objectives

1 15 - 2 15

Service Quality Analysis

**Facilitator
Instructions
to the Group** →

- 1 Instruct each team to share their assessment with the other group members Encourage interaction following each presentation**
- 2 Use the quality continuums provided to prepare a consensus-based continuum for each service**

Time Frame 1 hour

2 15 - 2 45

Mini Environmental Scan

**Facilitator
Instructions
to the Group** →

- 1 Instruct the group to think about and share how similar Ministry Divisions and Agencies in other countries serve their clients' needs**
- 2 List these strategies on a sheet of newsprint**
- 3 Ask the group to share any other innovative technique or activity that the group should consider when developing strategic objectives Whenever this activity is finished, move into the next activity**

Time Frame 30 Minutes

2 45 - 3 30

Objectives for the 1997-98 Strategic Plan

Facilitator
Instructions
to the Group



a) Ask group members to review the sheets of newsprint listing

- **services to be added** **services to be expanded**
- **services to be improved** **other innovative ideas and strategies**

b) Lead a discussion in which members prepare their list of strategic objectives for 1997-98.

c) Ask the group to select a group spokesperson or persons to present the objectives to the full group

Time Frame 45 minutes

3 30 - 3 45

Break

3 45 - 4 30

Presentations on Division/Agency 1997-98 Objectives

Each group spokesperson will present their objectives to the full group, providing brief elaboration on how they determined each of them

Sunday Morning, July 6
DIVISION/AGENCY ACTION PLANS

9 00 - 10 45

Developing Action Plans for Each Strategic Objective

**Facilitator
Instructions
to the Group** →

- a) **Divide the group into teams of 2 or 3, one for each objective**
- b) **Using a form provided to assist the process, instruct each team to develop an action plan for their designated objective**
- c) **At the end of 30 minutes, stop team activity and ask each of them to share their draft action plan. If a team requires more time, allow 5-10 minutes more**
- d) **Allow group discussion on each team's plan. Instruct each team to amend their plan based on group input**

Time Frame 1 Hour and 45 Minutes

10 45 - 11 00

Break

TEAMING ACROSS THE MINISTRY

11 00 - 11 30

Bridge Team Selection and Brainstorming

**Facilitator
Instructions
to the Group** →

- a) **Divide the group into four bridge teams Bridge teams are emissaries sent out to meet with representatives of each of the other Division/Agency groups**

Facilitator
Instructions
to the Group

b) **Instruct the bridge team members to prepare a list of the group's strategic objectives to present to their corresponding team**

c) **Instruct each team to brainstorm ideas on**

- **What kinds of support do we need from the other team in order to achieve our objectives?**
- **Are there activities we could do together that would help us achieve our objectives?**

Time Frame 30 Minutes

11 30 - 12 15

Bridge Teams Meet and Develop Teaming/Support Strategies

- 1) **A list will be passed out telling each group where to meet with their corresponding bridge team. There will be a total of 10 bridge team groups**

Facilitator
Instructions
to the Group

b) **Instruct each team to share their strategic objectives and support needs with the corresponding bridge team**

c) **Ideas and strategies for cross Division/Agency collaboration are developed and placed on newsprint as the discussion proceeds**

d) **At the end, each bridge team prepares a list to take back to their Division/Agency group.**

12 15 - 1 00

Bridge Teams Share Results in Division/Agency Groups

Facilitator
Instructions
to the Group

1 **Ask each Bridge team to share results of the dialogue with the other Division/Agency reps**

Facilitator
Instructions
to the Group



2 Place the newsprint lists of ideas for collaboration and support up on the walls. Add ideas and objectives which the group wishes to follow-up on to the group's previous list of objectives and activities list

Time Frame 45 Minutes

Sunday Afternoon, July 6 Presentations and Celebrations

1 00 - 2 15

Lunch

2 15 - 3 00

Presentation Development

Facilitator
Instructions
to the Group



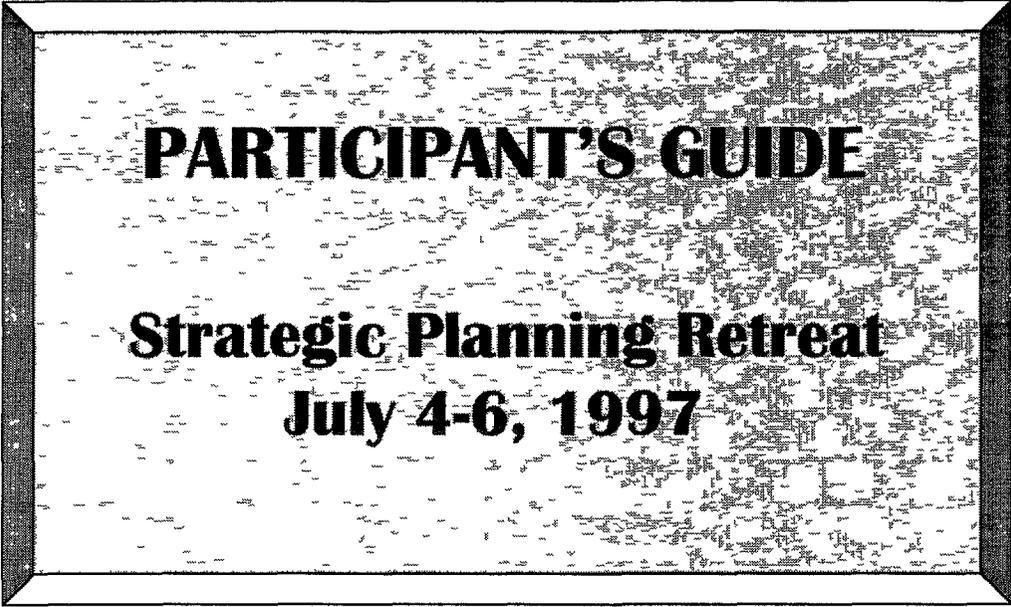
Instruct your Division/Agency group to prepare a 10 minute presentation which shows how their strategic plan for 1997-98 takes the Ministry closer to its vision and values as developed on Friday night.

Time Frame: 45 Minutes

3 00 - 4 00

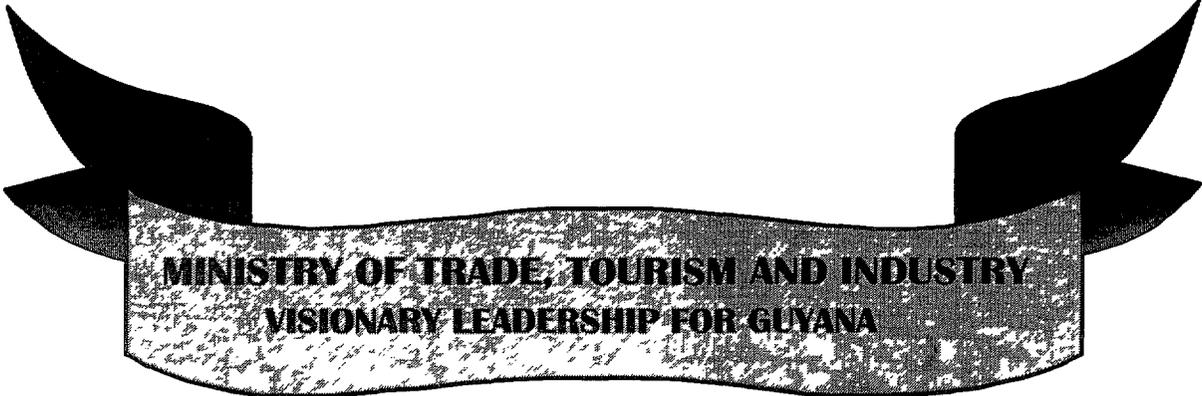
Presentations and Closure

Each group has 10 minutes to do their presentation. Following the presentation, participants will be asked to make closing remarks about the experience and what they are taking away.



PARTICIPANT'S GUIDE

**Strategic Planning Retreat
July 4-6, 1997**



**MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA**

MINISTRY OF TRADE, TOURISM AND INDUSTRY
STRATEGIC PLANNING RETREAT
OGLE MANAGEMENT CENTRE
JULY 4 - 6, 1997

LIST OF PARTICIPANTS

ADMINISTRATIVE/SUPPORT SERVICES

- 1 Neville Totaram - PS (ag)
- 2 Roopnarine Ganesh - PAS (G)
- 3 Mohan Harrypaul - PAS (F)
- 4 Rowena Figueira
- 5 Shelton Daniels - PO II
- 6 Lisette Wills - PO I (ag)
- 7 Edith Parag - SRS (ag)

FOREIGN TRADE

- 8 Willet Hamilton - TC (ag)
- 9 Kim Valentine - SFTO
- 10 Rajdai Jagarnauth - SFTO
- 11 Clifford Zammett - SFTO (ag)
- 12 Lancelot Wills - FTO
- 13 Jermonica Walcott - FTO (ag)
- *14 Dylcia Sylvester - Conf Secty
- *15 Dermot Noble - Accts Clerk

CONSUMER AFFAIRS

- 16 Paul Wharton - DCA
- 17 Joseph Cumberbatch - SCAO
- 18 Donna Marshall - R/Analyst
- 19 Muriel Tinnis - R/Asst
- *20 June Hyman - Con Sec (ag)
- *21 Kamlapattie Ramnarine - Con Sec (ag)

TOURISM

- 22 Tessa Fraser - DOT
- 23 Maureen Paul - TDO
- 24 Kenneth Bentinck - ADOT
- 25 Lesley Benjamin - R/Analyst
- 26 Angela Emmanuel - TDO
- *27 Veronica Tappin - Conf Secty
- *28 Avonie Lekha - Reg Sup (ag)

INDUSTRIAL DEVELOPMENT

- 29 Tarchan Ramgulam - DPS (ag)
- 30 Bridget Morrison - DID (ag)
- 31 Gordon Spencer - IDA
- 32 Sharon David - IDA
- *33 Mignon Hope - Accounts Clk III

EXPORT PROMOTION COUNCIL

- 34 Laxhmie Kallicharran - CEO (ag)
- 35 Adeola Simon - EPO
- 36 Ronald Doorgen - Accountant

G N B.S

- 37 Chatterpaul Ramcharran - Director
- 38 Sheree Trotman - Asst Director
- 39 Samantha Singh - Technical Officer
- 40 Michelle Caesar - Accountant
- 41 David Olton - Technical Officer I
- 42 Donna Sealey - Admin Asst

GO-INVEST

- 43 Patrick Mootoo - Senior Investment Officer

STAKE HOLDERS

- **Trade and Industry**
- 44 Inge Nathoo - Exec Secty GMA

- **Consumer Affairs**

45 Patrick Dial - Pres GCA

46 Eileen Cox - Pres CAB

47 Carlton James - Consultant (Communication)

- **Tourism**

48 Donald Sinclair - Chairman TAB

49 Richard Humphrey - Pres TAG

50 Colette Mc Dermott - Exec Dir TAG

BEEP PROJECT

51 P A Thompson - Advisor (MTTI)

52 Kandell Bentley Baker - Facilitator

53 Karen Hinds - Project Officer

****54 MINISTER: Hon Michael Shree Chan**

GUEST SPEAKERS (Lunch time)

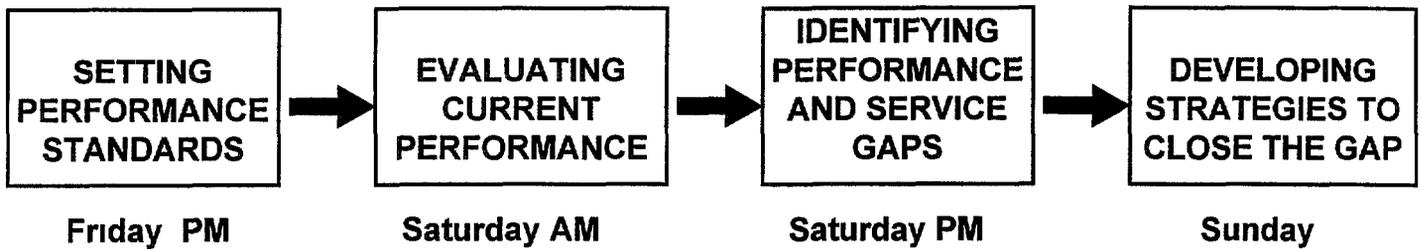
Mr Pat Dial - President, GCA (5/7)

Mr Ron Webster - President, GMA (6/7)

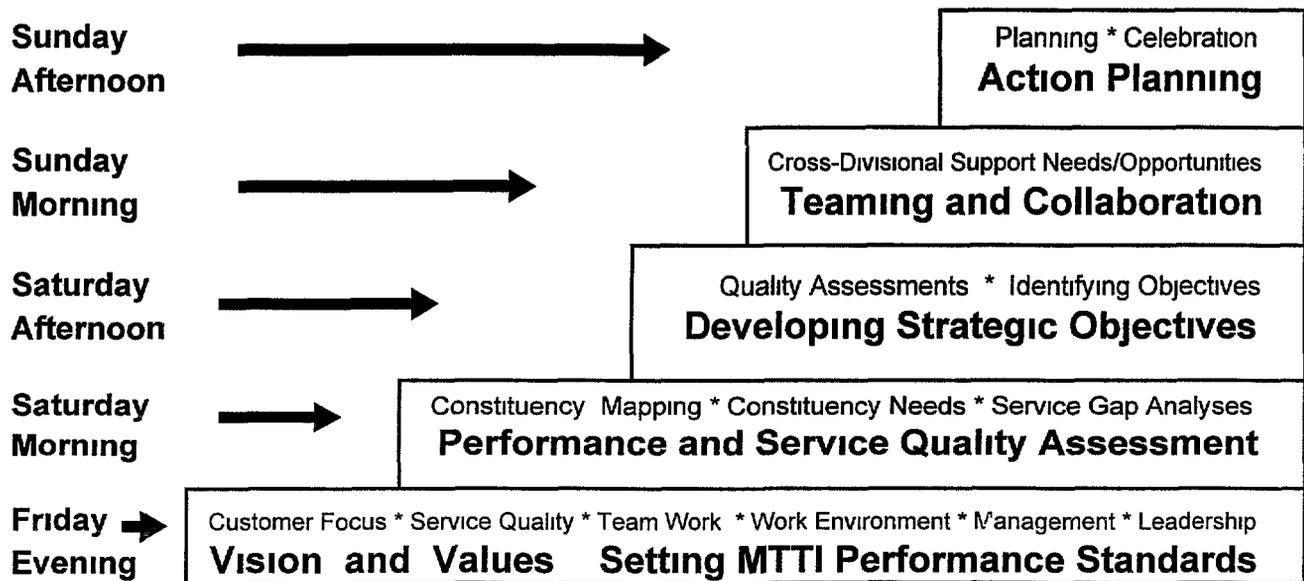
* **These staff were attached to specific groups for exposure.**

** **Not part of any substantive group.**

OVERVIEW OF RETREAT'S STRUCTURAL LOGIC



DESIGN STRUCTURE



STRATEGIC PLANNING RETREAT 1997- 98
MINISTRY OF TRADE, TOURISM, AND INDUSTRY

WORKSHOP DESIGN OVERVIEW

FRIDAY, JULY 4

MTTI VISION AND VALUES CLARIFICATION
The Foundation for Strategic Planning

4 30 - 5 00 *Welcome and Opening Remarks*

Permanent Secretary Totaram
Minister Shri Chan

5 00 - 5 20 Break

5 20 - 5 35 *Retreat Overview*

K Bentley-Baker

5 35 - 6 45 *Vision/Values Clarification*

Cross-cutting Groups

6 45 - 7 30 *Presentations to the Full Group*

SATURDAY, July 5

DIVISION AND AGENCY STRATEGIC OBJECTIVES

9 00 - 9 30 *Constituency Mapping*

9 30 - 10 30 *Constituency Needs Analysis*

10 30 - 10 45 Break

CORE VALUES

- 1. VISIONARY LEADERSHIP OF GUYANA**
- 2. A CONSTANT FOCUS ON CONSTITUENCY NEEDS**
- 3. QUALITY SERVICE**
- 4. TEAM WORK**
- 5. EFFECTIVE MANAGEMENT PRACTICES**
- 6. A FACILITATING WORK ENVIRONMENT**

10 45 - 11 45 *Service Gap Analysis*

11 45 - 12 00 *Quality Inventory*

12 00 - 1 15 Lunch

1 15 - 2 15 *Service Quality Analysis*

2 15 - 2 45 *Mini Environmental Scan*

2 45 - 3 30 *Objectives for the 1997-98 Strategic Plan*

3 30 - 3 45 Break

3 45 - 4 30 *Presentations on Division/Agency 1997-98 Objectives*

Sunday, July 6

DIVISION/AGENCY ACTION PLANS

9 00 - 10 45 *Developing Action Plans for Each Strategic Objective*

10 45 - 11 00 Break

BUILDING BRIDGES ACROSS THE MINISTRY

11 00 - 11 30 *Bridge Team Selection and Brainstorming*

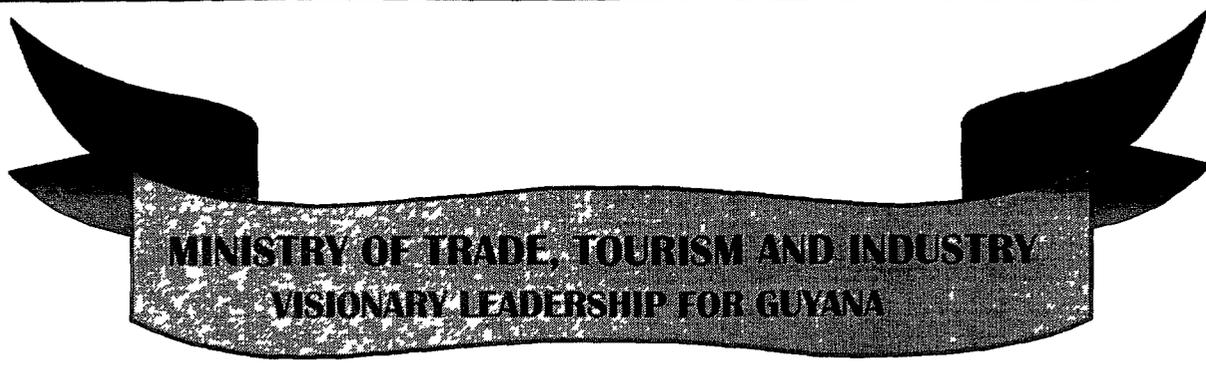
11 30 - 12 15 *Bridge Teams Meet and Develop Teaming/Support Strategies*

12 15 - 1 00 *Bridge Teams Share Results in Division/Agency Groups*

1 00 - 2 15 Lunch

2 15 - 3 00 *Presentation Development*

3 00 - 4 00 *Presentations and Closure*



MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA

- 1. Think of the sentence as part of a creed.**

We the people of MTTI....

- 2. Make the sentence active.**

We listen...We produce....

- 3. Make the sentence fairly short.
Try to stay below 15 words.**

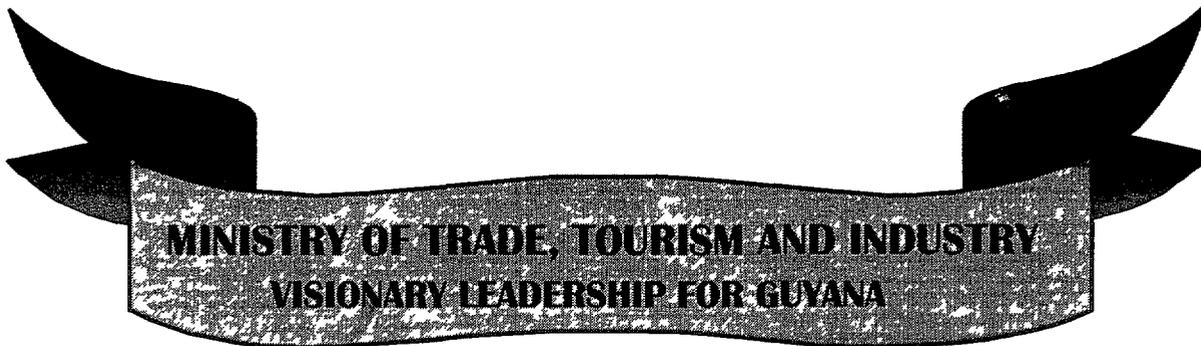


Wrong:

Team work means partnering with others in and outside the Ministry to solve problems in a manner that capitalizes fully on our human resources.

Right:

We maximize human and capital resources through internal and private sector partnerships.



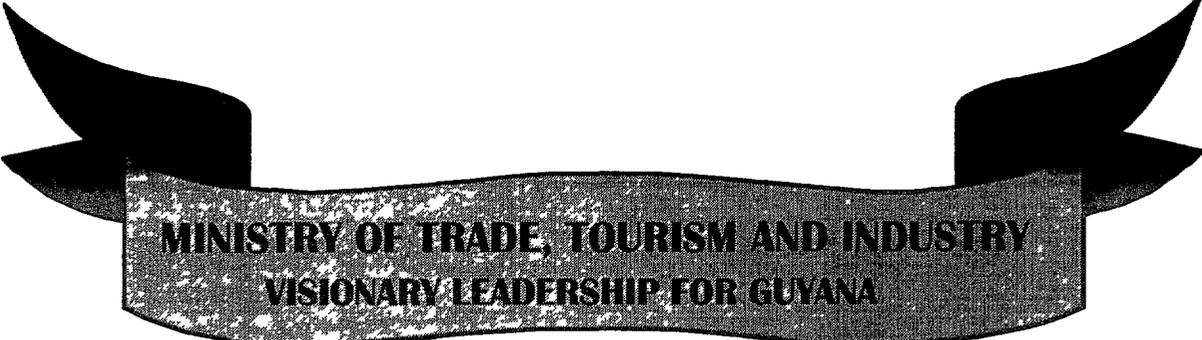
MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA

Wrong:

An effective manager is a person who plans ahead, uses resources effectively, and motivates employees to perform at their best.

Right:

We plan strategically, manage resources efficiently and reward effective performance.



**MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA**

**FOCUS ON YOUR VALUE
ONLY**

**DO NOT DUPLICATE THE
OTHER FIVE VALUE AREAS**

DEVELOPING THE MTTI VISION/VALUE STATEMENTS

Craft a sentence which defines this value for MTTI

6 A FACILITATING WORK ENVIRONMENT

- Think of the sentence as part of a creed
- Make the sentence active
- Make the sentence fairly short - try to stay below 15 words

Examples

Wrong Team work means partnering with others in and outside the Ministry to solve problems in a way that capitalizes fully on our human and capital resources

Right We maximize human and capital resources through internal and private sector partnerships

Wrong An effective manager is a person who plans ahead, uses resources effectively, and motivates employees to perform at their best

Right We plan strategically, manage resources efficiently and reward effective performance

Focus on your value only Do not duplicate the other five value areas

FRIDAY EVENING TASK ONE

The Value _____

In the space provided below write words or phases which define or describe the value listed above

For example, if the value is "Visionary Leadership for Guyana" descriptive words and phrases might include *looking ahead to tomorrow's problems, keeping up to date on the latest technologies, educating the private sector on new developments, leading private sector efforts to grow, etc*

If you think of more than two write them all down, then pick the two you like the most

1 _____

2 _____

3 _____

4 _____

I

MINISTRY OF TRADE, TOURISM AND INDUSTRY

VISION AND VALUES

1. VISIONARY LEADERSHIP OF GUYANA

We develop strategies and effective partnerships for the sustained development of business and industry through the 21st century

2. A CONSTANT FOCUS ON CONSTITUENCY NEEDS

We are a facilitating body we listen to the needs of our constituencies and provide quality service for economic stability and sustainability

3. QUALITY SERVICE

We consistently ensure customers' satisfaction by providing accurate and reliable service in a credible and courteous manner

4. TEAM WORK

We aspire together to achieve common goals and objectives

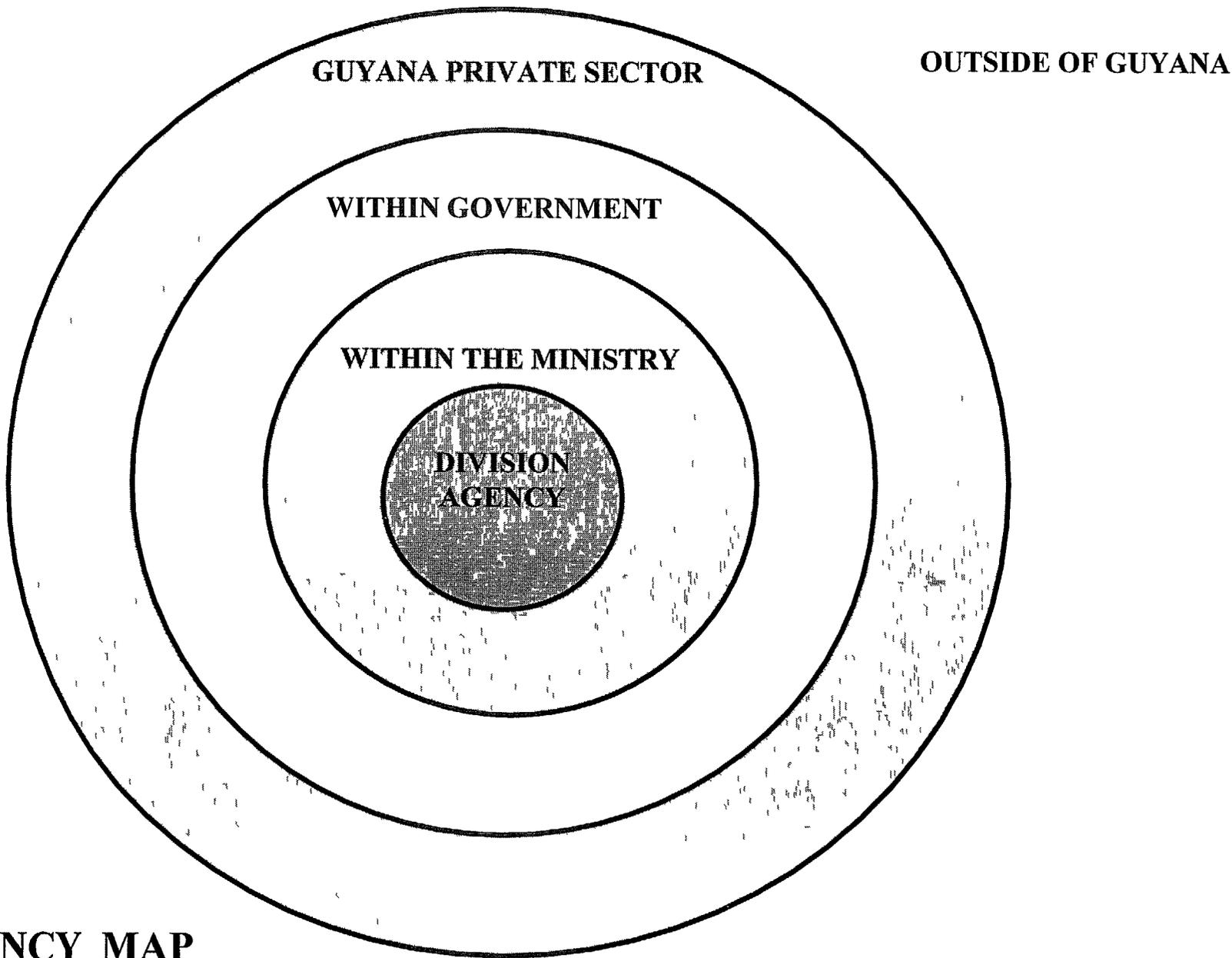
5. EFFECTIVE MANAGEMENT PRACTICES

We exercise rational participatory management worthy of emulation

6. A FACILITATING WORK ENVIRONMENT

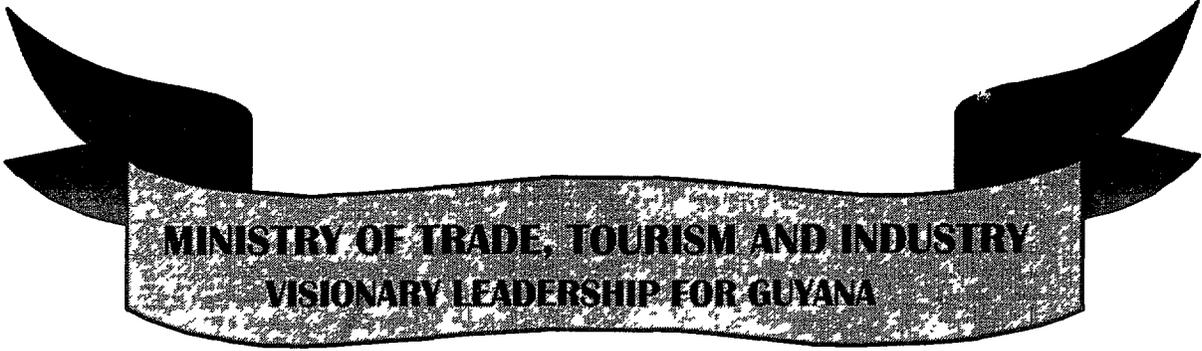
We demonstrate leadership qualities to maintain stakeholders' satisfaction in an enhanced atmosphere

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CONSTITUENCY MAP

HP



MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA

BEGIN WITH YOUR CONSTITUENCY

⇒ **Who are they?**

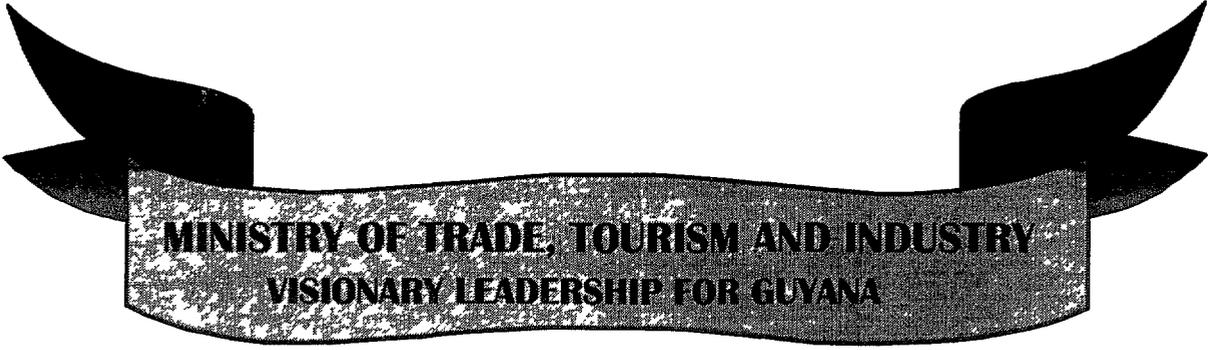
Being Focused

⇒ **What do they need?**

Being Visionary

⇒ **What do they want?**

Being Responsive



MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA

THE SERVICE GAP ANALYSIS

- A. Compare constituency wants and needs with what you are offering.**
- B. Determine what you can and should provide, given restrictions:**
- **legal parameters**
 - **mission**
 - **resources**
 - **capabilities of your public and private sector partners**

CONSTITUENT: _____

SERVICES NEEDED

SERVICES OFFERED

1.

1. MTTI -
AGENCY-

2.

2.

3.

3.

4.

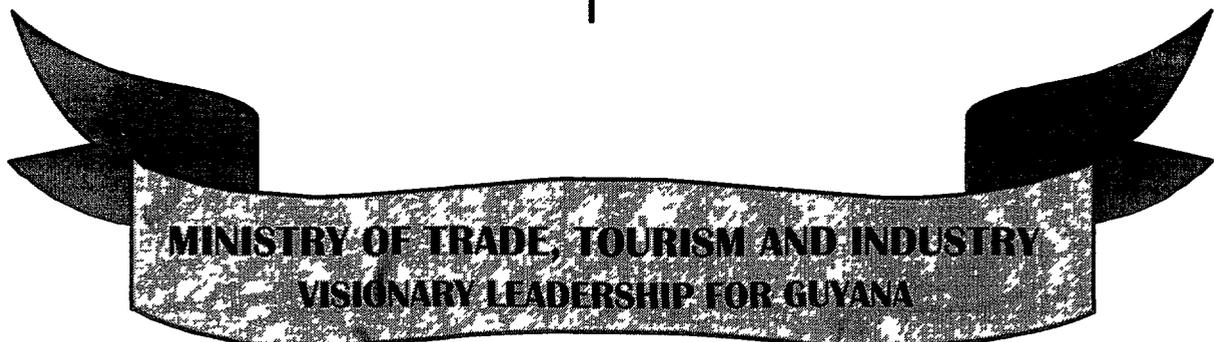
4.

5.

5.

6.

6.



SERVICE QUALITY ASSESSMENT

DIVISION/AGENCY _____

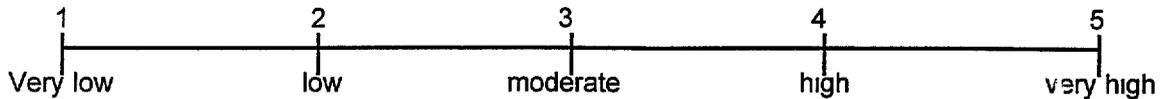
SERVICE _____

MAJOR CLIENT GROUPS _____

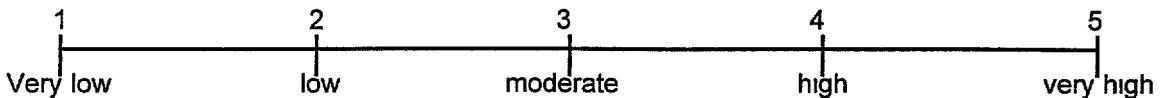
Evaluate Performance of the Division/Agency for each dimension:

TECHNICAL DIMENSIONS

- 1 **Accuracy** The degree to which information provided is reliable and fully up-to-date or the degree to which non-information services accurately meet the needs of the client with most recent technology

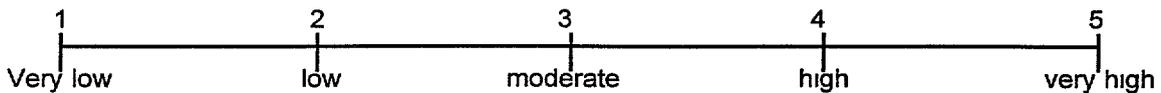


- 2 **Completeness/Thoroughness** The degree to which the product or information delivered fully responds to the needs of the client

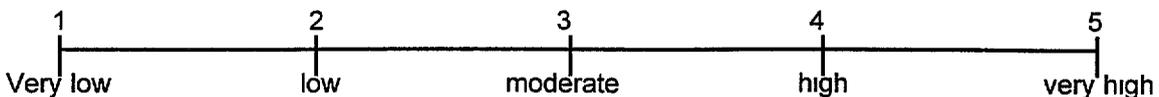


CUSTOMER SERVICE DIMENSIONS

- 3 **Access and Convenience** The degree to which the service is available and accessible to the client groups and the ease with which it can be used (user friendliness)

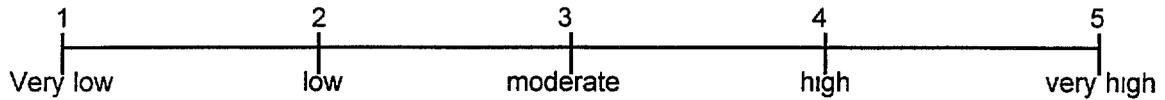


- 4 **Timeliness** The degree to which services are delivered promptly following requests

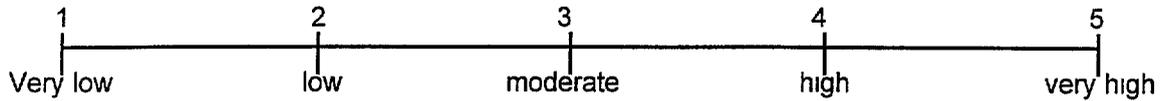


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- 5 **Customer Satisfaction** The degree to which client satisfaction is regularly and systematically measured and service improvements are made



- 6 **Communication and Client Education** The degree to which efforts are made to inform clients of service availability, the business advantages of using the service and how to use it for best results

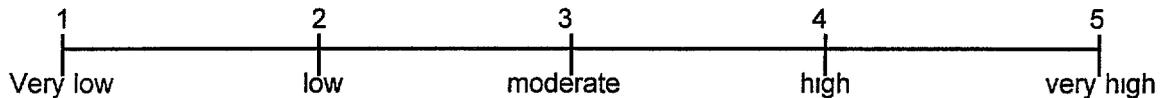


The Quality Quotient for this service

Total Score _____ Derive by adding the 6 scores

Overall Rating _____ Derive by dividing the total score by 6

Place an X on the continuum below



THINK STRATEGICALLY

- Focus clearly on the desired outcome.**
- Determine the straightest line between where you are and where you want to go.**
- Identify who needs to be consulted in order to be successful.**
- Identify things you need in order to be successful:**

equipment	software
training	personnel
- Identify constraints and develop steps to circumvent them.**

Goal _____

DIVISION/AGENCY: _____

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table						
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q	
Write out the objective in the space below	List the tasks and activities that need to be done in order to achieve the objective List them in sequential order	Identify the person responsible							
		Draw a line showing when the task begins and ends 							

RAW DATA REPORT

**Strategic Planning Retreat
July 4-6, 1997**

Prepared by Kandell Bentley-Baker
IGI International, Inc

**MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA**

MINISTRY OF TRADE, TOURISM AND INDUSTRY
1997-98 STRATEGIC PLANNING RETREAT
RAW DATA REPORT

Table of Contents

Preface Architecture of the Retreat	1
I Setting Performance Standards for MTTI	
Small Group Deliberations	1
Vision/Value Statements	4
II Developing Performance Enhancement Objectives	
A Industry Development and Go-Invest	5
B Tourism	7
C Foreign Trade and GEPC	9
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III Action Plans	
A Industry Development and Go-Invest	16
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C Foreign Trade and GEPC	24
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STRATEGIC PLANNING RETREAT 1997-98
MINISTRY OF TRADE, TOURISM AND INDUSTRY

ARCHITECTURE OF THE RETREAT

Theme Raising Standards of Service and Performance

Goal To initiate development of a Ministry Strategic Plan for 1997-98 that promotes and facilitates significant improvements in Ministry and Agency services

Objectives

During the course of the retreat, participants will

- 1 Develop vision and value statements which set standards of excellence for the Ministry and its related Agencies
- 2 Identify their major constituencies and conduct needs and service gap analyses in order to evaluate the current service menu
- 3 Conduct service quality analyses to identify needed improvements

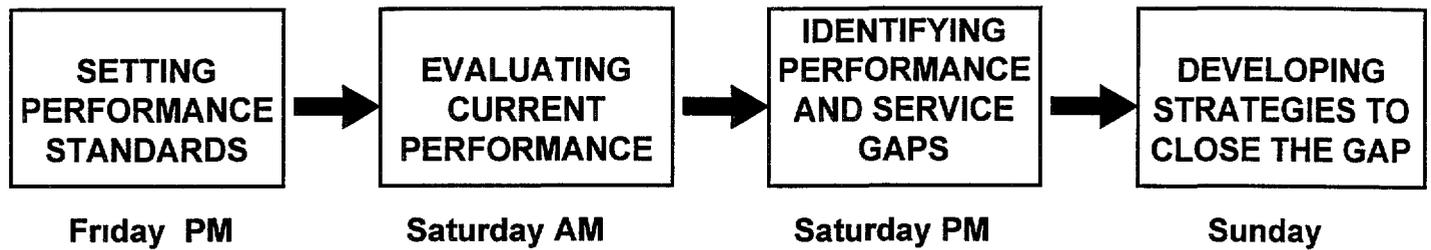
Based on the above, participants will

- 4 Develop objectives for the 1997-98 strategic plan which will lead to significant improvements in professional performance and constituency services
- 5 Begin preparation of an action plan for each strategic objective

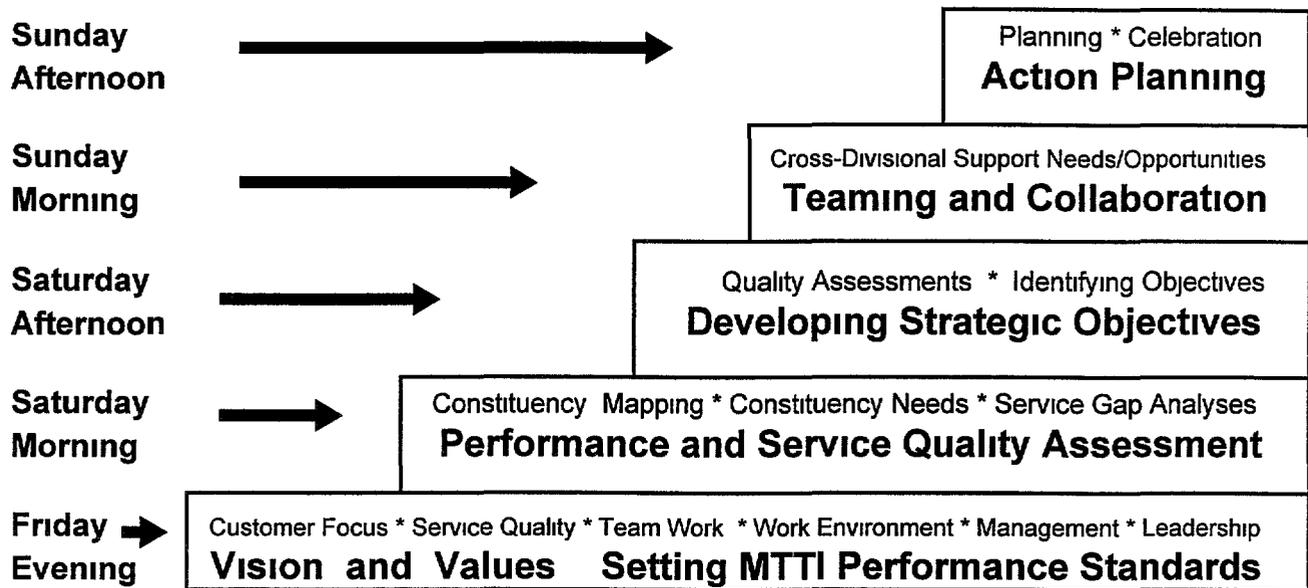
Products/Outcomes

- 1 Vision/Values statements which will serve as benchmarks for Ministry performance
- 2 Constituency maps for all Divisions and Agencies and preliminary constituency needs assessments
- 3 Service Quality Assessments
- 4 Strategic objectives for each Division and Agency
- 5 Draft Action Plans for each Division and Agency

Overview of Structural Logic



DESIGN STRUCTURE



Participants will work in a series of cross-cutting and Division/Agency groups, with activities each day building upon deliberations and decisions of the previous day. The six value areas, from which standards will be developed, emerged through group discussions in the pre-planning sessions. Definitions and statements of standards developed on Friday evening will provide the basis for performance and service assessments on Saturday. Late Saturday, strategic objectives are defined. On Sunday, cross-division/agency teams, called "bridge teams," will meet to share objectives and identify support needs and joint venture opportunities across the Ministry. Also on Sunday, action plans will be designed to achieve the service and performance enhancements identified on Saturday.

MTTI STRATEGIC RETREAT 1997

RAW DATA

I Friday 4 July, 1997 Setting Performance Standards for MTTI

A Group 1 - Visionary Leadership of Guyana

Characteristics/dimensions of visionary leadership

- loyalty
- good governance
- setting realistic goals
- identifying opportunities and constraints
- strategy for development
- forging ahead
- realizing full potential
- unity
- striving for betterment
- decisive and long term planning
- aware of future possibilities
- combination of efforts and knowledge
- effective management training
- harmony

Vision/Value Statement

We develop strategies and effective partnership for the sustained development of business and industry for the 21st century

B Group 2 - A Constant Focus on Constituency Needs

Characteristics/dimensions of constituency focus

- facilitate investment (facilitatory)
- anticipate needs
- awareness of environment changes
- loyalty to constituents
- good communication
- timely information - always keep the private sector information
- interface with clientele
- providing long term means of social, economic, environmental and cultural enhancement

- we listen and assess needs
- action oriented (pro-active)
- resolve problems
- we provide service that is second to none

Vision/Value Statement

We are a facilitating body we listen to the needs of our constituencies and provide quality service for economic stability and sustainability

C Group 3 - Quality Service

Characteristics/Dimensions of Quality Service

- be knowledgeable -customer expectations, needs
- customer care
- courtesy and efficiency
- dependability
- credibility
- reliability
- continuous training
- confidence in performance
- environment consideration - physical, human
- access to relevant equipment

Vision/Value statement

We consistently ensure customers' satisfaction by providing accurate and reliable service in a credible and courteous manner

D Group 4 - Team Work

Characteristics/dimensions of team work

- combining ideas
- working together
- dedication
- dependability
- feedback
- loyalty
- tolerance
- togetherness
- loyalty
- unity/strength

Vision/Value Statement

We aspire together to achieve common objective/goals

E Group 5 - Effective Management Practices

Characteristics/Dimensions of Effective Management Practices

- management by objectives
- participatory leadership
- emulatory leadership
- rational
- good feedback systems

Vision/Value Statement

We exercise rational participatory management worthy of emulation

F Group 6 - A Facilitating Work Environment

Characteristics/dimensions of a Facilitating Work Environment

- comfortable
- reliable
- dependable
- enthusiastic
- friendly
- perseverance
- motivation
- effective communication
- efficiency
- purpose
- commitment
- quality
- leadership
- incentives

Vision/Value Statement

We demonstrate leadership qualities to maintain stakeholders' satisfaction in an enhanced atmosphere

MINISTRY OF TRADE, TOURISM AND INDUSTRY VISION AND VALUES

1. VISIONARY LEADERSHIP OF GUYANA

We develop strategies and effective partnerships for the sustained development of business and industry through the 21st century

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5. EFFECTIVE MANAGEMENT PRACTICES

We exercise rational participatory management worthy of emulation

6 A FACILITATING WORK ENVIRONMENT

We demonstrate leadership qualities to maintain stakeholders' satisfaction in an enhanced atmosphere

II Saturday 5 July = Developing Performance Enhancement Objectives

A Industry Development and Go-Invest

Identifying constituency needs and MTTI/Agency services offered

CONSTITUENT Private Sector	
SERVICES NEEDED	SERVICES OFFERED
investors guide investors code policy framework participation in negotiations affecting sub-sectors statistics regular meetings, discussions with MTTI investment - opportunities, procedures, regulations, incentives, facilities	MTTI/MOF MTTI/MOF MTTI/Statistical Bureau/BOG MTTI GO-INVEST

CONSTITUENT International organizations	
SERVICES NEEDED	SERVICES OFFERED
information (of various types) - sub-sectoral development plan identification of investment needs priorities e.g HRD, TA policy reviews participation in negotiations investment performance sector profiles investment legislation/regulations investment procedures communication	MTTII MTTII investment - MTTII/ GO-INVEST priorities - MTTII MTTII MTTII GO-INVEST GO-INVEST MTTII GO-INVEST MTTII

CONSTITUENT Economic ministries	
SERVICES NEEDED	SERVICES OFFERED
review fiscal regimes investment priorities participation on joint economic commission and other negotiations endorsement on land issues information - statistics- sub-sectoral/ investment needs etc	MTTII/ GO-INVEST/ PSC MTTII/ PSC MTTII MTTII GO-INVEST, Statistical Bureau, BOG

CONSTITUENT GO- INVEST	
SERVICES NEEDED	SERVICES OFFERED
investors' code investors' guide information updates on industrial policy (local/CARICOM) policy endorsements e g environmental issues participation in negotiations re investment and related issues	 MTTI/MOF MTTI/EPA/GGMC/GFC MTTI/MFA

Objectives

- 1 Completion of investment guide, code
- 2 Sector profiles must be completed
- 3 Investment data to be updated
- 4 Regular consultation with client base
- 5 Develop mechanism to enhance utility support - roads, water, GT&T, etc
- 6 Streamline investment procedures
- 7 Identify obsolete investment legislation and recommend relevant updates
- 8 Strengthen participatory mechanisms in international negotiations e g industrial policy, JEC's, investment policy, BITS
- 9 Institutional strengthening - be able to realize objectives
- 10 Review incentives regimes

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B Tourism

CONSTITUTENT TAG	
SERVICES NEEDED	SERVICES OFFERED
Information statistics policy/practices direction trends strategy technical assistance offers communication partnership advocacy regulation of the industry standards	available but not provided in a form that is usable consensus approach monthly meetings with Minister and division Should be expanded to a monthly meeting between division and TAG executive does not exist mechanism in place to provide regulations

CONSTITUTENT CTO	
SERVICES NEEDED	SERVICES OFFERED
Information - statistics, product, Policy Human resources	

CONSTITUTENT TAB	
SERVICES NEEDED	SERVICES OFFERED
Information - research statistics, policy, product, legislation and market trends human resource finance	provided in a limited way provided

CONSTITUTENT OAS	
SERVICES NEEDED	SERVICES OFFERED
Information - product policy statistics training and development requirements	This side not completed

Objectives

- 1 To develop a communication strategy that foster a better relationship between the division and its constituencies
- 2 to determine the minimum standards for industry and to devise mechanisms for their monitoring and enforcement
- 3 to disseminate information about developments in the industry and activities of the tourism division in a timely and usable format

Service Quality Assessment

List of services

- 1 Information
- 2 Communication
- 3 Statistics
- 4 Regulations
- 5 Information - need for education

Regulations

- Absence standards
- limited enforcement mechanism (have)
- a structured approach
- to the development of tourism projects
- strong monitoring mechanism (need)

Communication

- there is a feeling of antagonism
- there is not a common feeling that the goals of the agencies for the same
- there is a need for greater cooperation, understanding, respect and team work
- role identification and role definition

C Foreign Trade GEPC

CONSTITUTENT Guyana Private Sector - GMA	
SERVICES NEEDED	SERVICES OFFERED
Interp/clarification of Trade Policies	yes satisfactory
market availability access opportunities	
technical expertise - packing, production, processing etc	yes needs upgrading
Statistical Data on trade - volumes, destination, origin	yes
collaboration and coordination on - trade missions, trade shows and fairs	yes
application - fiscal and other concessions to be included	yes
1 establishing a database in order to inform clients and general market intelligence	
2 consultancy dept (cash flow analysis/ project proposals)	
3 motoring overseas trade missions	
4 establishing of permanent information display centers at Guyana's embassies and missions	
5 monitor/project future trends in international trade	
6 conduct regularly scheduled periodic meetings with related agencies and the PSC	

CONSTITUTENT Within Government - Ministry of Foreign Affairs	
SERVICES NEEDED	SERVICES OFFERED
Position paper on data and general infor on current trade and economic issues (FTAA, WTO)	yes
technical expertise/support on issues requiring joint repre/collaboration (market access, TIS)	yes
Data and general information	
Technical expertise (on trade related issues)	

CONSTITUTENT Outside Guyana - Guyana embassies/missions	
SERVICES NEEDED	SERVICES OFFERED
<p>General information - trade statistics clarify/interp of trade policies, profiles - company produce, imports and exports Trade/Investment Scio-economic data e g GDP collaboration/coordination of trade exhibitions/missions analyses of multilateral agreements economic trends Investment climate <u>to be included</u> 1 identification of contact agencies 2 analysis of multi trade agreements 3 study of economic trends 4 identification of agencies to carry out analysis of investment climate 5 develop and structured relationship and liaison with overseas honorary trade representatives</p> <p><u>to be omitted</u> 1 study of investment opportunities 2 analysis of investment climate</p>	<p>provide data (trade), profile as requested</p> <p>yes yes yes</p>

CONSTITUTENT Outside of Guyana - regional Organization -CARICOM	
SERVICES NEEDED	SERVICES OFFERED
<p>trade financial data company profiles interpretation of national policies technical expertise on issues relating to, promotion of exports, customs, agriculture, market access, countervailing measures, trade in services/ goods, intellectual property rights, programming planning</p>	<p>trade data company profiles import/export regime, barriers to trade promotion of exports - non traditional, market access e g market opportunities etc , national focal point</p>

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CONSTITUTENT Outside of Guyana - regional Organization -CARICOM

SERVICES NEEDED	SERVICES OFFERED
<p>facilitatory services - planning and organizing of workshops, internal dissemination of information</p> <p><u>to be included</u></p> <ol style="list-style-type: none"> 1 analysis of performance of agreements 2 database on trading services statistics 3 initiation of and subsequent conducting of workshops 4 articulation of a comprehensive trade policy 5 develop a structured relationship and liaison with overseas honorary trade representatives 6 monitor/project future trends in international trade 7 conduct periodic training sessions, seminars and fora on trade issues 8 mount overseas trade missions 9 establish linkages and structures a basis of communication <p><u>to be omitted</u></p> <ol style="list-style-type: none"> 1 provision of financial data 2 technical expertise on customs, countervailing anti dumping 3 intellectual property rights 	<p>prog planning info to Caribbean export, planning and organizing workshop, internal diss of info</p>

Objectives

- 1 Develop a strategy to improve relationship with the private sector
- 2 Establish data base to improve competitiveness
- 3 Formulate programs to educate private and public sector agencies on pertinent trade issues
- 4 Closer collaboration with CARICOM agencies e g CEDA, CARTIS to enhance Guyana's exports
- 5 Provide, data analysis, policy papers and establish structured linkages with Guyana's overseas trade representatives/embassies/missions etc
- 6 Provide indicative list showing agencies and their mandates

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D Consumer Affairs

CONSTITUTENT Ministry of finance	
SERVICES NEEDED	SERVICES OFFERED
budgetary information proper accountability projections - long, short and medium re work programs enforcement	yes MTTI/GNBS " " very limited (extremely - MTTI expanded feedback mechanism

CONSTITUTENT Consumers Association Bodies	
SERVICES NEEDED	SERVICES OFFERED
finance Policy directions communication institutional strengthening organization development	yes MTTI yes MTTI yes limited zero expanded - seminars, more lobbying for finance, focused coordination

CONSTITUTENT Industrial development	
SERVICES NEEDED	SERVICES OFFERED
policy directives legislation and enforcement education standards/information	yes MTTI limited yes limited MTTI GNBS yes very limited MTTI, CAB, GNBS yes limited GNBS expanded /new - implementation standardization certification monitoring

CONSTITUTENT Schools	
SERVICES NEEDED	SERVICES OFFERED
printed materials on consumer affairs training accessibility curriculum development	yes limited MTTI, GNBS, GCA very limited MTTI, GNBS CAB, GCA limited MTTI, GNBS, CAB, GCA zero <u>expanded/new</u> - improved coordination re consumer information dissemination, extensive PR programme

Objectives

- 1 Develop and implement an integrated public education programme
- 2 Develop, promote and implement standards relating to consumer interest
- 3 Identify, design and provide structured training programmes for internal and external customers
- 4 Continue activities of the National Advisory Consumer Protection committee

Expanded/New Services

- Improved coordination re consumer information dissemination
- Extensive public relations programme
- Effective feedback mechanisms to be implemented re MoF
- Increased seminars
- More lobbying for finance - CAB
- Focused coordination - re CAD/ GNBS and consumer bodies
- Implementing standardization
- Certification programmes
- Increased monitoring

E Administration

CONSTITUTENT Private Sector	
SERVICES NEEDED	SERVICES OFFERED
proper disposal of garbage and waste, M&CC	service is provided

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CONSTITUTENT Private Sector	
SERVICES NEEDED	SERVICES OFFERED
prompt payment of accounts - GT&T, GSWC compliance with proper industrial relations practices and support for its branch functioning - PSU	to an extent depending on submission of bills (GT&T) achieved (GSWC) a) partial compliance with industrial relations practices b) we support more staff involvement

CONSTITUTENT Division/agency	
SERVICES NEEDED	SERVICES OFFERED
conducive work environment (facilities etc) effective personnel service timely procurement and supply of materials efficient storage and retrieval of information and confidentiality of documents	60% satisfaction 80% satisfaction 80% satisfaction 55% achievement

CONSTITUTENT Within Government	
SERVICES NEEDED	SERVICES OFFERED
timely submission of financial statements (MoF) accurate and timely submission of personnel particulars (staff appraisals etc) PSM Availability of financial and personnel records including inventories of assets (fixed) - AG timely payments of contributions to international organizations -M of Foreign Affairs	achieved 75% satisfaction satisfactory achieved

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Objectives

- 1 to implement working environment (physical space)
- 2 To train personnel officers in counseling skills
- 3 To acquire improved technology and computers
- 4 To educate staff in industrial relations and practices
- 5 To implement in-house training at technical and general level

III Sunday, July, 6 Development of Action Plans

The following action plans were developed Meetings to be held on Tuesday, July 8 and Thursday, July 10 will review and complete these forms, and complete the resource needs tables



Goal Increase home-based and overseas-based industrial development and investment

INDUSTRIAL DEVELOPMENT/GO-INVEST

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
1 Prepare, store and retrieve Investment Data	<p>1 Establish system for collection and storage including acquisition of</p> <ul style="list-style-type: none"> • computer hardware • personnel • training <p>End Product Resources and system for collection in place, ready to operate</p>							
	<p>2 Collect data</p> <ul style="list-style-type: none"> a) Identify types of data required b) Identify sources and arrange regular systematic access c) Resolve transportation and problems related to data access <p>End Product Data is available for reports, etc</p>							
	<p>3 Format Data</p> <ul style="list-style-type: none"> a) Determine how users need data to be provided b) Determine need and acquire software c) Develop plans for formatting reports data sheets etc <p>End Product User Friendly Reports, Fact Sheets, etc</p>							
	<p>4 Establish Data Center</p> <ul style="list-style-type: none"> a) Locate and prepare physical space including essential air conditioning and security <p>End product A well equipped data center</p>							
	<p>5 Establish distribution plan for data</p>							

Objectives	Tasks	Person Responsible	Time Table				
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q
	<p>End Product Reports data are systematically distributed to the right places</p> <p>6 Prepare sector profiles</p> <p>End product Up to date Sector Profiles</p>						
2 Strengthen Investment Policies	<p>1 Complete the Investment code</p> <p>a) Participate in consultant s efforts to develop the code</p> <p>b) Review recommendations and support approval process of the final draft</p> <p>c) Support legislative review for passage of the code</p> <p>End Product Investment code is law</p> <p>2 Improve Guyana s arrangements and agreements in light of the new Investment code</p> <p>a) Review investment arrangements</p> <ul style="list-style-type: none"> • Caricom industrial policy • Caribbean Latin America industrial policy • FTTA investment and competition policy areas • WTO Trade Related Investment Measures (TRIMs) • GATS general agreements on trade in service • Joint Commission • Investment Treaties <p>End Product Revised arrangements and agreements</p> <p>3 Promote Training and up dating staff</p> <p>End product Improved service and information to investors</p> <p>4 Analyze implications and commitment</p> <p>End product</p> <p>5 Prepare recommendations for discussion</p> <p>End products</p>						

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>6 Establish consultations with customers</p> <p>End products</p> <p>7 Participate in negotiations</p> <p>End product</p>							
3 Define mechanisms to provide industrial support	<p>1 Identify development strategies such as industrial estates</p> <p>End product Report on strategies</p> <p>2 Communicate these strategies to clients and relevant agencies and develop strategies to collaborate</p> <p>End Product Meetings with clients, plans for collaboration</p> <p>3 Plan strategies to effect the necessary support from suppliers</p> <p>a) Set meetings with suppliers</p> <p>b) Develop strategies with each</p> <p>End product Meetings with suppliers, strategies</p> <p>4 Establish monitoring mechanisms</p> <p>End product</p> <p>5 Revise and effect changes to strategies as needed</p> <p>a) Meet regularly with private sector groups to review success of strategies</p> <p>b) Revise strategies based on feedback and rate of industry success</p> <p>End Product Revised, improved strategies of support</p>							
4 Stimulate Growth of Investment	<p>1 Complete the Investment Guide</p> <p>a) Review the existing document and make revisions</p> <p>b) Submit the revised document for approval</p>							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>End Product A useable Investment Guide</p> <p>2 Promote Foreign Direct Investment</p> <p>a)</p> <p>b)</p> <p>c)</p> <p>End product</p> <p>3 Conduct annual review of the incentive regime and recommend improvements</p> <p>End Product Policy changes which provide continual improvements in the incentive regime</p> <p>4 Prepare promotional materials</p> <p>End Product materials for distribution</p> <p>5 Target Investors and conduct internal and external investment missions</p> <p>a)</p> <p>b)</p> <p>c)</p> <p>End product List of potential investors, series of meetings/missions</p> <p>6 Conduct seminars and training programs for both staff and clients</p> <p>End Product periodic seminars</p>							

Goal

TOURISM

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table				
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q
<p>1 Develop a communication strategy that will foster a better relationship between the Tourism Division and its constituencies</p> <ul style="list-style-type: none"> • Tourism Association of Guyana • The Public • Regional and International Organizations such as CTO, CHA, WTO, and OAS • Media • Governmental Organizations and Institutions 	<p>1 Identify contacts within each constituency</p> <p>a) Develop preliminary list b) Make initial contact with the organizations and contact people to discuss desired outcomes and proposed processes</p> <p>End Product A mutually agreed process for improving communication and relations with each organization</p> <p>2 Implement mechanisms to facilitate consultation with the constituencies</p> <p>a) Conduct monthly meetings with Executive Members of TAG b) Identify and clarify roles with the various organizations and agencies c) Identify areas of collaboration d) Develop mechanisms to achieve goals and objectives e) Conduct review of objectives and achievements f) Modify plans according to changing needs</p> <p>End Product Meetings and exchanges with primary constituents, joint plans of action</p> <p>3 Seek technical assistance to develop strategies with the constituents</p> <p>a) Conduct bilateral meetings with funding agencies such as BEEP and OAS</p> <p>End product Funds and plans for assistance</p> <p>4 Develop Communications Strategy</p> <p>a) Conduct needs assessment b) Prepare a report from the analysis c) Develop an action program d) Acquire additional staff to implement program such as research assistants e) Obtain necessary equipment f) Train personnel to implement the program</p>						

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Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>End product A plan resulting in improved communications</p> <p>5 Implement the program</p> <p>End product Activities which improve communication</p>							
<p>2 Develop minimum standards for the industry and devise mechanisms for their monitoring and enforcement</p>	<p>1 Conduct an inventory of the products and personnel</p> <p>a) Collect data on the level of products offered in the accommodation sector tour guides and operatives</p> <p>b) Identify source of consulting assistance</p> <p>End product Data base on the industry</p> <p>2 Examine existing legislation to determine relevance to current development needs in tourism and develop a list of needed legislation</p> <p>a) Consult with stakeholders</p> <p>b) Develop consensus on needed changes</p> <p>End product List of legislative changes needed</p> <p>3 Draft legislation</p> <p>End Product legislation for submission to Government for passage</p> <p>4 Conduct national consultancy to support passage</p> <p>End Product New legislation enacted</p>							
<p>3 Disseminate information about development in the industry and activities of the Tourism Division in a timely and usable</p>	<p>1 Identify the needs of the constituencies through consultation</p> <p>a) Develop questionnaires and interview schedules</p> <p>b) Organize meetings with the constituents and other government departments</p> <p>End product A comprehensive list of information needs</p>							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
manner	<p>2 Conduct internal needs assessment to determine the level of capability to access process and deliver needed information</p> <ul style="list-style-type: none"> a) Organize meetings with the Statistical Bureau and the Caribbean tourism Organization b) Develop strategies to access needed data systematically c) Develop formats for reports and fact sheets to be prepared d) Determine equipment software and training needs to produce reports and fact sheets <p>End product Plans for data acquisition, list of support needs</p> <p>3 Acquire the necessary equipment software and personnel</p> <ul style="list-style-type: none"> a) Prepare a proposal for technical assistance equipment and human resource needs b) Meet with Funding agencies to facilitate acquisition <p>End product proposals, equipment , software, etc acquired</p> <p>4 Train personnel to conduct research and to process analyze and present information in a timely manner and usable format</p> <ul style="list-style-type: none"> a) Develop a training program design b) Conduct training program <p>End Product Training program</p> <p>5 Pre test information output with constituencies</p> <ul style="list-style-type: none"> a) Develop questionnaires and interview schedule b) Conduct survey c) Analyze data collected <p>End Product Information reports and fact sheets that are useful to constituents</p> <p>6 Conduct an education program on he utilization of information</p> <ul style="list-style-type: none"> a) Design and conduct workshops for constituents <p>End Product Workshops</p>							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>7 Put in place a system to facilitate easy access to the information</p> <p>a) Confer with constituents to develop the system</p> <p>b) Implement the system of distribution and conduct periodic checks on satisfaction of the constituents</p> <p>End Product Information Reports and Fact Sheets distributed in a timely and user friendly manner</p>							

Goal Improve the balance of payments through increased net exports

FOREIGN TRADE AND GEPC

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
1 Develop a strategy to improve relationships with the private sector, other lead agencies and individuals	1 Evaluate current status of relationship a) Identify target groups b) Conduct needs analysis End product Report on compiled information on constituency needs							
	2 Develop technical groups to liaise with external partners and other agencies a) Confer with constituency groups to gather consensus on need to meetings timing and format/agenda b) Identify Division of Trade teams c) Ask target groups to determine their representatives End product Consensus on meeting plans, participants and agendas							
	3 Schedule regular meetings End Product Coordinated plans with the private sector and other lead agencies							
	4 Conduct seminars and workshops on pertinent issues utilizing resource personnel from national regional and international agencies and departments a) Meet to determine topics/agendas for the workshops and to develop a schedule b) Publicize the workshops c) Conduct the workshops and seminars End product workshops and seminars							
2 Establish a trade information data base	1 Assess the following <ul style="list-style-type: none"> • user needs in and out of Guyana • current data on Ministry and other related agencies • our existing data base • our data service 							
	a) identify assistance to conduct the assessment b) conduct assessment and prepare report							

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Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>End Product report on needs assessment</p> <p>2 Update the data base</p> <p>End Product Improved data base</p> <p>3 Enhance capabilities of the data base to be more comprehensive sophisticated and user friendly (i.e. location equipment and software personnel with relevant skills and education and systems)</p> <p>a) Provide support to installation of new equipment and software from BEEP</p> <p>b) Request necessary training and technical assistance to fully utilize new equipment and software and to develop systems for processing/utilizing information</p> <p>c) Support continued efforts to fund new staff</p> <p>End Products New equipment, software, personnel, improved information products</p>							
<p>3 Formulate programs to educate the following on pertinent and current trade issues, systems and policies</p> <ul style="list-style-type: none"> • private sector and public sector agencies • individuals • overseas trade reps, missions and embassies • International agencies 	<p>1 Prepare relevant and detailed fact sheets on services provided regulations trade agreements and international trade issues</p> <p>a) Dialogue with constituents to determine type of information needed and in what format</p> <p>b) Develop formats for different types of reports</p> <p>c) Determine methods for systematic and timely data access for reports</p> <p>End Product Internal system in place for providing reports and fact sheets</p> <p>2 Disseminate information from the data center to/through</p> <ul style="list-style-type: none"> • Related public and private sector agencies • Trade and business organizations • Media • Diplomatic personnel locally and internationally • Within the Ministry • Electronic outlets internet diskette and networking • Seminars • Resource personnel <p>a) Develop system of distribution which reaches all outlets and stakeholders</p> <p>b) Evaluate distribution process with stakeholders periodically and make improvements</p>							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>End Product Constituents receive desired information in a timely and usable fashion</p>							
<p>4 Establish closer collaboration with regional and international agencies and organizations to enhance Guyana's foreign trade</p>	<p>1 Procure modern equipment (what type of equipment need elaboration here)</p> <p>End product</p> <p>2 Conduct training (of whom on what?)</p> <p>End product Training program</p> <p>3 Develop attachment/liaison with counterpart agencies such as TPOs</p> <p>a) Meet with the organizations to discuss the desired outcomes of on going meetings and collaboration determine strategies and representatives</p> <p>b) Work with designated liaisons to develop agendas for meetings seminars and workshops</p> <p>End Product consensus -based plans for coordination and collaboration</p> <p>4 Implement the strategies developed i.e conduct meetings seminars and workshops and collaborate on selected projects</p> <p>End Products meetings, seminars, workshops, projects</p> <p>5 Develop joint proposals and solicit technical assistance from regional and international agencies</p> <p>End product proposals, funds for assistance</p>							
<p>5 Improve international representation by Trade Reps strategically placed to improve foreign trade</p>	<p>1 Identify skilled and informed trade reps</p> <p>End product List of reps to work with on strategies</p> <p>2 Identify strategic international trade locations</p> <p>End product List of locations to be targeted with strategies</p> <p>3 Develop effective strategies for these locations</p> <p>a) Conduct research on the locations</p> <p>b) Confer with trade reps to develop strategies and prioritize locations for</p>							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	implementation c) Identify necessary resources to implement the strategies d) Implement strategies in priority locations End product Trade promotion strategies, implemented programs at selected sites							

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

CONSUMER AFFAIRS/GNBS

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
1 Develop and implement an integrated public education and communication program and intensified public relations	1 Establish a committee to oversee the program and promote amicable relations with the public a) Identify committee members b) Seek assistance to provide training to the committee on communication strategies/programs c) Develop clear outcome statements for committee work End product A working committee							
	2 Prepare a detailed communication strategy to guide the public education program a) Seek assistance to the committee to develop the program strategy b) Develop clear outcome statements for the education program End Product Public education program plan document							
	3 Identify resources for the program prepare a proposal and acquire approvals End product Funding plan, decision to approve							
	4 Implement the program a) Develop a work place for implementation in order to coordinate efforts of the various groups involved b) Conduct activities c) Use feedback gathered from the public to develop new priority agenda for the Division and Agency d) Evaluate the program s effectiveness and repeat the campaign with improvements each year using the new agenda End products Work plans, program activities, evaluation instruments, new agendas							
	5 Train persons attached to the public education program to develop and use effective feedback mechanisms and develop and focus specific PR programs for them to							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>implement</p> <ul style="list-style-type: none"> a) Prepare terms of reference for consultant to provide training b) Conduct training <p>End Product Training program, public relations initiatives</p>							
<p>2 Identify standardization directly related to consumer interests and needs</p>	<p>1 Identify priority areas in collaboration with consumer bodies regulatory bodies and through consumer surveys</p> <ul style="list-style-type: none"> a) Design surveys b) Administer surveys c) Compile data and determine priorities <p>End product Survey, Priority list</p> <p>2 Access available standards</p> <ul style="list-style-type: none"> a) Research availability of international standards on the priority issues b) Locate standards and seek funds to purchase them c) Acquire existing standards d) Circulate standards for comment e) Adapt standards as needed f) Get standards approved by the committee <p>End product Adopted standards</p> <p>3 Develop new standards for those issues remaining</p> <ul style="list-style-type: none"> a) Establish committees to address the standards b) Develop draft standards c) Circulate for comment d) Adapt standards as needed e) Submit for committee approvals <p>End product New standards adopted</p> <p>4 Print standards</p> <ul style="list-style-type: none"> a) Seek funding <p>End product printed standards for circulation</p>							

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Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>5 Promote standards in collaboration with the relevant regulatory body and through mass media and seminars</p> <p>a) Develop strategies for promotion effort in conjunction with collaborating agencies/organizations</p> <p>b) Develop joint work plans to facilitate collaboration</p> <p>End product Joint plans for promotion of standards</p> <p>6 Implement standards in collaboration with the relevant bodies</p> <p>a) Training of officers to provide product certification</p> <p>b) Training of officers to provide company standardization</p> <p>c) Seek funding to acquire a building and equipment and train technical personnel in order to establish a laboratory</p> <p>d) Conduct consumer sensitization activities</p> <p>End product Training programs and programs to ensure standards are understood and followed</p> <p>7 Monitor implementation of standards</p> <p>a) Seek feedback from regulatory body</p> <p>b) Train inspectors</p> <p>c) Acquire necessary equipment to conduct inspections</p> <p>d) Inspect companies</p> <p>End product Enforcement of standards</p>							
<p>3 Identify, design and provide structured training for internal and external customers</p>	<p>1 Conduct programs to sensitize GNBS and CAD staff</p> <p>a) Distinguish between functions of the division and the agency</p> <p>b) Establish areas of collaboration</p> <p>c) Establish a mechanism for sharing of training information beneficial to both the division and the agency</p> <p>d) Identify urgent training needs in the following areas</p> <ul style="list-style-type: none"> • management techniques • communication strategies • public relations techniques • mass communication 							

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Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<ul style="list-style-type: none"> • research techniques • other relevant areas <p>End products Training programs, improved staff performance</p> <p>2 Conduct training for external customers</p> <ol style="list-style-type: none"> a) Establish a training committee to identify training needs and oversee training program b) Conduct surveys to clarify training needs c) Research other training programs for consumer bodies d) Design the training program e) Approve training programs f) Execute programs seminars workshops national and regional conference g) Provide specialized training to particular constituencies such as NGOs manufacturers consumer groups etc <p>End Product Training programs seminars conferences and workshops</p>							
<p>4 Continue activities of the National Advisory Consumer protection Committee which will advise on the status of consumer protection, policies, legislation and regulations</p>	<p>1 Formalize the Advisory Committee</p> <ol style="list-style-type: none"> a) Work with contracted consultant to complete this task b) Prepare Cabinet memo <p>End product Documentation of mandate and procedures, Cabinet memo</p> <p>2 Foster effective collaboration and communication among regulatory agencies consumer bodies and the chairman of these bodies and the Advisory Committee</p> <ol style="list-style-type: none"> a) Through meetings of the Advisory Committee develop strategies for enhanced communication and collaboration b) Produce an annual work plan for the Advisory board and for the collaborative efforts c) Implement monthly meetings <p>End product Strategies for collaboration work plans monthly meetings</p> <p>3 Lobby for usual statutory remunerations</p> <p>End product Cabinet approval for payment of stipend</p> <p>4 ?</p>							

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Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>5 Develop policy formulation and communication skills among members of the Committee</p> <p>a) Determine specific needs and prepare terms of reference for a consultant b) Design and conduct training</p> <p>End product TOR, Training program, Committee members training in policy formulation</p>							
<p>5 Restructure the national legal metrology system</p>	<p>1 Seek Cabinet s approval for the transfer of responsibility of LMS from Ministry of Finance to MTTI/GNBS</p> <p>a) Develop rationale and proposal for submission to Cabinet b) Consult with Cabinet on the proposal</p> <p>End product Proposal to Cabinet, Change in location of responsibility</p> <p>2 Effect structural changes in LMS</p> <p>a) Modify present inspectorte to include all weights and measures offices</p> <p>End Product Change in structure</p> <p>3 Acquire primary and secondary physical standards and required equipment</p> <p>End Product equipment</p> <p>4 Train weights and measures inspectors</p> <p>a) Identify trainers b) Develop/design training program c) Provide training</p> <p>End products Training program</p> <p>5 Implement the new LMS program</p> <p><i>What is involved in implementation?</i> End Product</p>							

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Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
6 Improve representation for consumer complaints	<p>1 Provide telephone lines End product Phone access</p> <p>2 Acquire personnel End product Hotline staff</p> <p>3 Establish protocols and procedures for complaints management End product protocols/procedures</p> <p>4 Train personnel</p> <p>a) Identify trainer(s) b) Design training c) Provide training</p> <p>End product Training program, trained staff</p>							

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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

ADMINISTRATION/SUPPORT SERVICES

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time				Table	
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
1 Improve the MTTI Working Environment and Physical Space	1 Support the remodeling of MTTI and GEPC a) Request funding to implement the floor plan survey b) Plan for accommodation of staff needs for work continuity during the course of remodeling c) Oversee remodeling to ensure that plans are being properly implemented End product Successful remodeling and uninterrupted work flow	PS and CEO						
2. Provide professional training of the personnel office Need to work on this objective to reflect the outcome and not the process	1 Develop a training program for the personnel staff in counseling skills a) Develop a clear statement of type and application of skills b) Design the training program c) Conduct training End Product Training program, personnel are trained 2 Provide mini version of the training program to departmental supervisors a) Consult with supervisors to determine the content that would be useful to them b) Design and conduct the workshop End Product Workshop for supervisors	Institutional administrative personnel						
3 Implement an in-house training program at the technical level For what purpose?	1 Implement regular monthly sessions for departmental presentations and updates and general staff discourse a) Confer with staff to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings End Product Well-attended monthly meetings							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>2 Implement closed door session to update staff on related department specific issues</p> <p>a) Confer with department heads to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well-attended productive meetings</p> <p>3 Implement closed-door sessions for interdepartmental and agency interaction at the technical level</p> <p>a) Confer with staff to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well-attended monthly meetings</p>							
4 Install/Improve Industrial Relations Practices to what end?	<p>1 Collaborate with the Ministry's Union Branch to implement staff development programs</p> <p>a) Educate staff on union membership rights and obligations</p> <p>b) Educate staff on public sector rules and regulations</p> <p>End product Workshops for staff</p>							
5 Improve staff performance through the use of existing and new equipment and promote access to improved technology	<p>1 Support installation of new equipment coming in August</p> <p>a) Ensure that equipment is installed in the right places and set up properly for planned use</p> <p>End Product Equipment in place</p> <p>2 Enhance staff skills in the use of computers</p> <p>a) Prepare a comprehensive list of computer training needs and numbers of trainees in each area Include internal and agency personnel</p> <p>b) Formally request BEEP assistance in computer training</p> <p>c) Conduct training</p> <p>d) Monitor training effectiveness and promote on going development of skills</p> <p>End Product Training programs</p>							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	2 Acquire additional computers and software a) Conduct needs assessment for additional equipment software and networking b) Identify funding sources and propose assistance End product Full computerization of the Ministry and its Agencies							

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
Clarification of Vision/values	26	6		
Service Needs Assessment	22	10		
Service Quality Evaluations	18	14		
Action Planning & Teaming	26	6		
Guest Speakers	18	12	2	
Final Session Presentations	17	6	2	

- 2 Do you feel that you had ample opportunity to express your ideas and opinions?
Yes 30 No 2
- 3 Do you think that the action plan developed by your Division/Agency is going to be effective in guiding work next year?
Yes 31 No 1
- 4 Was there sufficient time in the group sessions to complete each task?
Enough time 31 Too Little Time 1 Too Much Time _____
- 5 What benefits, if any, were derived through this retreat?
- A better understanding of our roles
 - My benefit to this retreat is that I was able to share and understand ideas with colleagues of the GNBS whom I met for the first time
 - I was able to be involved in the setting of objectives for my department
 - I learned about the industry and tourism constituency
 - I have learned a lot about trade both internal and external
 - Better appreciation of team work
 - Refinement of the MTTI vision and continuity from last year's retreat
 - Was able to have a clearer insight into management of my section
 - Better appreciation for team work, refinement of MTTI's vision
 - Have been able to identify areas that need to be upgraded
 - The bridge gap between GNBS and the Ministry was removed, I was enlightened about vision and values of CAB, the team work development between MTTI must continue
 - Opportunity to express opinions within the team
 - At least there's an ideal situation that could be achieved if only the human factor could allow it

- Being involved in decision-making processes from which policy direction are to be developed, an understanding of the operations of MTTI, its goals and objectives and various constituencies
- Understanding the role of each division and the constraints faced by each
- Establishment of closer working relationships with the private sector
- Seemingly better relations between service providers and constituencies, skills acquired in developing strategic thought processes and plans
- Greater communication was forged with TAG
- The benefit that was derived from this retreat is that everyone has sorted out their differences, so that we can work together
- Knowledge of the general functions, needs and projected activities of the ministry
- Too early to say
- The major benefit – a very critical one – was the partnership struck with the Ministry/Agency stakeholders, this should be a pivotal factor in the success of the plan
- Enhanced team spirit, identification and prioritization of activities, inclusion of junior staff
- The benefits I derived are 1) acquiring knowledge in the area of Industry and 2) new technical terms have been added to my vocabulary
- To accurately plan for the Ministry's fiscal year
- Greater understanding of the Ministry's role, team work achieved
- A greater understanding of vision, values and strategic planning, service needs assessment, service quality evaluation and constituency mapping
- We were able to witness the move to a closer alliance of the team, skill areas were revealed
- A definite attempt was made by all to develop the services of the Ministry and Agencies, and I believe there is a general enthusiasm to develop and implement the proposed programs
This was even more evident in that all levels of staff were involved
- Recognize focus
- I benefited from the ideas expressed by everyone who participated in the Division/Agency discussions
- I am more focused in the vision and strategies developed in achieving the objectives
- Knowing more of the details about the actual work of MTTI and its Agencies

6 What improvements would you suggest for future retreats?

- Encourage involvement of policy makers
- I suggest for future retreats working days should be provided so as not to inconvenience participants for their weekends
- That they be held on weekdays in order to maintain maximum participation from staff
- That toothpicks be made available, ensure toilets flush, that we have pleasant-faced bar personnel when we approach for service
- In-house training programs should be implemented for all divisions so that the next retreat people would have more knowledge about strategic planning
- More time should be allotted so that the bridge team element could be retained, stack holders should be integrated into the action plan
- The meals could have been better and time managed

- More junior staff at future retreats, accommodations should be in place for staff to overnight instead of going home and traveling back
- More Ministry and private sector participants should be involved
- Rotate the choice of environments
- There should be adequate and prompt provision of snacks and meals during the period designated for such
- Greater involvement of policy makers
- More time to develop programs and recommendations An announcement ought to be made to the effect that juice was only available to BEEP officials and persons identified by these There was evidence that the chicken had begun to go off both days As compared to the refreshments of last year, last year's was superior in quantity, quality and standards were higher We were actually told that the funds made available was only for water, soft drinks It is a poor reflection upon all concerned when some persons are receiving juice and when some are told that there is no more yet the next person is offered juice
- One of the improvements I would suggest is that should not be self-served, they should serve you to make sure that everyone gets what is there They shared too much sweet drinks, no juice was available, The chicken was not good Should be dealing with quality and standards
- The Minister should spend more time with the groups
- Review before retreating
- More involvement of stakeholders
- Better quality food service, presence of more private sector agencies, more interaction of cross-cutting groups
- An ideal suggestion is that future retreats should be held out of town where participants will be focusing on issues in depth and not be concerned with getting home on time
- Wider participation of Ministry and Agency staff
- None
- To ensure that there is equal treatment in all areas
- Such retreats can be live-in experience for all, which can serve as a base to improve cross agency discussion and relationships among staff of the MTTI and its agencies
- None –
- Retreat should be kept out of town where everyone lives in
- Time factor was right in some cases, there should be some adjustment/allocations for over run of time rather than deleting aspects of the program

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

- To ensure that activities and resources if needed are available and that other constraints be alleviated
- Continue to have follow-up meetings to see if progress has been made
- We should be asked that during the final two quarters of the year, we report with a feedback on our progress made so far and to see how customer-focused we were and are
- On-going enhanced collaborations and dialogue between MTTI and stakeholders should be implemented
- Regular briefing sessions

- All action plans should be implemented as far as possible
- Meet with two members of each group monthly and have feedback about progress being made on objectives, tasks, and activities that derived out of the retreat
- Make sure most of our objectives get on stream A stringent monitoring of the action plan Useful feedback meetings
- Evaluation and feedback every quarter
- The objectives identified should be implemented
- Support from decision-makers for the implementation of activities
- Mechanisms to ensure the implementation process
- Put mechanisms in place to ensure ministerial and general compliance with the program
- I think follow-up to this retreat should be an in-house meeting to make sure that all we have planned is on stream
- Monthly review meetings
- A progress report on actions taken on participants' action plans and strategies
- Monitor better
- Follow-up with stakeholders
- Implementation of approved action programs
- Plans should be set in motion and have follow-up and periodic assessments and evaluations done
- Individual agency/divisions should have a review of retreat discussions with remaining staff who were not on the retreat, a desperate effort to keep deadlines
- Testing and discussion, implementation forums taking actions to fill gaps
- Post-retreat discussions and analysis of action plan developed
- Quarterly or half year evaluations and culminate in a retreat to measure areas of failing
- Ratification of proposed strategies, prioritized, identify personnel to be responsible for specific tasks, have periodic meetings to review progress and make adjustments were feasible Educate the policy makers of the benefit of implementing the program and giving their support to see it through
- Implementation
- the agency/division should meet regularly
- Regular agency/Ministry/division meetings to evaluate work program and mid year review of objectives and tasks to make necessary adjustments of strategies to ensure, where necessary, achievement of objectives
- Executing of action plan in a timely and efficient manner

8 Overall, I rate the retreat as
 Very Successful 24 Somewhat Successful 8 Unsuccessful _____
 Too soon to tell
 If objectives get implemented