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RECOMMENDATIONS AND GUIDELINES FOR A TECHNICAL ASSISTANCE PROGRAM TO DEVELOP A COMMUNICATIONS STRATEGY AND PLAN FOR USAID/SWAZILAND - PRIVATE SECTOR OFFICE (PSO)

I. BACKGROUND

The Manual for Action in the Private Sector (MAPS) recently prepared for USAID/Swaziland by LABAT-ANDERSON, INC. and J.E. Austin Associates provided base line data and a strategic framework for the Mission's private sector program. The MAPS process also established a foundation for a program to promote and enhance the dialogue between the various actors relevant to the successful implementation of the Mission's private sector strategy.

The development of a communications plan to maintain and expand this dialogue will facilitate implementation of the various action options recommended by MAPS, as well as providing the necessary feedback for ongoing refinement and updating of the private sector strategy in response to evolving needs and priorities.

The underlying assumption of the communications plan is that increasing the awareness and positive perception of target audiences concerning the private sector program will directly contribute to the effectiveness and success of projects. A review of the MAPS report indicates a number of problems and opportunities which could be addressed by a communications plan to enhance the prospects for USAID/Swaziland's private sector program. Specific objectives identified in the MAPS report which could be supported by the proposed communications plan would include the following:

- ◆ Improving the dialogue between the GOS and the private sector;
- ◆ Increasing GOS awareness of the private sector's needs and constraints;
- ◆ Widening the Mission's network of private sector contacts and increasing its dialogue with leaders in the private sector, as a compliment to continued good relations with the GOS and other donors;

- ◆ Increasing A.I.D. regional and Washington managements' appreciation of the irreplaceable role which USAID's private sector support plays in Swaziland, and the importance which Swaziland's private-sector-led growth plays in promoting market-based economy regional interest.
- ◆ Strengthening business associations and local capacities to foster an integrated private sector and to promote new investments and expansions of private sector activities;
- ◆ Building consensus in the private sector by expanding networks and linkages, and by fostering broad-based participation in development and implementation of the private sector program; and
- ◆ Fostering attitudinal changes by introducing and expanding on concepts of market development and market forces that will encourage policy reform and privatization, and will improve the climate for private investment.

The following recommendations are intended to provide general and flexible guidelines for the design of a technical assistance project for an initial program development effort similar to that recently organized for the USAID/Bolivia-Private Sector Office by InterAmericas. With appropriate modifications, these recommendations could be applied to develop a communications strategy and plan for USAID/Swaziland-PSO.

II. STATEMENT OF WORK

A. PURPOSE

1. The development of a communications plan and administrative/management program to communicate more effectively the role of the USAID/PSO program and what the goals and impact of the program are on the citizens of Swaziland and other target audiences.

Included in the communications plan would be a series of action steps that should be taken to implement the communications and management plan. Such action steps would be detailed on a month by month basis and would include activities in which PSO staff and participating Swazis would engage to more clearly communicate the goals, progress and impact of specified projects.

The primary focus and objectives of these communications activities will be:

- a. to foster institutional consensus within USAID/Swaziland and, within the context of developing and implementing the communications strategy/plan, to foster program integration and the team building efforts of the PSO program;
 - b. to facilitate coordination within the Mission and with the relevant institutional network, including increased emphasis on fostering a "partnership" instead of a "client" relationship with the network of project implementing agencies;
 - c. to foster and guide outreach efforts by the PSO and the relevant projects.
2. The development of a series of materials and training programs to assist in the implementation of the communications and management program.
 3. Assistance in the initial implementation of the communications plan and design of a program for ongoing implementation, updates and refinement of the communications plan to meet changing circumstances.

B. SCOPE OF THE TECHNICAL ASSISTANCE

1. Research and Analyze the Specified PSO Programs
 - a. Review Program Area Content and Impact/Problems from AID and "Outside" Perspective: It is essential for InterAmericas to understand more fully the specified PSO programs in Swaziland. This research would include a series of interviews with relevant staff and key AID officials, review of documents and work plans related to the programs, and interviews with Swazi nationals who assist in implementing the projects.
 - b. Prepare Action Plan: A 6-to-12 month action plan will provide a month-by-month set of recommended tasks/activities to implement the communications plan, including:
 - (1) a program to improve internal communications between the PSO management staff and other USAID offices (including specific recommendations for staff development as well as techniques and activities for building institutional consensus);

- (2) outreach by PSO staff to their respective projects and institutional networks; and
- (3) recommendations to generate enhanced media coverage of the PSO program and specified projects, including designing communications strategies, themes and scenarios; scheduling public speaking engagements, media/press releases, etc; and the training of designated spokesmen to discuss the goals and benefits of the program. (Note: Some of these activities may require coordination with USIS and other Mission personnel.)
- (4) Selection of one PSO-sponsored project to serve as a model for a more intensive effort to develop and apply an effective communications strategy/plan.

The action plan will also provide recommendations on how the communications plan can be integrated into the overall workplan of the PSO program/project staff, and a suggested briefing/training program for the program/project personnel.

3. Initiate Implementation of the Communications Plan

- a. Conduct Management Briefings and Workshop Training: InterAmericas will conduct one or more workshops for the PSO program/project staff and other key USAID personnel to enhance their capability to implement the communications strategy/ plan, and to integrate the communications plan in overall, ongoing agency programs and activities, including:
 - (1) The role of effective communications in improving internal planning and management and facilitating coordination.
 - (2) Design, development and use of appropriate reports, presentations, graphics, press releases, radio actualities, television spots, etc., within the framework of a communications strategy/plan.
 - (3) How to understand and work effectively with the news media (press, radio and television) to facilitate implementation of the communications strategy/plan.
 - (4) Guidelines for the implementation and routine, ongoing, updating and refining of the communications strategy/ plan.

- b. In addition to these workshops, InterAmericas will work with individual PSO staff members to develop detailed implementation plans and initiate first steps/activities in the communications plan relevant to their respective project responsibilities; and to assist staff in conducting monthly reviews/updates of the communications strategy/plan to respond to changing problems and/or opportunities.
- c. Follow-up assistance will be provided to review the progress of initial implementation and routine updating of the communications plan. A special workshop will also be planned with the staff and key participants of the PSO program and specified projects to increase awareness of the need for and approaches to more effective external or "out-reach" communications to improve service delivery and build support from program beneficiaries and the general public.

C. REPORTS

In addition to whatever special reports USAID/Swaziland/PSO may require, InterAmericas would provide the following:

1. Recommendations for a unifying theme and preliminary drafts, outlines and designs for standard introductory materials and presentation formats to provide a framework for the communications plan. (Prepared at the midpoint of the first site visit.)
2. Initial Draft Communications Plan and design of agenda, materials, etc. for staff development program, workshops, etc., to initiate implementation of the plan. (Prepared at the conclusion of the first site visit.)
3. Final Communications Plan/Report and recommendations for evolving and expanding external (outreach) communications activities for the PSO program and specified projects. (Prepared at the conclusion of the second site visit.)
4. Recommendations for strategies, plans and guidelines to improve communications for one selected "model" PSO project. (Prepared at the conclusion of the third site visit.)

D. GENERAL WORKPLAN, LEVEL OF EFFORT AND TIMEFRAMES FOR THE TECHNICAL ASSISTANCE FOR DEVELOPMENT AND INITIAL IMPLEMENTATION OF A COMMUNICATIONS STRATEGY AND PLAN FOR THE USAID/PSO PROGRAM AND SPECIFIED PROJECTS

W O R K P L A N (Two-Person InterAmericas Team For a 4-Month Time Frame)	LEVEL OF EFFORT (Person-Days)		
	On Site Swazi.	In U.S. Office	Total
<p>1. RESEARCH/ANALYZE PROGRAM/PROJECT * Wks. 1-3</p> <p>(First Site Visit - For Two-Person Team - Travel Time)**</p> <p>(a) Work with USAID staff to receive initial briefing/orientation on PSO program and projects, and to identify additional background materials and key individuals to be interviewed by InterAmericas to complete background research, and arrange schedule/logistics for rest of site visit.</p> <p>(Note: InterAmericas will submit a memo prior to each site visit with detailed recommendations to facilitate advance preparation and insure maximum utilization of USAID resources.)</p> <p>(b) Review background materials and meet individually with key project staff to familiarize them with basic elements and techniques for communications planning, relate these basic elements/techniques to the special aspects and requirements of each project, and assess the communications resources and exposure/coverage by the news media of the respective projects.</p> <p>(Note: All work for this first site visit will be scheduled in Mbabane. If there are key project staff based outside Mbabane that should be interviewed during this site visit, an effort should be made to coordinate their travel plans so that they will be in Mbabane during the InterAmericas site visit.</p> <p>(c) Within the context of assisting the PSO program/project staff to prepare a comprehensive and cohesive communications theme, message, strategy, etc., prepare and conduct a half-day workshop with key staff to:</p> <p>(1) Brainstorm and develop consensus on a unifying theme, message, framework and standard presentations for the PSO communications strategy.</p> <p>(2) Explore the opportunities and constraints to foster program integration and team building efforts for the PSO program, with a focus on common and/or complimentary concerns of the various PSO projects, including:</p>	<p>4</p> <p>2</p> <p>3</p> <p>2</p>	<p>4</p> <p>2</p> <p>3</p> <p>2</p>	

Continued...

W O R K P L A N TASKS/ACTIVITIES	LEVEL OF EFFORT (Person-Days)		
	On Site Swazi.	In U.S. Office	Total
<ul style="list-style-type: none"> — Related goals and objectives — Similar and/or overlapping target beneficiaries — Service delivery strategies, problems, etc. — Policy dialogue issues. — Staff development and training needs. 			
(d) Review progress and plans for one selected PSO-sponsored project, including appropriate site visits, etc., to identify opportunities and constraints to develop this project as a model for fostering improved PSO program integration and effective communications.	2		2
(e) Review the results thus far of the first site visit with PSO management staff and prepare recommendations for a unifying theme, framework, presentation materials, etc., including guidelines for materials and drafts to be prepared by PSO program/project staff. Also prepare recommendations for follow-up efforts to address the opportunities and constraints identified during the site visit for team building and enhanced program integration.	2		2
2. DEVELOP COMMUNICATIONS PLAN			
(a) Review material developed by PSO program/project staff and work with staff to prepare final drafts of communications strategy and framework, including unifying theme, standard introductory materials and presentation formats. Also prepare plans, appointments and logistical arrangements for rest of site visit.	2		2
(b) Work with PSO staff and the staff of specified projects to prepare input for their respective components of the 6-12 month communications action plan, and to identify key issues and prepare staff to participate productively in the workshop (see below) discussions concerning cooperative/coordinated efforts for policy dialogue and the selected model project.	3		3
(c) Prepare and conduct a half-day workshop with PSO program management staff to:	2		2
(1) Review results of project staff interviews and develop an integrated communications action plan, and discuss needs, issues, etc. for integrating the communications strategy/plan with the overall workplans and project activities of the PSO.			

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W O R K P L A N	LEVEL OF EFFORT (Person-Days)		
	On Site Swazi.	In U.S. Office	Total
TASKS/ACTIVITIES			
(2) Develop strategies and plans for increased cooperation/coordination in identifying and addressing cross-cutting issues to be included in the policy dialogue agenda for the PSO program.			
(3) Present progress/plans for the selected model project and a focused exploration of opportunities/constraints to develop this initiative as a model for fostering improved program integration and effective communications.			
(d) Work with PSO staff to schedule and conduct at least two events to "test" the materials for the standard presentation, strategy and plans for communications activities, including a special initial presentation to the entire USAID program staff (including secretaries and support staff).	2		2
(e) Review results of first site visit with USAID/PSO staff and develop recommended framework and guidelines for program/project staff to prepare initial drafts of their respective components of the 6-12 month communications action plan. Also prepare recommendations and guidelines to address the opportunities and constraints identified during the site visit for improved cooperation/coordination on the PSO policy dialogue agenda and fostering program integration and effective communications through the selected model project. Also prepare detailed agenda and materials for special workshops and training to be conducted during second site visit.	2	4	6
(f) Allow time for PSO program/project staff review and preparation of draft plans. Wks. 4-7			
3. <u>PREPARE COMMUNICATIONS PLAN AND INITIATE IMPLEMENTATION</u> Wks. 8-10			
(Second Site Visit - For Two-Person Team - Travel Time)	4		4
(a) Review materials and plans developed by PSO program/project staff and meet with PSO management to resolve issues, problems, etc. and make final preparations for special workshops.	2		2
(b) Over a four-day period, conduct special workshops and individual training sessions to enhance capabilities of the PSO program/project staff to implement the communications strategy/plan. (See workshop agenda in section B.3.a., above.)	6		6

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W O R K P L A N TASKS/ACTIVITIES	LEVEL OF EFFORT (Person-Days)		
	On Site Swazi.	In U.S. Office	Total
(c) Meet individually with PSO program/project staff to assist in applying results of workshops and discussing specific problems, opportunities, etc. especially relevant to each project for "outreach" communications activities to support their respective marketing and public relations efforts.	2		2
(d) Work with PSO program staff to develop strategies, plans and the agenda for a special workshop with the network of PVOs and project implementing agencies to incorporate them as "partners" in the ongoing development and implementation of the PSO communications plan. Within the context of this cooperative communications effort, explore the opportunities and constraints for an increasing emphasis, in general, on a partnership vs. client relationship between PSO and its network of implementing PVOs and agencies.	1		1
(e) Review results of Phase 3-A site visit with PSO management staff and prepare final communications plan/report. Also prepare specific recommendations and guidelines for enhancement and coordination of all PSO "outreach" communications activities to support marketing and public relations efforts.	2	2	4
(f) Allow time for PSO program/project staff review and preparation. Wks. 11-14			
4. REVIEW/SUPPORT INITIAL IMPLEMENTATION ACTIVITIES			
(Third Site Visit - One Person - Travel Time) Wks. 15-16	2		2
(a) Provide followup assistance to PSO program/project staff to review/update/refine the communications strategy/plan, with emphasis on expansion of "outreach" communications activities, including:			
(1) Review materials and results of initial implementation activities and assist PSO management staff in first periodic review/update/refinement of communications strategy/plan. Also arrange schedule/logistics for rest of site visit.	2		2
(2) Assist the PSO program management staff in planning and conducting a special workshop with its network of project implementing PVOs and agencies, including individual meetings with selected project staff, to review:	2	1	3

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W O R K P L A N TASKS/ACTIVITIES	LEVEL OF EFFORT (Person-Days)		
	On Site Swazi.	In U.S. Office	Total
<ul style="list-style-type: none"> — Basic elements of the PSO communications strategy and plan, and the opportunities/proposals for a cooperative effort in the on-going development and implementation of the communications plan. — Issues, opportunities and recommendations for developing more of a "partnership" relationship for project planning and implementation in general. <p>(3) Work with the staff of the selected model project to develop strategies, plans and guidelines to improve the communications capabilities of that project.</p>	4	2	6
SUMMARY OF LEVEL OF EFFORT			
<u>Site Visit*</u>			
1	26	4	30
2	17	2	19
3	10	3	13
TOTAL FOR ALL PHASES	53**	9	62

* Because the development and initial implementation of a communications strategy/plan requires the intensive involvement of USAID and project staff, it is important to limit site visits of the technical assistance team to two-three weeks for each phase of the proposed workplan, and to allow at least three or four weeks between site visits so that PSO and project staff can stay abreast of their other responsibilities.

** Includes two travel days for each InterAmericas consultant for each site visit. Unless otherwise noted, all on-site assistance is provided in Mbabane.

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QUALIFICATIONS OF THE INTERAMERICAS GROUP, INC.

The following is a summary of the recent background and experience of the InterAmericas Group, Inc., outlined in relation to the major substantive areas of technical assistance which InterAmericas offers. Within each of the substantive areas, assignments are presented in chronological order. A more complete resume of the individuals proposed for the InterAmericas consulting team is also attached.

COMMUNICATIONS/PUBLIC RELATIONS

- In February, 1989, InterAmericas assisted the CODEXI (Comisión de Desarrollo de Las Exportaciones y de Las Inversiones) program in El Salvador in preparing an initial assessment of the needs, opportunities and recommended guidelines for development of a communications strategy and action plan.
- In December, 1988 - January, 1989, InterAmericas was engaged by the United States Agency for International Development (USAID) Bolivia to assist two program areas, Health and Human Resources and Project Development and Implementation, in development of communications strategies and plans for their respective programs.
- In August-September, 1988, InterAmericas assisted the USAID/Bolivia Private Sector Office (PSO) in development and initial implementation of a communications strategy and plan to improve service delivery of PSO sponsored projects, and to communicate more effectively the role of the PSO and what the goals and impact of the program are on the citizens of Bolivia.
- In December, 1987, InterAmericas prepared for the Private Sector Office of AID/Washington-Latin American Bureau (LAC/PSO) recommendations for a communications plan to guide the outreach activities of LAC/PSO.
- From March, 1987 to July, 1988, InterAmericas was under contract with the USAID Mission in Haiti to provide a communications program to increase the knowledge of AID programs in general and to combat many misperceptions in light of what was perceived as increasing anti-Americanism. Our USAID/Haiti contract set out as its goal to better communicate the goals of USAID/Haiti to the local public and the international press --through a variety of management activities and reforms.

Under a separate and concurrent contract with the USAID/Haiti Office of Private Enterprise Development (OPED), InterAmericas also worked directly with each of the six (6) private sector institutions in Haiti funded through the OPED project portfolio to assist them in improving the communications programs of their respective organizations.

- In January, 1987, InterAmericas was engaged by the Management and Productivity Center in Haiti (a USAID-funded training program for mid-level and top-level industrial managers) to design a marketing and communications strategy and action plan.
- In November 1986, InterAmericas was engaged by PROMINEX, a USAID/Haiti funded investment/export promotion program, to assist in development and implementation of a major communications program in Haiti and the United States to initiate the PROMINEX promotion program.

PRIVATE SECTOR ASSOCIATION INSTITUTIONAL DEVELOPMENT

- In February, 1989, an InterAmericas team assisted the Cámara Empresareal de Guatemala (CAEM) in designing a structure, policy framework and operating procedures for ensuring the early and successful launch of CAEM's Investor Services Center.
- In September, 1988, InterAmericas fielded a consulting team for a two-month assignment in the Dominican Republic to prepare for the USAID/Dominican Republic Private Sector Office an end-of-project evaluation of the Joint Agricultural Coinvestment Council (JACC) project (a multi-year USAID-funded project to promote agro-industry development and exports); and recommendations concerning the viability of and guidelines for continued USAID support for JACC.
- In February-March, 1988, the InterAmericas chief consultant was a member of the International Science and Technology Institute (ISTI) team that assisted the Private Sector Office of USAID/Bolivia in designing a \$1.9 million project to increase participation of the Bolivian private sector in public policy formulation affecting private sector development, and to strengthen and improve the effectiveness of Bolivia's private sector associations.
- In March 1986, InterAmericas was engaged by USAID/Haiti to design and direct an emergency private sector program in Haiti. The program involved a coordinated effort by the major Haitian private business associations to improve communications with the media about business and economic activities in Haiti, to strengthen the public policy environment for export and investment, and to conduct targeted marketing and promotion activities.

The InterAmericas team provided technical assistance, as well as on-site management support, for 12 months to organize the "Alliance" (an association of Haitian private sector associations), plan and implement the interim promotion program until the new USAID funded PROMINEX investment/export promotion program was initiated.

- In July 1985, InterAmericas completed an assignment with the USAID/Dominican Republic Private Sector Office to develop a multi-year, \$6.2 million Export and Investment Promotion Project. InterAmericas was subsequently engaged to provide follow-up assistance for implementation of this program by the Investment Promotion Commission (IPC), a Dominican private sector institution that manages a cooperative effort with a network of private sector associations.
- On a special two-year PSC assignment in Haiti (1982-84), Mr. Thomas served in a dual capacity at USAID/Haiti as Director of the Florida/Haiti Program (a unique marketing and trade promotion program) and as an advisor to the Office of Private Enterprise Development. In the latter capacity, Mr. Thomas was actively involved in a wide range of AID programming, project development, and implementation activities designed to strengthen the capability of Haitian private sector associations to support and participate in various investment and export promotion programs, including agribusiness and industry development, credit delivery systems and training.

CONFERENCE/MEETING PLANNING AND SUPPORT

- Since August, 1986, InterAmericas has helped plan and participated in a series of workshops and conferences to assist AID/Washington-LAC/PSO in developing program strategies and plans to support private sector initiatives throughout the Latin America Bureau.
- InterAmericas developed the original program design for the July 1984 Atlanta Market Center (AMC) Caribbean Gift Show Project and was engaged by AID to tour the six (6) participating Caribbean Basin countries to recruit and coordinate USAID Mission support, brief producers, and provide technical assistance to local support institutions that sponsored conferences and seminars in each country to promote and facilitate participation of local private firms in the special Caribbean Gift Show.
- In a concurrent effort with the AMC project, InterAmericas also developed the original program design and communications plan for the 1984 Atlanta Caribbean Trade Conference; toured participating countries on behalf of the City of Atlanta to brief and recruit participation of key public and private sector leaders; and provided technical assistance to the City of Atlanta to plan, promote and manage the conference.
- As special assistant to the Governor of Florida (1979-82), Mr. Thomas developed a program to mobilize the state's private sector resources in cooperative efforts to promote trade and foreign investment, and organized special trade and investment missions, conferences and seminars to most countries in Latin America and the Caribbean Basin, as well as Florida.

OTHER RELEVANT PROGRAM EXPERIENCE

In addition to the projects outlined above, InterAmericas has had other assignments relevant to AID sponsored private sector institutional development programs.

- In May, 1988, InterAmericas conducted an evaluation of a craft/knitwear project sponsored by USAID/Bolivia and prepared recommendations to improve the management and productivity of ADAM, the Bolivian private sector implementing organization for this project. Under a new contract currently being negotiated, InterAmericas will provide additional technical assistance in 1989 to assist ADAM in implementing the recommendations for its organizational development.
- In April, 1988, under a sub-contract with J.E. Austin Associates, Inc., InterAmericas initiated a four-month project to field-test a "private sector development framework" in the Dominican Republic to assist the USAID/DR Private Sector Office in developing a comprehensive statistical base on the private sector, and in refining AID's private sector strategy in that country.
- In October, 1987, InterAmericas completed a four (4) month assignment with the USAID/Dominican Republic Private Sector Office, including the preparation of an evaluation of the JACC project; and recommendations for a comprehensive assessment of the impact of the private sector strategy in the Dominican Republic.
- In February, 1987, InterAmericas conducted a field survey in Costa Rica and prepared for AID/Washington-LAC/PSO an assessment of Private sector projects sponsored by USAID/Costa Rica.
- From February 1987 to July 1988 InterAmericas was under contract with the Office of Private Enterprise Development (OPED) in USAID/Haiti to provide technical assistance for planning and implementation of a broad range of private sector initiatives, including the Crafts Export Resource Center and the Rural Private Enterprise Development Program.
- In September 1985, InterAmericas prepared for USAID/Costa Rica an evaluation of the Chicago Association of Commerce and Industry (CACI) Costa Rican Program, including recommendations for improvement of this trade and investment development program in cooperation with CINDE.
- In February 1985, InterAmericas completed an assignment with USAID/Honduras and FIDE to develop a detailed plan for implementation of a five-year U.S. trade and investment promotion program. In October 1985, FIDE selected InterAmericas to serve as the Regional Representative in the southeast U.S. region to assist FIDE in implementing its multi-year program.
- During September-October 1984, to prepare for an AID funded evaluation of the July '84 AMC Caribbean Gift Show, InterAmericas designed and conducted a survey of all private sector project participants in six (6) countries, including Guatemala, Honduras, Costa Rica, Jamaica, Haiti and the Dominican Republic.

RESUME

JOSEPH M. THOMAS

PRESIDENT, THE INTERAMERICAS GROUP (4/84 to Present). InterAmericas is an international business development firm specializing in management and communications consulting. Since establishing the firm in early 1984, Mr. Thomas has managed a wide range of consulting and technical assistance projects for the U.S. Agency for International Development (USAID) and USAID-sponsored programs. He has advised numerous private business firms in the U.S., Latin America and the Caribbean Basin concerning trade and investments.

DIRECTOR, FLORIDA/HAITI PROGRAM (4/82 to 3/84). Directed a joint effort between The State of Florida and the U.S. Mission in Haiti to identify potential trade and investment opportunities in Haiti and corresponding investors and funding sources in the private sectors of Florida and other parts of the United States. Assisted USAID's office of Private Enterprise Development in the design and implementation of programs to promote international trade and investment in industrial and agribusiness development, including: (1) the creation of the first private investment bank in Haiti; (2) the design of a major agribusiness export project involving Haitian farmers, U.S. cooperatives, and the U.S. government; (3) the formulation of a private sector trade and investment promotion program, involving the major Haitian business associations; (4) the preparation and management of four trade missions to the U.S. and Haiti by American and Haitian businessmen; and (5) the design and implementation of a Caribbean handicraft export program involving the Atlanta Market Center and six countries in the Caribbean Basin (Jamaica, Haiti, Costa Rica, Dominican Republic, Guatemala and Honduras).

SPECIAL ASSISTANT TO THE GOVERNOR, STATE OF FLORIDA (12/80 to 3/82). Directed staff work and assisted the Governor in policy areas having international and cross-cultural implications, particularly international trade, immigration, and relations with Florida's extensive Hispanic community. Worked closely with the Florida Department of Commerce in extending trade linkages and in increasing the scope of trade missions and overseas promotion efforts, especially in Latin America and the Caribbean Basin. Organized special trade and investment missions, conferences and seminars to most countries in Latin America and the Caribbean Basin, as well as Florida.

DIRECTOR, RESEARCH AND POLICY, EXECUTIVE OFFICE OF THE GOVERNOR, STATE OF FLORIDA 1/79 to 12/80). Directed a staff of analysts in identifying, examining, and making recommendations to the Governor about issues including economic policy, the environment, energy, health and social services, deregulation of services such as trucking, and education. Developed a comprehensive policy program to guide Florida's rapid expansion of international trade and investment, and monitored implementation by state agencies, including the development of communications strategies and plans to promote support for the Governor's policy agenda from the Legislature, state opinion leaders and the general public.

SENIOR RESEARCH FELLOW, REGIONAL PLAN ASSOCIATION, NEW YORK CITY (8/77 to 1/79). Developed and managed policy research projects related to central city economic revitalization and the concentration of international commerce and communications in the New York region. Responsible for planning and implementation of conferences, seminars and workshops to promote and disseminate the results of RPA policy research projects.

STAFF, FLORIDA INTERNATIONAL UNIVERSITY/FLORIDA ATLANTIC UNIVERSITY JOINT CENTER FOR ENVIRONMENT AND URBAN PROBLEMS (10/73 to 6/77). Developed and managed policy research and technical assistance projects in housing and community development, land use planning, growth management, organization, coordination and management of service delivery systems, city and county organization and management, mass transit impact, and environmental legislation. Also designed and coordinated a special graduate program in urban studies and growth management.

STAFF, URBAN AND REGIONAL DEVELOPMENT CENTER, UNIVERSITY OF FLORIDA (8/67 to 9/73). Served as Assistant to the Director of UF Urban Center. Also developed and managed policy research and technical assistance projects in planning and zoning, economic development, citizen participation, organizational design and development, Model Cities, housing and community development, and program evaluation.

PARTNER, ECONOMIC RESEARCH ASSOCIATES, INC., MIAMI, FLORIDA (2/64 to 7/67). Senior administrator responsible for coordination and supervision of all aspects of firm operations. Also served as project manager for economic feasibility studies, marketing surveys, site selection studies, survey research and issue analysis for political candidates and commercial clients, and a variety of research projects for state and local planning agencies.

STAFF PLANNER, DEWITT MCGEE AND ASSOCIATES, JACKSONVILLE, FLORIDA (9/62 to 1/64). Conducted market research and business development studies for private sector clients, and city-sponsored studies of community housing needs, land use, transportation, economic, and population trends.

EXECUTIVE DIRECTOR, NORTH BREVARD COUNTY DEVELOPMENT COMMISSION, FLORIDA (6/61 to 9/62). Managed a public information clearinghouse service for the coordination of necessary public services and facilities, and private investment, with the changing NASA programs at Cape Canaveral; and managed service delivery and membership development for the Commission, a county-wide private sector business association.

Education:

UNIVERSITY OF FLORIDA, B.A., Political Science (1961); M.A., Public Administration (1971); and Ph.D. Candidate, Public Administration (1973 - All but dissertation).

Personal:

Age 50... married, two children... excellent health... Hispanic heritage and Spanish language proficiency.

RESUME

WILLIAM FISHER

William Fisher has had extensive experience as a senior corporate manager and as a consultant in both public and private sectors, and in developing as well as industrialized countries. His principal areas of expertise are private sector development, international business planning, marketing and communications.

PRIVATE SECTOR

Mr. Fisher has advised a wide range of major multinational corporations and financial institutions in the United States and Western Europe. These include Monsanto Company, TRW, SKF, BOC Group, Xerox, Philip Morris, International Council of Swedish Industry, First National Finance Corporation and the First National Bank of Boston.

His work for these organizations has centered on strategic planning and corporate communications.

Mr. Fisher has also held a number of senior executive positions in the U.S. and abroad. These include: Executive Vice President and President/European Operations, Ruder & Finn International; Vice President, Business International Corporation; Chairman, Fisher Walters Group Ltd.; Chairman, Development Partners Inc.; President and Chief Executive Officer, International Business and Economic Research Corporation; and Director, The Center for International Public Issues.

In 1971, Mr. Fisher and his wife, Florence R. Fisher, co-founded Environmental Resources Ltd., London, which grew to be the premier consulting organization of its kind in Europe.

From 1986 until his return to the U.S. in mid-1988, Mr. Fisher was a senior marketing consultant to the New York Stock Exchange, based in London. In this capacity, Mr. Fisher developed and helped implement Europe-wide marketing programs for the NYSE.

PUBLIC SECTOR

Mr. Fisher served in the international affairs area in the administration of President John F. Kennedy, where he played a major role in developing and implementing the U.S. Export Expansion Program. He was a member of the White House Committee on Export Expansion.

Mr. Fisher has subsequently served as a consultant to a number of governments and public sector organizations dealing with international business, trade development and private sector initiatives.

These have included: U.S. Agency for International Development; United Nations Centre on Transnational Corporations; Commission of the European Communities; the Centre for Industrial Development; the Fund for Multinational Management Education; and the Governments of Jamaica, Dominican Republic; Japan and the ASEAN nations.

During 1982-84, Mr. Fisher was a consultant to USAID, resident in Jamaica, where he directed a U.S.-Jamaican multi-disciplinary team developing a long-term strategy and action plan to stimulate private investment in Jamaica. In this role, Mr. Fisher worked closely with a variety of Jamaican and U.S. Government agencies, and with David Rockefeller's U.S. Business Committee on Jamaica. This seminal experience in public-private cooperation is chronicled in Mr. Fisher's 1986 book Experiment in Development.

As a result of his Jamaica experience, USAID selected Mr. Fisher to lead a team of consultants which developed a strategy and action program for the Investment Promotion Commission of the Dominican Republic.

Mr. Fisher has been a frequent lecturer and seminar leader, having conducted numerous workshops for Boards of directors and senior executives in both public and private sectors. He has lectured at Management Centre Europe, Brussels, and at the Manchester (England) Graduate School of Business.

Prior to beginning his work for industry and government, Mr. Fisher was associated with a variety of not-for-profit organizations in the fields of health, human services and urban affairs; and was a journalist for the Associated Press and other news organizations in Florida.

A native of New York City, Mr. Fisher is a graduate of Stetson University (journalism and political science) and has done post-graduate work at New York University.

THE JAMAICA EXPERIENCE (PRESIDENT AND CHIEF EXECUTIVE OFFICER 1982-84)

With the election of Prime Minister Edward Seaga, Jamaica began to plan for a more competitive, export-led, private-sector-oriented economy. The over-arching need was to create jobs and earn foreign exchange. Foreign direct investment became the centerpiece of the new Government's economic strategy. The Prime Minister formed a high level Committee to help implement this strategy. At the request of President Reagan, David Rockefeller organized the U.S. Business Committee on Jamaica. And to provide the country with an operating vehicle through which to attract foreign and domestic investors, Mr. Seaga formed Jamaica National Investment Promotion (JNIP).

Under contract to the United States Agency for International Development (USAID), William Fisher was intimately associated with JNIP, and with the Rockefeller Committee and its Jamaican counterpart. His work was in the areas of sectoral targeting management and organization, strategy and program planning, public policy analysis and team-building. Following are some of his major achievements in these areas:

- o Directed a US-Jamaican multi-disciplinary team which developed a long-term Strategy and Action Plan for JNIP, currently being implemented.
- o Developed conceptual and operating frameworks for sector-specific programs of investment targeting.
- o Conducted "on-the-job" seminars and workshops in strategic planning, program development, performance measurement and promotional techniques to effect the 'transfer of technology' to JNIP's staff of approximately 100.

- o Conceived and directed a participative 'bottom-up' strategic planning framework and process, which has now become institutionalized.
- o Carried out a detailed analysis of JNIP's management structure, style and requirements, which led to a comprehensive reorganization and the redeployment of resources in Jamaica and abroad.
- o Developed detailed organization-wide and divisional goals and systems for quarterly performance measurement.
- o Introduced zero-based budgeting and developed systems to link short, medium and long-term programs and activities to specific costs and benefits.
- o Managed JNIP's first complete planning and budgeting cycle, using tools and techniques developed with staff earlier in this assignment, e.g., prioritized activities and related costs and benefits, planning calendar, performance measurements, etc.
- o Made policy recommendations to JNIP, the Prime Minister and USAID on the rationalization of the nations' investment and export promotion agencies.
- o Co-directed a major study of Jamaica's data resources and legislative, regulatory, social, economic and bureaucratic constraints to investment, and prepared policy and option recommendations for JNIP, the Prime Minister and USAID.
- o Conducted field investigations in the U.S., Canada and Western Europe and made recommendations regarding the siting and staffing of overseas offices, increasing the efficiency of these offices, and improving productive relationships with private sector Business Committees in the U.S., the U.K. and the Federal Republic of Germany.
- o Prepared a critical analysis of the activities and relative effectiveness of the U.S. Business Committee on Jamaica for presentation to President Reagan and others concerned with the role of public-private sector cooperation (Experiment in Development -- published 1987).

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