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CONSULTANT'S TRIP REPORT
18-23 MAY 1997

TRIP REPORT FOR PHASE 1 STRATEGIC PLANNING
Ministry of Trade, Tourism and Industry

BUILDING EQUITY AND ECONOMIC PARTICIPATION (BEEP) PROJECT
CONTRACT NO 504 0107 C-00 6201 00

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TRIP REPORT FOR PHASE I STRATEGIC PLANNING
Ministry of Trade, Tourism and Industry

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TRIP REPORT FOR PHASE I STRATEGIC PLANNING

MINISTRY OF TRADE, TOURISM AND INDUSTRY

A Background and Scope of Work

In 1996, MTTI engaged in their first participatory strategic planning process, resulting in a comprehensive plan for execution of capacity-building and performance enhancement activities for each Division and Agency of the Ministry. In preparation for the second round of planning, scheduled for July of this year, it was determined that a pre-planning session would lay the ground work for an even more effective retreat and planning process in 1997.

For this site visit, considered phase I of the planning process, the following outcomes were specified:

- 1 The 1996-97 process and products will be evaluated
- 2 Strategies will be identified to improve the 1997-98 process
- 3 Visioning and goal-setting for 1997-98 will be initiated
- 4 Benchmarking and research needs will be identified

The scope of work contained in the Terms of Reference outlined a series of meetings with the MTTI coordinating committee and the five Divisions/Agencies to:

- collect their input on improvements to the planning process,
- prepare for the 1997-98 retreat,
- discuss, and where possible, identify general directions for the Divisions/Agencies for the next several years, and
- identify benchmarking and research activities to be conducted prior to the retreat

B Schedule of Activities

The following meetings were held to collect information:

Monday, May 19

8 30 a m - 11 00 a m	BEEP Long-term Advisors
1 00 p m - 1 30 p m	MTTI Permanent Secretary
1 30 p m - 2 00 p m	Minister Shri Chan
3 00 p m - 5 00 p m	MTTI Coordinating Committee

Tuesday, May 20

1 00 p m - 3 00 p m Consumer Affairs and the National Bureau of Standards
3 00 p m - 5 00 p m Foreign Trade and Guyana Export Promotion Council

Wednesday, May 21

9 00 a m - 11 00 a m Industrial Development
1 00 p m - 3 00 p m Tourism
3 00 p m - 5 00 p m Administration

Friday, May 23

9 00 a m - 11 30 a m MTTI Coordinating Committee

C Agenda for Meetings

The agenda on the following page was used for the first Coordinating Committee meeting and the two Division/Agency meetings on Tuesday. Using this format, too much of the limited meeting time was consumed with evaluations of last year's activities and insufficient time spent looking ahead to the needs for 1997-98. Consequently, the agenda was altered for the three Wednesday meetings, placing the analysis of current conditions and future directions at the beginning of the meeting and using time remaining to evaluate the activities and products of 1996-97. As a result, the data in the summary reports for each meeting varies slightly in focus and emphasis.

Strategic Planning for the Ministry of Trade, Tourism and Industry Preparation for the 1997-98 Planning Process

AGENDA

- 1 Overview of the Week's Activities and Desired Outcomes
 - a The 1996-97 Process and Products will be Evaluated
 - b Strategies will be Identified to Improve the 1997-98 Process
 - c Visioning and Goal-Setting for 1997-98 will be Initiated
 - d Benchmarking and Research Needs will be Identified

- 2 Evaluation of the 1996-97 Planning Process
 - a General Comments on Process and Outcomes
 - b Specific Areas of Retreat Analysis
 - location
 - number of days
 - number and make-up of participants
 - workshop activities and outcomes
 - c Specific Areas of Strategic Plan Analysis
 - layout of the action plan
 - resource and evaluation tables
 - the tables as management tools
 - missing elements
 - d Ideas for Improvement of 1997-98 Retreat, Process and Products

- 3 Review of Action Plan Activities from 1996-97 Plan
 - a Movement Toward Goal
 - b Activity Status
 - c Resource Status
 - d Evaluations Conducted

- 4 Preparations for 1997-98 Planning Process
 - a Individual Consideration of Problems and Opportunities
 - b Group Listing of Problems/Opportunities
 - c Areas Needing Further Research and Exploration
 - d Identification of Benchmarking Activities to be Conducted Prior to the 1997-98 Planning Retreat

- 5 Other Issues and Closing Remarks

D Key Observations, Recommendations and Outcomes

The following lays out the principal observations from the week of meetings followed by some specific recommendations and a summary of outcomes, as they relate to the desired outcomes specified in the Terms of Reference

1 Observations

Considerable progress was made within the Ministry as they worked to complete the tasks outlined in the Division/Agency and Ministry-wide action plans. Reports for each task force are included in section E of this report with additional information in the annex. However, there were several constraints which combined to slow or stop progress in several key areas

a) Constraints to Ministry Progress on the 1996-97 Work Plan

a 1 Linkage to progress in the BEEP Project

Review of each Division/Agency action plan revealed that in many cases delays in delivery of BEEP project resources prevented progress on key objectives. The items listed below were particularly problematic

- Equipment and software
- Non-infomatic procurement
- Start-up of Trade Policy Unit
- Ministry Communication Strategy
- Investment Guide and Investment Code

The good news is that most of these resources are scheduled for delivery within the next several months, in some cases prior to the next planning cycle. It is most important for both productivity and morale that any further delays are avoided

a 2 Continued lack of access to up-to-date, accurate data

Information continues to be the most important input and output of the technical Divisions, and access to accurate, up-to-date, and sophisticated data continues to be a major problem. The requisitioned informatics and subsequent training will improve this situation. However, other strategies and resources are needed to bring technical divisions up to the level of performance they would like to achieve

a 3 Continued need for more skilled staff in key areas

The Ministry continues to be seriously short-handed in every Division, both in number of staff and in range of technical skills. This leaves existing staff overworked and often frustrated by their inability to meet ever increasing (in both numbers and level of sophistication) demands of constituents. In turn, inability to meet constituency needs re-enforces negative views of the Ministry's capability and contributes to declining staff morale.

a 4 Political constraints

The political environment around and within the Ministry is not conducive to making decisions and taking risks. This environment, characterized by turf and jurisdictional battles, finger pointing and hidden agendas, leads to inaction and avoidance of decision-making at all levels, but particularly at the middle management level where personnel are the most vulnerable.

The general view of the Ministry across the GoG does not generate the level of respect and support needed by Ministry staff in their day-to-day operations. This prevailing attitude also subjects MTTI to the inter-Ministry tug-of-war going on over control of Go-Invest, trade information, and other current MTTI functions. The deleterious affect of this political infighting on the staff and their constituents can not be overstated. It nurtures insecurities, re-enforces inaction and further damages the Ministry's credibility.

To break out of this cycle, strong advocacy from Ministry leadership is essential. The only individuals able to confront political uncertainty and break through the resulting stagnation are the political leaders themselves. In the case of MTTI, the Minister's level of confidence, sense of mission and degree of proactive initiative will determine the degree to which the staff is able to perform their functions effectively.

a 5 Ministry credibility within the private sector

Similarly, perceptions of Ministry capability within the private sector makes it difficult for staff to perform their jobs effectively. In order to gain the cooperation and support they need, the Trade and Investment Divisions must be viewed as viable sources of reliable information, Consumer Affairs must be seen as an effective advocate of public welfare, and Tourism as a champion of Guyana's tourism resources strong enough to get results in a highly competitive market.

b) Impact of the Constraints on the various Divisions and Agencies

b 1 Industry Development/Go-Invest

- Continued absence of an investment strategy and code leaves the Division at a serious disadvantage, with energy focused primarily on operational rather than policy matters, and operating without a policy framework to guide decisions and recommendations
- Political uncertainty surrounding Go-Invest undermines efforts to build collaboration and coordination between the Ministry and the Agency

b 2 Foreign Trade/GEPC

- Absence of clear trade policy continues to hamper the Division's ability to achieve its desired impact on the balance of payments
- Delays in implementing the Trade Policy Unit have affected progress in formulation of needed trade-related data and policy recommendations
- Delays in the infomatics has slowed access to much-needed trade data for the purpose of advising both public and private sector stakeholders
- Shifts in GEPC leadership coupled with uncertainty regarding the merger with Go-Invest has blocked continued collaboration and coordination

b 3 Consumer Affairs/GNBS

- Delays in training (customer service and public education) had a minor affect on the Division/Agency operations For the most part, this area was able to make considerable progress on their action plan

b 4 Tourism

- Ministry leadership did not wish to move forward with a re-organization plan for this Division, placing objective one on hold
- Assistance to prepare legislation was placed on hold, and is now scheduled for early fall
- Credibility within the private sector continues to hamper the Divisions's efforts to work collaboratively

b 5 Administrative Services

- A large portion of their action plan centered around acquisition of the infomatics and staff training on the software This activity is postponed until the equipment arrives

c) The Ministry's Implementation Structure and Process what worked and what didn't work

The implementation structure adopted by MTTI included continuation of the Division/Agency task forces formed at the retreat to be managed by a Ministry-wide steering committee with representation from each Division and Agency

c 1 Division/Agency Task Forces

As to be expected, groups had varying degrees of success

Industry/Go-Invest Although Industry Development meet regularly, their meetings did not include Go-Invest, the leadership of which also refused to participate in the week's pre-planning sessions and wishes not to participate in this year's planning process

Foreign Trade/GEPC Like Industry Development, Foreign Trade held regular Division meetings, but did not meet with GEPC. The new executive director of the GEPC did attend the two-hour Division/Agency meeting this week and expressed an interest in further meetings with Trade as well as participation in the planning process

Consumer Affairs/GNBS This group held joint meetings on a monthly basis with participation from the Agency. The results of their collaboration show up clearly in an analysis of progress on their action plan

Tourism Although this Division has no Agency, it instituted monthly meetings with TAG to review progress and recently began to include the chairperson of the Tourism Advisory Board. In addition, regular Division meetings reviewed progress on the strategic plan

Administration Early in the planning cycle, this group completed all tasks in the action plan within its power to address. Further work on the plan went on hold waiting for the equipment and the renovations

c 2 The Ministry-wide Coordinating Committee

This group meet on an monthly basis up until March. Both the Minister and the Permanent Secretary met with the group, apparently creating some confusion about who was to lead the meetings. The Minister has expressed his desire to stop meeting with this larger group, and return to his program of individual meetings instead

2 Recommendations

a) Changes recommended in the Retreat

a 1 Participation from within the Ministry

Throughout the meetings, the need was reiterated to include as many staff members as possible in the retreat

a 2 Participation of selected stakeholders

It is important to build support among those who can either block or facilitate progress on the strategic plan. For this reason, stakeholders for each of the technical areas should be invited to the retreat

a 3 Greater participation by the Minister

Staff are in full agreement that the entire process would benefit greatly by having the Minister participate fully in retreat activities rather than come in only for the opening and closing session

a 4 Provide an evening social activity for families

To nurture healthy relationships within the Ministry, an evening celebration is recommended during the retreat. Family members should be invited if possible

a 5 Introduce the "Most Valuable Support Staff Member" award

The retreat offers the perfect opportunity to recognize hard work and dedication within the Ministry. This was an activity to be completed during the 1996-97 period which did not get implemented, but could be at the 97-98 retreat

b) Changes recommended in the overall planning process for 1997-98

b 1 Movement from a problem-solving focus to a more visionary constituency service focus

Moving the focus off of internal problems and on to a more mission- and service-related focus was a concept shared at the opening session that became a fully accepted theme for the approach to this year's planning process

b 2 Need for more pre-retreat thinking, benchmarking and research about future possibilities

In order to achieve more substantive results from the planning process, participants need to go into the retreat better prepared. That means increased internal and external dialogue to develop ideas and clarify constituency needs. It means scanning the environment to identify best practices and then conducting research to determine what can be transferred and adapted to this setting. Participants were instructed to submit ideas for benchmarking to the Permanent Secretary by May 30

c) Activities to be completed prior to the next retreat

The following activities were outlined for each Division/Agency to be completed prior to the retreat

- Constituency interaction, as recommended in monitoring and evaluation
- Continued Division/Agency dialogues
- Benchmarking and research

d) De-linking the Trade Policy Unit and the procurement of two computers for the Trade Division

Acquisition of informatics for the Foreign Trade Division was linked to the start-up of the Trade Policy Unit, a milestone unachieved due to the inability to locate funds for the two key lead positions in the unit. Unfortunately, this has left the current staff with no improvements in access to information or the ability to process it. There are two current staff members ready to use the new equipment, software and information access with a relatively small amount of training. It is strongly recommended that two of the computers approved by USAID for the Foreign Trade Division, including one with modem access, be included in the phase I order. This shift will have considerable impact on the performance of this Division.

3 Outcomes

a) The 1996-97 process and products will be evaluated

Evaluations were conducted with results included in section E which follows

b) Strategies will be identified to improve the 1997-98 process

Strategies identified include

- 1 Expand participation to include all staff and selected stakeholders
- 2 Add more time to the retreat by starting on Friday evening
- 3 Shift from a problem-solving focus to a more service-improvement focus
- 4 Seek more participation from the Minister
- 5 Conduct the planning process before the budget is submitted for next year
- 6 Spend more time training managers to use the strategic planning tools
- 7 Guide participants through increased research and participation prior to the retreat

- c) Visioning and goal-setting for 1997-98 will be initiated

The sessions during the week moved the groups toward consideration of next year's challenges and a more long-range vision of what needs to happen at the Ministry, Division and Agency levels. In some cases, this effort was hampered by continued confusion about the role of Go-Invest and the GEPC, and the continuing bleak outlook on funding to attract additional staff. Specific ideas for the future are included in Section E.

- d) Benchmarking and research needs will be identified

A few specific areas for research prior to the retreat were identified by the Divisions. Requests for support for this effort are to be submitted to the Permanent Secretary by Friday, May 31.

E Division/Agency Status Reports

For each of the meetings held with the Coordinating Committee and the Divisions and Agencies, information was generated about the development and implementation of the 1996-97 plan, current constraints and opportunities, future directions affecting the 1997-98 planning process, and activities to be undertaken prior to the next retreat.

1 Ministry-wide Coordinating Committee

- a) In Attendance

Mr N Totaram	Mr T Ramgulam
Ms T Fraser	Mr W Hamilton
Mr P Wharton	Mr R Ganesh
Ms C Haynes	Mr M Harrypaul
Ms K Valentine	Ms B Morrison

Advisor Pat Thompson

- b) General comments/critique of 1996-97 strategic planning process and products

- 1) Inspired energy within the Ministry and provided tools
- 2) Didn't refer to it enough during the year
- 3) Needed to be more rooted in the mission of public service
- 4) More focus on relationships and linkages
- 5) Less problem-focused and more vision and growth focused
- 6) Some things couldn't be achieved
- 7) Need more data/information on the environment in which we are planning
- 8) It was consistent with the Ministry's mission

- 9) Lack of resources
- 10) Exogenous factors prevented satisfactory implementation of some items
- 11) We need a better handle on constraints
- 12) Overall, the plan was a vital defensive tool for the Ministry and we have progressed a great deal due to the plan
- 13) A break in the meetings took place around March and we lost some of the momentum

c) Status of the Ministry-Wide Action Plan

Definite progress was made toward the goal. The general working conditions and morale within the Ministry was improved. Consensus was to keep this goal since additional effort was needed to achieve it fully. The following chart shows degree of progress on each objective and activity.

Goal To improve general working conditions and morale within the Ministry

MINISTRY-WIDE ISSUES

ACTION PLAN

Objectives	Tasks	Person Responsible	Status of Activity as of May 24, 1997
Objective 1 Improve representation and advocacy by administration regarding the Ministry's concerns and priorities	1 Prepare a joint communication strategy for the Ministry/Agencies a) Redesignate a communications specialist to serve the Ministry's needs End Product Job description and personnel action b) Prepare a Ministry wide communications plan End Product Plan c) Establish a steering committee to oversee implementation and provide on going input to the communications officer End Product Interim progress reports	 One representative from each Agency on Committee with DPS	A Ministry wide committee was formed and met to set up priorities for consideration in the communication strategy. Some internal communication activities were identified and implemented. The communication specialist identified to assist the Ministry to prepare and implement a communication strategy is scheduled to begin work in June. This activity continues to be a high priority for the Ministry and will be carried over into next year's plan.
2 Improve work environment and facilities <ul style="list-style-type: none"> • drinking water • telephone system • janitorial services • office layout and reception area • lunch/lounge area • equipment maintenance • office materials • transportation 	1 Mechanism for provision of pure drinking water End Product Mechanism 2 Review telephone systems needs and meet them End product List of needs 3 Significantly increase supervision and accountability and determine cause of inadequacies End Product Contract or report on mechanisms to improve in-house services 4 Review physical infrastructure including reception area and re organize office space and once approved implement the plan End Product Recommendations from contractor 5 Review cost effectiveness of equipment repair contracts and implement End product Maintenance contracts 6 Review current materials inventory and purchase processes and develop improved approach End product Recommendations for new approach Purchase a generator for the Ministry	PAS(G) PAS(G) PAS(G) PAS(G) DPS PAS(F) PAS(F)	The full list of items in the objective of items have been addressed resulting in a considerably improved working environment. All have been successfully completed except for the renovations to the office. In this case plans have been completed and renovations are scheduled to begin within the next few months. Purchase of the generator as well as other environmental improvements such as air conditioners and fans are to be provided by the BEEP project and are awaiting approval for purchase.

Objectives	Tasks	Person Responsible	Status of Activity as of May 24, 1997
3 Clarify/improve relationships and coordination among and between government agencies	1 Institute regular briefing sessions among the Ministry's Divisions and related Agencies. Seek further role clarification and identification of areas of overlap and collaboration as first agenda item End product Meetings conducted, Report on areas requiring revision due to unnecessary overlap	HOD/Agencies and Minister	Meetings between Consumer Affairs and GNBS and between Tourism and the Tourism Advisory Group have been taking place with good results. Relations between Industry Development and Go Invest and between Foreign Trade and GEPC have not developed due to the continued uncertainty of the placement of Go Invest and the merger with GEPC. Also factor is that both Go Invest and GEPC have changed leadership and lost continuity with the strategic planning process.
4 Improve the general morale by increasing rewards and incentives for quality performance	1 Design an integrated approach to performance appraisal promotion raises and grievance management for the Agencies (GOINVEST GEPC GNBS) End product Revised internal policy 2 Address the numerous acting positions within the Ministry and resolve same End Product Confirmation of positions where approved 3 Recommend internal reward mechanisms such as best worker awards letters of commendations etc End Product List of institutionalized practices to recognize quality job performance	Dr C Ramcharran Minister *PAS(G)/DCA *Agencies Heads	While general morale improved especially during the months immediately following the retreat and planning process more work is needed to institute internal rewards Most of the acting positions have been addressed with several others remaining for consideration
5 Simulate interpersonal relationships to achieve higher levels of team spirit and team building across the Ministry	1 Consult with the Ministry's staff to determine specific programs to enhance interpersonal relationships End Product Programs recommended 2 Implement programs	PAS(G)	Meetings were held within the Ministry to determine strategies to continue team building efforts. Further work is needed to ensure implementation. Informal staff generated activities such as a Bible Club emerged and continue on a regular basis. Overall staff reports considerable improvement in working relationships and internal communication. Customer service training currently being provided addresses treatment of internal clients as well as those external and is expected to further improve the work environment.

The following activities are underway, and are expected to be completed or nearly completed by the 1997-98 retreat

- 1) Development of the Ministry Communication Strategy, activation of the Ministry's communication committee
- 2) Improvements to the physical plant and installation of a generator, air conditioners, informatics, and improved security
- 3) Improved coordination and communication within the Ministry, between its agencies and divisions, with other areas of government, and with the private sector
- 4) Improved staff morale through internal rewards, recognition and team-building activities

2 Consumer Affairs and the Guyana National Bureau of Standards

a) In Attendance

Ms D Marshall
Mr P Wharton
Mr J Cumberbatch
Mr C Gammett
Advisor Pat Thompson

b) General Critique

- 1) Two days generated a great deal of information We want continued productivity in the next session
- 2) There is great frustration
 - a lack of support from leadership and policy makers
 - lack of credibility remains – constituents don't believe we're going to get results
 - need better communication between the Ministry and all areas of government and social partners
- 3) we need to refer to our plan more often Use the tools
- 4) Talk about how to use the tools in implementation
- 5) The Custom Service public education campaign needed to go further with greater follow-up Need to improve upon this Expand beyond Georgetown, better follow-up to reports, more media channels, etc
- 6) Consultants late coming in – just now getting them on stream
- 7) Time table not properly followed
- 8) Training needed to deal with the level of anger in the public regarding standards, products, services
- 9) Spokesperson training needed

c) Review of Progress on the 1996-97 Action Plan

**Performance of the Consumer Affairs Division
Past retreat September 1996 in relation
to goals and objectives.**

The Consumer Affairs Division emerged from the September, 1996 Planning Retreat with the goals, "Annually increase sustained, coordinated programmes and measures to ensure consumer protection through and their implementation and four objectives which are as follows -

- 1 To develop and implement an integrated Public Communication Programme including seminars, conferences, lectures media and print materials
- 2 Establish a National Consumer Protection advisory body which will advise quarterly on the status of consumer protection policies, legislation and regulations
- 3 Identify standardisation directly related to consumer interest.
- 4 Establish representation for consumer complaints.

The performance of the Division in relation to the above stated objectives is provided here under

Assignment	Comp. Not Com.
1 Establish Programme	Committee comprise of representatives from Consumer Affairs, Guyana National Bureau of Standards and Ministry of Education.
2 Prepare detailed communication Strategy to guide the public education campaign.	<p>An effort to prepare the plan, the following was done -</p> <p>(a) four (4) week radio and television call in programme to ascertain the most major and frequent consumer problems</p> <p>(b) Having completed (a) the problems were analysed, sorted, categorised to determine the most major</p> <p>© The agencies associated with the problems were invited to meeting with the Programme Committee from which came recommendations</p>

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(d) In addition, two regional units were made
Lectures were continued and print
materials disseminated to schools and the
public at large in Region #1

Training Seminar/work continued in
region #7 by Consumer Affairs and
Tourism Division. Lectures given, print
material shared recommendation
received and report submitted.

Identify resources for comp-
aign and acquire approvals

These are in the process of being
Identified.

Implement the Programme
(a)

Programme implemented see 2
above

(a) stage not reached as yet
(b) not reached as yet

Develop terms of reference
Including mandated structure
operational procedures and
protocols, resources and
relationships to Division
and Agency

Report submitted.

Formalize the Advisory
Board

Document submitted for
Cabinet -approval

Devise Strategies to ensure
close articulation between
The Advisory Board and
other Consumer Protection
Agencies

Plan for Co-ordinated
Operations in progress

Develop annual Work Plan
Board

Draft plan submitted.
B.E.E.P consultant to
review and assist in
Strengthening plan.

1) Gather feed back from the
Market and identify standards

List submitted

- | | |
|--|--|
| 2. Establish relevant Committees | Committees and their recommended membership submitted and approved |
| 3 Draft new standards, circulate For review and finalize Recommendations | on going process |

Objective 4

- | | |
|--|--|
| Establish complaints desk | Established both at Ministry Of Trade, Tourism and Industry and Bureau |
| b) Install dedicated phone Lines | Installed at Guyana National Bureau of Standards |
| c) Identify staff and training Needs | Consultant has began Consumer Service and hot line training. |
| 2 Establish protocols and Procedures for complements management, channelling and follow up | Documents submitted |

Division and Ministry Wide Issues

Ms. Kandell Bently-Barker BEEP Project Consultant stated that the Strategic Plan is a series of management tools designed to assist staff at all levels achieve "objectives and desired outcomes outlined in the plan"

Seven months have now elapsed. The division has been learning to use its new found tools as shown above. It began the period by being able to keep the dead lines given but started to lose ground through not having enough experience in applying tools. None the less, inter-personal relations togetherness communication co-operation and coordinated have been improving. The division has been able to co-host joint regional activities with the Tourism division. It has cooperated with the Bureau of Standards by directing several complaints to it and solving on its own. However, there is room for improvement in this area.

In relation to interpersonal relations (internal and external) aspects further enhancement is expected as a direct benefit from a planned Ministry wide (BEEP) training programme which will focus on better customer relations. The public image of the Ministry in general and in particular, the Consumer Affairs Division should further improve as a result of such training.

d) New Directions

- 1) Keep old objectives and improve upon or expand upon the strategies
- 2) Broaden outreach to outlying areas Use more sophisticated or effective communication strategies
- 3) Work more with the Consumers Associations to help them become more proactive
- 4) Hook into networks on the world wide web for consumer data and strategies
- 5) Renew contact with other regional consumer affairs operations
- 6) Look at prices – find sources to guide assessment of prices

3 Foreign Trade and the Guyana Export Promotion Council

a) In attendance

Mr W Hamilton
Mr L Wills
Mr C Gammett
Ms K Pleuxie
Ms R Jagamauth
Mr P Arjoon
Advisor Pat Thompson

b) General Comments

- 1 The strategic plan is a stimulant and motivator, but we encountered difficulties such as
 - a) Statistics Bureau is not responsive to the needs in trade Numerous data needs remain unmet and the expected reports are not forthcoming
 - b) Inadequate equipment
 - c) Other data sources needed such as journals, reports
- 2 Delay in Trade Policy Unit has prevented effective implementation in several areas
- 3 Retreat was effective, but coming back home was full of difficulties
- 4 Delays in BEEP in acquiring equipment, access to data, consultants, etc
- 5 No follow-up meetings with the private sector agencies as stated in the plan
- 6 Better linkages are needed between the Division, GEPC, other areas of government and the private sector

c) Review of Progress on 1996-97 Action Plan

The Goal - change to improving conditions which contribute to an increase in the balance of trade Too many conditions exist beyond the Ministry's control which could prevent actual increases The following chart describes specific levels of progress

Goal Improve the balance of payments through increased net exports

FOREIGN TRADE/GEPC

ACTION PLAN

Objectives	Tasks	Person Responsible	Status of Activities as of May 23, 1997
<p>1 Articulate a comprehensive trade policy for Guyana</p>	<p>1 Determine status of the proposed trade policy unit End Product Decision by Minister</p> <p>2 Determine and meet staffing needs</p> <p>a) Conduct assessment of staff needs and acquire additional staff as needed End Product New staff qualifications and job descriptions</p> <p>b) Assess training needs for internal staff data providers and data users and prepare a training program End Product Needs assessment and training program</p> <p>3 Set up Data Base</p> <p>a) Order equipment and software required End product approved requisition</p> <p>b) Determine specific outputs for the data base over the short medium and long term and identify the type and source(s) of data required to produce them End Product Report</p> <p>c) Identify additional sources of trade information and access on a regular basis to build a comprehensive up to date resource library End Product list of sources, including periodicals, journals, monographs, on-line services, etc</p> <p>d) Take actions necessary to acquire data including linkages to electronic data (Internet CARTIS ECLAC and ITC) End product Purchase requisitions</p>	<p>Minister PSM and Cabinet</p>	<p>The recommendation to implement the Trade Policy Unit was approved however efforts to date have not succeeded in locating sufficient resources to hire the additional staff</p> <p>Equipment has been requested Two of the requested computers need to be provided immediately to support on going activities within the Foreign Trade Division while the rest can be withheld until the rest of the unit has been hired Once these two computers are in place training to existing staff should be provided with regard to information access and use in preparation of various reports being required of the Division</p>
<p>2 Provide data, data analysis, reports, policy papers and seminars as needed to inform key trade stakeholders in and outside of the Government</p>	<p>1 Conduct analysis of Guyana s position in relation to international trade agreements/ arrangements End Product Data and Recommendations provided periodically</p> <p>2 Monitor and evaluate the impact of trade arrangements by establishing feedback mechanism with the private sector (such as manufacturing companies) and other agencies End product Impact reports</p> <p>3 Monitor/project future trends in international trade (market size prices competition) End Product Periodic data sheets and reports</p>	<p>Ms K Valentine (Ms R Jagamauth)</p> <p>Mr W Hamilton (Mr C Zammett)</p> <p>Mr C Zammett</p>	<p>An analysis was conducted with regard to Venezuela Improved access to data will facilitate development of additional and improved reports</p> <p>Not implemented</p>

d) Future Directions

- 1) Monthly meetings with GEPC, the Statistics Bureau, Customs, Georgetown Chamber of Commerce and GMA
- 2) Through the BEEP project do a seminar or retreat with the above
- 3) Get the equipment and data access into the Division and do not wait to hire the Trade Policy Specialist

4 Industrial Development

a) In Attendance

Mr T Ramgulam

Ms B Morrison

Ms S David

Advisor Pat Thompson

b) General Critique

- 1 Last year we focused on basic, problematic issues preventing the Ministry from being as effective as it could be. Now we must move on to creating an enabling environment for industry. We must move beyond basic problems to a vision of quality service to our constituents.
- 2 We must separate responsibilities of policy versus operations issues. To be a policy-oriented organization, we must have access to information. Our lack of clear policy results in inability to provide quality investment services.
- 3 We must be more proactive in thinking and planning. Lack of policy stagnates action.
- 4 What prevents us from getting policy formulated is
 - a) lack of information
 - b) too much time and energy focused on operations
 - c) government structure to initiate and approve policy formulation is unclear and in some cases conflicting
- 5 We must move to a position of facilitating investment
 - a) get policy in place by working with the BEEP consultants to formulate their recommendations
 - b) develop incentive regimes
 - c) conduct location analysis relative to investment, formulate regional development plans
 - d) address related policy formulation such as export processing, industry estates, etc
 - e) key focus will be the policy formulation
 - f) consider linkages to other related areas, such as privatization

- g) provide support to the private sector such as technology training Also on tax exemptions for technology
- h) Operational issues will follow such as consultations, education, enforcement, coordination with utilities in development of industrial estates

c) Things to do before the retreat

- Work with investment strategy consultants and private sector organizations
- Send someone to the Adam Smith Institute

d) Review of Progress on 1996-97 Action Plan

The chart on the following pages defines progress on each objective and activity

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

INDUSTRIAL DEVELOPMENT/GO-INVEST

ACTION PLAN

Objectives	Tasks	Person Responsible	Status of Activities as of May 24, 1997
1 Publish and provide an investment guide	<p>1 Conclude arrangements and hire the consultant for guide preparation End Product Consultant recommendations on content and format for preparation</p> <p>2 Prepare final version and prepare for dissemination End product Investment Guide</p> <p>3 Develop internal mechanisms for continued updating and timely distribution End Product Plan for updating and distribution</p> <p>a) Develop consensus on format b) Install necessary equipment and information access c) Train staff to prepare updated versions as needed</p> <p>4 Develop a new version following adoption of the new investment code End Product Revised Investment Guide</p>	<p>BEEP</p> <p>Consultant</p> <p>Director GOINVEST</p> <p>Director GOINVEST</p>	<p>The Investor s Guide was designated as a BEEP product to be drafted by an external consultant The draft has been submitted for review by the GoG and plans have been made to revise (condense and reorganize) the guide over the next month Updating of the Guide will not occur until after the Investment Code has been formulated a BEEP Project activity currently slated to begin in June of 1997</p>
2 Formulate an industrial development policy	<p>1 Collect all data on current policy status End Product Documents gathered</p> <p>2 Hire consultant to prepare proposed investment code End product Consultant recommendations</p> <p>3 Prepare final recommendations and submit to the Cabinet for adoption End Product Final recommendations approved by the Ministry for submission</p>	<p>D I D (ag) (B Morrison)</p> <p>BEEP</p> <p>DPS (T Ramgulam)</p>	<p>These activities are included in the up coming activities to develop Guyana s investment strategy and code</p>
3 Increase/improve incentives, services and procedures for investment	<p>1 Provide one million square feet of developed industrial park annually</p> <p>a) Operationalise Coldingen Industrial Estate End Product Work plan for project completion and promotion</p> <p>b) Complete infrastructure and operationalise Eccles End Product Report on proposed sites for review and planning</p> <p>c) Conduct review of additional space needs taking new investment code into</p>	<p>D I D</p> <p>D P S</p> <p>Consultant/D P S</p>	<p>Over one million square feet were brought on line in 1996 and will come on line in 1997</p> <p>The study to review additional space needs will not take place until after the investment strategy work has been completed</p>

Objectives	Tasks	Person Responsible	Status of Activities as of May 24, 1997
<p>3 Increase/improve incentives, and procedures for investment (cont)</p>	<p>consideration in the assessment End Product Recommendation for future growth</p> <p>2 Prepare and present document to Cabinet on EPZ</p> <p>If approved a) Draft legislation End Product legislation</p> <p>b) Develop and implement a strategy and targets for promotion to the private sector End product Promotional plan</p> <p>c) Implement the EPZ plan End Product Progress report on commitments by private sector</p> <p>3 Provide annual review (every third quarter) of the incentive program</p> <p>a) Prepare plan for how review will be conducted and by whom End Product Recommended procedure</p> <p>b) Implement plan for first review End Product Recommended changes in incentive program</p> <p>4 Streamline procedure in order to target investment opportunities formulated under BIT arrangements End Product Report on recommendations</p> <p>5 Provide 100 person hours of technical assistance and support services to SME s women and Amerindians (coordinate with BEEP activities and needs assessments for these groups) End Product Training Program</p> <p>6 Conclude joint commission arrangements to schedule investment needs End Products Report on strategies to implement projects and strengthen of bilateral relationships</p> <p>7 Organize quarterly meeting with P S C to resolve outstanding issues and improve public/private sector relationships End product Reports on Quarterly Meetings</p>	<p>D P S</p> <p>Consultant</p> <p>D I D and Director GOINVEST</p> <p>D I D</p> <p>D P S</p>	<p>This report has been completed and is being circulated prior to submission to the Cabinet for review Drafting of legislation and implementation of the plan will move into the next action plan if the Cabinet approves the proposal</p> <p>The review was conducted for 1996 97</p> <p>Activities relating to BIT have been suspended waiting for pending government decisions relating to jurisdiction</p> <p>No report on progress within Go Invest</p> <p>Completed</p> <p>Two meetings have been held This activity is on going</p>
<p>4 Institutional strengthening of GOINVEST</p>	<p>1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training End Product Recommended program for strengthening</p>	<p>Director GOINVEST</p>	<p>The plan has been completed and some training has been conducted</p>

5 Tourism

a) In Attendance

Ms T Fraser

Ms A Emmanuel

Ms L Pution

Advisor Pat Thompson

b) Current Conditions

- 1) The Tourism Advisory Board has been amended, but other structural changes in tourism support groups will occur gradually
- 2) Areas of frustration continue
 - still lack of clarity from policy perspective regarding the role of the Division
 - no support from leadership
- 3) Work on tourism legislation is moving forward
- 4) OAS is moving forward with US\$60,000 to support the tourism development plan
- 5) The private sector is bringing their consultants back on June 30th to review their marketing plan with the Division and the Board
- 6) Regular meetings have been taking place with TAG, however, these meetings could be more productive. Development of the agenda needs attention with the Division playing a more proactive role. Also, the Division needs to inform TAG and the Board of its progress and accomplishments
- 7) The Tourism Advisory Board chairman is now attending the TAG/Division monthly meetings in order to provide even closer linkages
- 8) The Division needs assistance in clarification of its role vis a vis TAG and TAB. Areas of responsibility and focus need to be defined. The focus for the Division need to be one that is achievable given its resources and technical capabilities

c) Activities to complete prior to the retreat

- 1) role clarification in order to define priorities for next year's strategic plan
- 2) work with investment code consultants
- 3) investigate the role and activities of the Tourism Division in Trinidad

d) Review of Progress on the 1996-97 Strategic Plan

The Goal for the Tourism Division should be changed to one that is achievable and not subject to influences beyond the control of the Division. The following report was prepared by the Tourism Division just prior to the pre-planning meeting

REPORT ON ACTIVITIES

TOURISM

OBJECTIVES/ACTIVITIES	TASKS	PROJECTED COMPLETION TIME	STATUS	REMARKS/CONSTRAINTS/ RECOMMENDATIONS
1 Conduct Market Research and Analysis to facilitate the Identification of Market Niches/ Segments Leading to preparation of A Marketing Plan	1 Convene Meeting with TAG/OAS and others as deemed appropriate to co-ordinate plans and resources for marketing plans	November 1996	Meeting with TAG held	Due to several difficulties this activitie was not executed
	2 Prepare Project Proposal and Terms of Reference for Consultant	January 1997	Incomplete	The OAS project was halted for a while and only recommenced in April There was also a change at the senior administrative level which resulted in a delay of the project
	3 Identify a consultant to provide the Market Research and Analysis	February 1997	Incomplete	
	4 Prepare A Marketing Plan	March April 1997	Incomplete	TAG Commissioned a consultant to develop a marketing plan for the industry This was void of input from the Ministry and inadequate in several respect
	5 Conduct Marketing Activities in Major Markets based on the Marketing Plan	March - December 1997	Incomplete	
	6 Prepare Promotional Materials appropriate for the targeted markets	June - December 1997	Incomplete	<p>The above situations impeded decisions on this activity since it was felt that this effort would have been a duplication</p> <p>RECOMMENDATION</p> <p>Commission an individual to do a review of both proposats with a view towards developing a comprehensive plan</p>

OBJECTIVES/ACTIVITIES	TASKS	PROJECTED COMPLETION TIME	STATUS	REMARKS/CONSTRAINTS/ RECOMMENDATIONS
2 Enhance the Regulatory Environment for Tourism	1 Prepare and introduce Legislation for <ul style="list-style-type: none"> a) Registration and Regulation of Tour Operators and Tour Guides b) Enforcement of Minimum Standards for the Accommodation and Entertainment Sectors <ul style="list-style-type: none"> i) Prepare Terms of Reference for Consultant to Draft Legislation ii) Draft Legislation in Consultation with the Private Sector iii) Submit Legislation and provide necessary communication support to its passage 	November 1997 December January 1997 March 1997	Complete Incomplete Incomplete	This activity is behind schedule because of an extensive consultative process. However the terms of reference for the consultant was submitted and the funding agency is at the stage of reviewing applications for the awarding of the contract to draft the legislation.

OBJECTIVES/ACTIVITIES	TASKS	PROJECTED COMPLETION TIME	STATUS	REMARKS/CONSTRAINTS/RECOMMENDATIONS
3 Facilitate Investment in the Tourism Industry	1 Revise the incentive Package for Tourism Investment	November 1997	Complete	The activity is processing smoothly The task related to educating the tourism sector will be executed in June 1997 at a general meeting of the Tourism Association of Guyana
	a) Prepare A Revised List of Items for Concessions consideration in the 1997 Budget,			
	b) Work with BEEP Consultant on the Investment Code to prepare revisions for use in 1998 Budget request			
	2 Improve strategies to Streamline approvals for incentive requests	December 1996 - January 1997	Complete	
a) Refine the Process	Incomplete			
b) Educate Tourism Sector on the Process				

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OBJECTIVES/ACTIVITIES	TASKS	PROJECTED COMPLETION TIME	STATUS	REMARKS/CONSTRAINTS/RECOMMENDATIONS
4 Strengthen Tourism Development Capacity	1 Review Current Structural Limitations and if advantageous restructure the Division and/or create a new organisational unit for Tourism Development			There is no definitive decision as yet on the institution of a new administrative structure. While some amount of research was done on the various options, other actions related to this activity are constrained by the fact that approval is yet to be granted.
	a) Conduct further research on options and advantages and prepare proposal for a new administrative structure	December 1996	Research Completed	RECOMMENDATION
	b) Determine status of the proposed New Organisation for Tourism Development	December 1996	Incomplete	In light of the above, it is suggested that an individual be contracted to examine the current administrative structure and make the relevant recommendations.
	c) If approved, formalise/Implement the New Structure	March 1997	Incomplete	
	d) If not approved, determine structural changes in the current Tourism Division and implement	April 1997	Incomplete	
	2 Acquire equipment and software for improved access, processing and dissemination of information	November 1996		
	3 Acquire Data Bases to facilitate Tourism Development	December 1996 January 1997	Acquired	
	4 Assess Training needs and provide staff training	February 1997 - March 1997	Need assessed	

OBJECTIVES/ACTIVITIES	TASKS	PROJECTED COMPLETION TIME	STATUS	REMARKS/CONSTRAINTS/RECOMMENDATIONS
5 Improve the reliability and quality of Air Transport Services	1 Hold consultation with Airport Management on improvements in services customer relations and facilities	December 1996 - January 1997	Ongoing	The Division has been holding regular meeting with the airport management. At these meetings views related to improvements at the airport are exchanged and a training programme has been developed which will cover customer relations. The first phase of this training is expected to commence during the last week in May and end during the second week in June.
	2 Develop proposal on Airport Improvements	February 1997	Incomplete	
	3 Develop proposal for training of Airport Personnel	March 1997	Complete	

OBJECTIVES/ACTIVITIES	TASKS	PROJECTED COMPLETION TIME	STATUS	REMARKS/CONSTRAINTS/ RECOMMENDATIONS
6 Improve standards and quality of service in the Hospitality sector	1 Identify strategies to influence quality and standards of infrastructural facilities	December 1996		One factor that has been considered to address this issue is the institution of minimum standards. This concept will be addressed in the legislation.
	2 Develop a proposal for training in the Hospitality Sector	January 1997	Complete	
	3 Conduct training for personnel in the Hospitality Sector	May 1997	Negotiations are in progress	With reference to training, one agency that was involved in a similar exercise previously was approached. Because of the cost submitted it is felt that the realisation of this activity will only be possible through cost sharing. A decision has been taken to hold consultation with the beneficiaries in this regard.

6 The Administrative Division

a) In Attendance

R Figueira

R Ganesh

E Paeag

M Harrypaul

L Wills

C Haynes

Advisor Pat Thompson

b) Current Conditions

- 1 Lack of equipment has been a major frustration for the administration. This has also delayed the training program.
- 2 Current budget for the Ministry is highly inadequate, with cuts of approximately 50% to major areas of need.
- 3 Those staff members who did not attend the retreat had a hard time joining into the spirit of the Ministry, especially the support staff.
- 4 The generator is needed right away in order to improve work conditions and consistency of work.
- 5 Need a library area to keep books, journals, etc.
- 6 A great deal of progress was made in the areas of improved working conditions, however, completion of BEEP procurement is essential if more progress is to be achieved.

c) Next Steps

- 1) Get started on the remodeling. Need to review plans. There is a need for a private office for the head of personnel.
- 2) Need easels, overhead projector and other presentation tools to use in training, seminars, meetings, etc.
- 3) In the registry, there are two issues
 - lack of a complete central registry for the Ministry
 - need to transfer important documents onto disk when new computers are installed
- 4) Need to plan for extensive computer training.

d) Review of Progress on the 1996-97 Action Plan

The following chart summarizes progress on the action plan

ADMINISTRATION/SUPPORT SERVICES
UPDATE ON THE IMPLEMENTATION OF
STRATEGIC PLAN

OBJECTIVES - tasks	PRESENT STATUS	REMARKS
<u>OBJECTIVE 1</u> Enhance staffing and skills base to ensure a supply of effective people for management and specialists divisions		
1 Conduct inventory of staffing needs based on the Ministry's strategic plan	COMPLETED	
2 Conduct analysis/assessment of current staff skills	COMPLETED	
3 Analyze the skills assessment and develop specific recommendations	COMPLETED	

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OBJECTIVES - TASKS

PRESENT STATUS

REMARKS

4. Prepare a plan and design for providing training internally and externally.

COMPLETED

Plan was submitted to Public Service Management (Training Division)

Plans to run off in-house training programmes are in train

OBJECTIVE 2 Acquire necessary equipment and software to sustain optimum levels of output

NOT COMPLETED

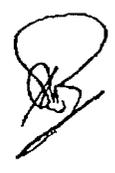
OBJECTIVE 3 Stimulate interpersonal relationships to achieve higher levels of team spirit and team-building

PARTIALLY ACHIEVED

Lack of interest on the part of Management and Staff in coming together to socialise has resulted in less than 100% achievement.

ANNEX

MINISTRY PROGRESS REPORTS ON THE 96-97 STRATEGIC PLAN



1 0

EXECUTIVE SUMMARY

1 1 The 1996 Programme year provided the Ministry with the first real opportunity, since the comprehensive Public Service Reform of 1991, to review and refine its operations and strategize on its future role

1 2 With technical and financial support under a USAID funded project, the Building Equity and Economic Participation (BEEP) Project, thirty-four (34) members of the Ministry's technical and professional staff and Senior members of the agencies, Guyana Office for Investment, Guyana Export Promotion Council and Guyana National Bureau of Standards convened at a weekend Strategic Planning Retreat at the guysuco Ogle Training Center in September

1 3 The Ministry s planning process was sparked by both need and opportunity On the one hand, pressures to address production and capacity building within the Ministry were intensifying as the economy became more private sector driven and Guyana sought a more competitive position in the world economy Simultaneously, support from the international donor community was becoming available but required a Ministry Strategic Plan from which to determine priorities for institutional capacity building and support

1 4 The Retreat exercise identified the following key problems facing the Ministry

- * A dwindling staff, caused by low salaries and incentives
- * Inadequate staff skills caused by poor retention and little opportunity for training

- * Inadequate access to the information needed to generate Quality reports and recommendations
- * A substandard working environment
- * Inadequate computerization and staff computer capability
- * Low staff morale

1.5 General data from the retreat was refined into a strategic framework and shared with the entire Ministry Staff for their reactions and additional input. The framework was then reviewed extensively by the Division/Agency task forces in collaboration with the Minister. A series of action steps and products with dates and assignments of lead responsibility were developed by each task force. A Steering Committee comprised of Division and Agency Heads and chaired by the Permanent Secretary has been charged with management and coordination of the plan's actualization. The Steering Committee meets on a monthly basis. As well, the Minister meets with the Committee on a monthly basis.

1.6 The Strategic Plan does not focus on all aspects of the Ministry's work, nor does it focus on all areas which need improvement, rather the plan identifies priority areas for performance enhancement which, when improved will significantly increase Ministry effectiveness. In a follow-up planning phase the Ministry will seek to advance and consolidate the strategic planning process in mid-1997. This process will coincide with or be enhanced by the Government's scheduled Programme Budgeting exercise for the Ministry in early 1997 exercise for the Ministry in early 1997.

1.7 Status of 1996 Programmes

The following is a brief description of the main programmes implemented in 1996

1.7.1 Trade Policy

- (i) Two external Trade Developments in 1995 largely influenced the ministry's trade policy focus in 1996. First, the establishment of the World Trade Organisation (WTO) on January 1, 1995, and second, the launching of a hemispheric work programme in June 1995 for the proposed establishment of a Free Trade Area of the Americas (FTAA) by 2005.
- (ii) In terms of the World Trade Organisation (WTO) the Ministry, in August 1996, established a National Working Group on WTO matters. The Group is chaired by the Ministry at Permanent Secretary level and comprises senior level representation from relevant public and private sector agencies. The Group, which is mandated by Cabinet, monitors developments in the WTO and advises on national positions on specific issues.
- (iv) In terms of the Free Trade Area of the Americas (FTAA) the Ministry has a lead role and represents Guyana on the Coordinating group of Trade Vice Ministers as well as the Technical Working Group on Market Access. The Market Access Group has commenced work relating to the establishment of a Hemispheric Trade Database. This project has close coincidence with a Trade/Policy project being implemented in the Ministry under the USAID funded BEEP Project (Building Equity and Economic Participation). In July 1996 BEEP Consultants submitted a report with proposals to strengthen Trade Policy Execution in the Ministry. The Report which recommended the establishment of a computerised Database took account of specific structures in the FTAA for purpose of compatibility. Implementation of specific recommendations is expected in 1997.

- (iii) In July the Ministry, in collaboration with the ACP Secretariat in Brussels (with funding from the European union), hosted a four - day Regional (Caribbean) Seminar on the World Trade Organisation and the Uruguay Round results in Georgetown. This Seminar was attended by representatives from CARIFORUM countries. The Minister of Trade, Tourism and Industry and His Excellency the President, respectively, addressed the Opening and Closing Ceremonies of the Seminar.

(1.7.2) Trade Promotion

- (i) In April twelve Guyanese Companies which participated in the "Buy Caribbean Program" of the Caribbean Quality Seal for specific products met the criteria for (export) market quality. The National programme which is an ongoing one is coordinated by the Guyana Export Promotion Council/Ministry of Trade.
- (ii) In June a Regional Furniture and Accessories Exposition was held at the Sophia Exhibition Site. This Exposition was coordinated and sponsored by the Guyana Export Promotion Council in collaboration with the Courts Furniture Store and the Caribbean Export Development Agency (CEDA).
- (iii) On July 13, immediately following the WTO Seminar referred to before, the Ministry, in collaboration with the International Trade Center (ITC) of the UNCTAD/WTO convened a "Business Guide Seminar" on the WTO Agreements for the Guyanese Business Community. This seminar was declared open by the Permanent Secretary in the Ministry and was well attended by the Private Sector. The Permanent Secretary also participated in a Panel Discussion at the Seminar.

- (iv) In 1996 Guyana benefitted from a total US \$9 0M PL 480 Title I Assistance from the United States Government Approximately 39 000 metric tons of wheat was procured in seven shipments A PL 480 Agreement for wheat supplies in 1997 was concluded in December 1996 The Agreement is for a maximum US \$ 9 0 M and is expected to provide over 40000 metric tons wheat

1 7 3 Tourism Development

- (i) "Visit Guyana Year" Programme launched at Timehri International Airport - January 1
- (ii) a National (Sectoral) Exposition on "Tourism and the Environment" was held at the Sophia Exhibition Centre in February This Exposition was jointly organised and sponsored by the Ministry of Trade, Guyana Export Promotion Council and the Environmental Unit of the Office of the President
- (iii) Production of Tourism promotional materials in print and video tape was done during the period
- (iv) Several training workshops were conducted for Industry personnel in the areas of Customer Relations, Tour Guiding, Inbound Ground Tour Operators and Hospitality Services
- (v) A Summer Training Programme in several areas of Hospitality Services was conducted in August for 18 Youths This programme was spearheaded by the Ministry in collaboration with the Ministry of Education and represents a first of several collaborative efforts between the two Ministries

- (vi) A National Consultation on Legislation Development for the Tourism Sector was held on September 4-5, and involved a wide cross section of Guyanese interests pertinent to the development of the Tourism Sector in Guyana. This consultation was based on a Study or Report which was done by the Caribbean Tourism Organisation in 1995. Technical Assistance and funding are being sought to draft necessary Legislation.

1 7 4 INDUSTRIAL DEVELOPMENT

- (i) A draft Investment Guide was put together with technical and financial assistance under the USAID-BEEP project during the last quarter. This document would be finalised and published in the new programme year.
- (ii) Infrastructure Works on the Coldingen Industrial Estate was advanced with the building of roads and culverts. Equipment and materials are being mobilised to commence similar works at the Eccles Industrial Estate. Additionally discussions were held with Regional Authorities in connection with the identification of Industrial Sites on the West Bank Demerara and New Amsterdam.

1 7 5 Consumer Affairs

- (i) Consumer Affairs as a policy orientation in the present economic environment in Guyana focuses on the activities and interests of both industrial and household consumers. During the reporting period several critical consumer protection issues were addressed.

- Minibus fares.

The Ministry engaged the Minibus Associations on the issue of proposed fare increases for Minibus commuters. The Division also participated in the meetings which was held with His Excellency the President in May.

- Importation of used and reconditioned vehicles.

The Consumer affairs Division submitted a paper on this matter at the request of His Excellency the President, outlining policy implications

- CARICOM Conference on Consumer Affairs

The Ministry considered and supported a proposal by its counterpart in Trinidad and Tobago for the convening of a Caribbean Conference on Consumer Affairs. This proposal was subsequently accepted in June by the Common Market Council. Such a Conference could be held during 1997

- (ii) In the area of **Consumer Awareness and Education** the Consumer Affairs Division visited various Regions Region 5 (April), Region 3 (May), Region 6 (June) The Schools (Senior Forms) continue to be the major target and during the latter part of 1996 a Joint Public Education Programme was launched on Television and Radio by a Programme Committee comprising the Ministry of Trade Guyana National Bureau of Standards and the Ministry of Education
- (iii) A **Consumer booklet** explaining certain basic Consumer rights and terms was printed in August 1996 and distributed as part of the Education Program

Post

GENERAL IMPRESSIONS OF MINISTRY'S PERFORMANCE
POST STRATEGIC PLANNING RETREAT SEPTEMBER 14-15, 1996

Ms Kandell Bentley Baker BEEP Project Consultant, stated that the Ministry of Trade Tourism and Industry 1996-1997 Strategic Plan " is not a report but rather a series of management tools designed to assist the Minister, the Steering committee and the task forces to achieve the objectives and desired outcomes outlined in the Plan "

This means that the Minister, his Permanent Secretary, Heads of Division and their staff had and still have to learn how to perfect the use of the tools (Strategic Plan) giving them, so optimal output could be achieved

Seven months have now elapsed after the Strategic Planning Retreat The question is what has been achieved so far and to what extent?

A regards the three Monitoring Committees the following may be said

1 Minister' Policy Meetings with the Steering Committee

The Committee meets every second Tuesday in the month at 4 30pm It monitors the implementation of policy through the level to which objectives agreed to at the retreat have been achieved In this regard the committee met 60% of the time it should have

It is noted, however, that at the inception there was the misunderstanding that the meeting chaired by the Minister was the meeting of the steering Committee This, however was cleared up by the Permanent Secretary who in fact chairs the Steering Committee Clear reference was made to the framework articulated in the Strategic Plan

2 Steering Committee Meeting

This Committee meets the first Tuesday of every month at 10 00am to 12 noon It monitors the achievements of stated Divisional and Ministry wide Objectives through the activities dealt with during the month In this regard, the committee met 90% of the time it should have It received Divisional Reports and produced Minutes which indicated the status with respect to divisional and ministry wide goal achievement

3 Task Forces

Task Force meetings are also scheduled on a monthly basis and monitors the divisional goal and objectives through agreed activities stated in the strategic plan. These meetings have probably not been held regularly over the seven month period under review.

The objective no doubt of the three meeting mechanisms is to promote a spirit of togetherness (team spirit). Cooperation and collaboration at all levels in the organisation without which focused coordination would be virtually impossible.

During this period, the Ministry's Political Head, Senior and Junior Staff have been learning to use the tools made available to them through the retreat. This process is sometimes quick for some and slow for others. Hence the overall growth development will probably proceed at a level consistent with the level of dexterity acquired in handling and apply the tools to the project.

In relation to the Ministry wide situation, and with special reference to its internal operation, one can say that acceptable progress has been made with respect to the following indicators to progress:

- (1) Inter personal relations
- (2) Communication in the Ministry
- (3) Teamwork (Department and General)
- (4) Cooperation
- (5) Role Understanding and Development, and
- (6) Coordination (General Administration and Support Services)

The highest level of success resides in the area of communication. Here staff and Divisional Meetings are held to advise Staff members of developments in the Ministry. Minutes are sent to Staff Members by the Permanent Secretary advising also as to developments.

Teamwork is also another success story. Each Division can attest to a strong team spirit after the Retreat of September 1996. Any team, however, is as strong as its weakest member and in this regard - weak members at all levels in the organisation. The organisation therefore proceeds on its goal and objective achieving mission at a pace which takes account of the constraints imposed by weak members. In this relation there are quite a few instances of this. Two such examples at the General level are

- (1) The questionnaire sent out to all staff concerning incentives they thought will help improve the work environment. Hardly any member of Staff replied.
- (2) While there has been general improvements in the washroom facilities there is, however room for betterment in this area.

Interpersonal relations have improved in the Ministry at both the Ministry wide level (between Divisions) and within Divisions. Like team work, however, there are constraints to growth and development of interpersonal relations.

The impact of the series of actions flowing from the Retreat as well as the Retreat itself has triggered staff initiative not necessarily part of the professional work programme but importantly supportive and critical to the enhancement of interpersonal relations are raising of standards in the ministry. One clear example is the establishment of the Bible Club in January. The response has resulted in the Club increasing its meetings from once per month to twice monthly from May.

Coordination simply put depicts a situation where the voice of authority is heard throughout the organisation and results in coordinated actions having the causal effect of optimum goal achievement. To the extent that the voice is not heard at all (in the extreme case) or in some parts of the organisation only, the results will depend on the efforts applied at the input level.

The coordinative effort pulls all variables together to produce the desired end. In the Ministry of Trade, Tourism and Industry coordination may not be perfect, but over the past seven months, has produced acceptable results. The following achievements refers-

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ITEM	TARGET SET FOR 1996	ACHIEVED NOT ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
1 TRADE POLICY	Establishment of a Trade Policy Unit	ongoing	A senior staff retreat was held in September 1996 which resulted in a Strategic Plan for the Ministry. A Trade Policy unit has been proposed for establishment in the Institutional strengthening of the Ministry. Consultation and coordination are ongoing under the BEEP Project.
2. CARICOM TRADE RELATIONS	2.1 43rd Meeting of the Common Market Council February 8-9 1996 Georgetown	achieved	A Preparatory Meeting Of CARICOM Trade Officials on February 5 - 6 preceded the Meeting of Trade Ministers. Inter agency consultations were held with various Public and Private Sector Organisations. Guyana secured Council's support for the continued restriction of wheat flour imports from CARICOM in light of wheat aid assistance under the United States PL 480 Program. Guyana was also able to reaffirm its position to supply the region (including the Jamaican market) with Rice. Guyana had previously experienced significant problems with and conflicts among importers and Traders in Jamaica and the situation had undermined Guyana's approach to that market and the region generally.
	2.2 Meeting of Senior Trade Officials on CARICOM Single Market and Economy May 30 to June 1 1996 Barbados	achieved	A Special Consultation on CARICOM Single Market and Economy under the aegis of the Prime Minister of Barbados was convened specifically to map out a coordinated regional strategy to speedily advance the process of a Single Market and Economy. Poor implementation by Member States underscored predominantly the slow progress towards the CARICOM Single market and Economy.
	2.3 16th Special Meeting of the Common Market Council June 24 to 25 1996 Georgetown	achieved	This Meeting was convened specifically to examine existing intra-regional trade and the enhancement of the region's external trade relations. Representation was made on behalf of GUYSUCO with regards to the bidding process to supply the St. Vincent market with raw sugar. GUYSUCO was denied access despite its demonstrated ability and reliability to supply that Member State's requirements at a very competitive price.
	2.4 17th Meeting of the Conference of Heads of Government July 1996	achieved	The Division collaborated with the Ministry of Foreign Affairs in the preparation of appropriate briefs/position papers. Specifically Conference deliberated on inter alia the Report on the CARICOM Single Market and Economy Consultation which was held in May/June 1996 in Barbados.

IILM	TARGET SET FOR 1996	ACHIEVED NOT ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
	<p>2 5 Intensification of Economic Relations with Latin America and other countries</p> <p>2 6 CARICOM / Venezuela Joint Council on Trade and Investment</p> <p>2 7 CARICOM / Colombia Joint Council on Trade</p> <p>2 8 China / Caribbean Economic and Trade Symposium March 2 1996 Georgetown</p> <p>2 9 Fourth CARICOM / Japan Encounter</p>	<p>achieved</p> <p>not achieved</p> <p>not achieved</p> <p>achieved</p> <p>achieved</p>	<p>A model Draft Free trade Agreement was finalised by the Common Market Council and approved by the Conference of Heads of Government in light of a proposal of the 6th Prime Ministerial Sub- Committee on External Negotiations to have in place a machinery for the preparation and undertaking of external trade and economic negotiations of the Community (with special attention to Latin America)</p> <p>The Joint Council did not meet in 1996 despite two attempts by the Caricom Secretariat to organise a meeting An assessment of Guyana's trade performance (since signing the agreement) was submitted to the CARICOM Secretariat as part of the regional preparation for the Meeting of the Joint Council</p> <p>The Joint Council did not meet despite two meetings that were scheduled for July 25- 26 and November 14-1 An evaluation of the Agreement's impact on trade in the region was conducted by the CARICOM Secretariat and circulated to Member States</p> <p>The Division collaborated with the Ministry of Foreign Affairs and the CARICOM Secretariat in preparation for the Symposium Representatives from both the Peoples Republic of China and the CARICOM States made presentations on Economic Cooperation Trade and Investment A Trade Exhibition of Chinese products was mounted by the Chinese delegation during the period</p> <p>The Fourth CARICOM/Japan Encounter was held on October 15 and 16 A priority list of Projects emanating from the 3rd Encounter was considered Among the issues highlighted were a proposal for a high level Tourism Development and Promotion Seminar a CARICOM / Japan Cultural Cooperation establishment of a CARICOM Information Bureau and Diplomatic presence in Japan</p>
3 HEMISPHERIC TRADE RELATIONS	3 1 Association of Caribbean States (ACS)	achieved	<p>A draft Agreement which seeks to give effect to the CARICOM Secretariat's representation of the CARICOM Member States in all the Meetings of the ACS and in negotiation related thereto was considered</p> <p>The CARICOM Secretariat as a Regional Organisation is denied access to represent its Member States at the Meetings of the ACS and negotiate on behalf of the region</p>

ITLM	TARGET SET FOR 1996	ACHIEVED NOT ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
	3.2 Latin America Economic System (SELA)		
	22nd Regular Meeting of the Latin American Council	achieved	<p>The 22nd Regular meeting of the Latin American Council was held in Montevideo on October 22-25. The Council addressed issues relating to External Economic Relations, Restructuring and modernisation of SELA and regional Cooperation Integration. Of note is the fact that the Council endorsed Guyana's proposal for a Regional Integration Fund (RIF) and approved the inclusion (in SELA's 1997/98 Work programme) of technical assistance aimed at consolidating existing documentation and research on the RIF proposal in the context of the hemispheric integration process of the proposed Free Trade Areas of the Americas (FTAA).</p>
	Meeting of the National Commission of Guyana for SELA	achieved	<p>The National Commission met twice during 1996. The Deputy Permanent Secretary of SELA, Dr. Louis Alberto Rodriguez, met with the National SELA Commission during a visit to Guyana in March.</p> <p>The Ministry of Trade, Tourism and Industry is a core member of the National Commission and is represented by the Foreign Trade Division. The Ministry of Foreign Affairs chairs the National Commission.</p>
	3.3 Free Trade Areas of the Americas (FTAA)	achieved/ongoing	
4 INTERNATIONAL ORGANISATIONS AND INSTITUTIONS	4.1 World Trade Organisation (WTO)		
	Regional Seminar on the Uruguay Round Results July 8-12 1996 Georgetown	achieved	<p>A Regional Seminar on the Uruguay Round Agreements was convened (in Guyana) from July 8 to 12. CARICOM Member States as well as the Dominican Republic participated at the Seminar which aimed at sensitising Public and Private Sector Officials, including Organised Labour of the GATT/WTO Organisation results of the Uruguay Round Agreements and Member States' obligations as these relate to notification procedures and legislative requirements.</p>
	Formation of a National Working Group on WTO matters	achieved	<p>A National Working Group comprising of representatives of key Government and Private Sector Agencies including Organised Labour was established in August. The Group is chaired by the Ministry at the Permanent Secretary's level and monitors developments in the WTO and advises on National positions on specific issues.</p>
	First Ministerial Conference of the World Trade Organisation (WTO) Singapore December 1996	achieved	<p>A Guyana delegation led by the Minister of Trade, Tourism and Industry and including a Private Sector Executive (Demerara Distillers Limited) and officials of the CARICOM Secretariat attended this Conference.</p>

ITLM	TARGET SET FOR 1996	ACHIEVED NOT ACHIEVED	ANALYSIS OF SUCCESS / FAILURE
5 PL 480 AGREEMENT	4.2 UNCTAD Ninth Session of UNCTAD (UNCTAD IX) April 26 to May 11 1996 South Africa	achieved	Appropriate briefs/position papers were prepared and forwarded to Guyana's delegate to the Meeting. Guyana was represented by its Honorary Consul in South Africa.
	5.1 FY96 Title 1 Program	achieved	<p>In 1996 Guyana benefitted from a total of US\$9.0m PI 480 Title 1 Assistance from the United States Government. Approximately 390,000mt of wheat was procured in seven shipments. The last shipment arrived in December 1996.</p> <p>The Ministry operationalised the PI 480 Program in collaboration with the US Embassy in Georgetown and the National Flour Mill. Letters of credit were established for freight and commodity for each shipment of Wheat.</p>
	5.2 FY97 Program	achieved	A PL 480 Agreement for Wheat supplies in 1997 was concluded in December 1996. The Agreement is for a maximum US\$9.0m and is expected to provide over 40,000mt wheat.
6 LICENSING ARRANGEMENTS	6.1 Issuance of Import and Export Licences	achieved	<p>The Licensing regime was reviewed. Licensing requirements are retained for specific items for reasons of security, health, environment and strategic economic considerations.</p> <p>For 1996 a total of 1907 licence applications were received. A total of 1532 licences were issued.</p>
	6.2 Amendment to the Import Licensing regime	achieved	Under the Trade Act Chap 91:07 an amendment has been made in February by Order No. of 1996 to include the importation of Oils and Fats products under licensing regime. This was in keeping with a decision of the CARICOM Common Market Council and Treaty obligations under CARICOM. The Oils and Fats was inadvertently removed from the licensing regime on a previous occasion.
7 TRADE INFORMATION	7.1 Dissemination of Trade information and Trade Statistics	achieved	<p>Information requested on Guyana's trade policy and commodity / products available for export has been transmitted to Guyana's Embassies / Missions abroad as well as business entities and export promotion organisations.</p> <p>Information on trade opportunities abroad were disseminated to local business enterprises and private sector organisations.</p> <p>Attempts were made to compile trade data for Guyana for the period 1992 to 1995. Tremendous difficulties were encountered in gathering data at the Bureau of Statistics which agency was affected by equipment problems as well as delayed flow of information from the Customs Department.</p>

ITLM	TARGET SET FOR 1996	ACHIEVED NOT ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
8 TRAINING	<p data-bbox="403 325 786 374">Strategic Management and Trade Planning Seminar October 1996 Washington D C</p> <p data-bbox="398 463 824 512">WORKSHOP ON CARICOM SINGLE MARKET and Economy November 1996 Barbados</p> <p data-bbox="381 625 786 695">SELA/ECLAC Seminar on Trade In Services and the World Trade Organisation (WTO) Mexico City</p>	<p data-bbox="824 348 901 370">achieved</p> <p data-bbox="824 491 901 512">achieved</p> <p data-bbox="824 672 901 693">achieved</p>	<p data-bbox="1053 257 1500 306">Officers of the Division benefitted from the training listed</p> <p data-bbox="1053 348 1526 425">The OAS in collaboration with Georgetown University Washington D C funded and organised the Seminar for senior trade officials from OAS Member States</p> <p data-bbox="1053 491 1538 568">The CARICOM Secretariat through its Technical Services Unit organised and fully funded the Workshop on the CARICOM Single Market and Economy</p> <p data-bbox="1053 651 1488 678">This Seminar was organised and funded by SELA</p>

53 TOURISM DIVISION

ITEM	TARGET SET FOR 1996	ACHIEVED/ NOT ACHIEVED	ANALYSIS OF SUCCESS/FAILURE
1	Inventorise Guyana's tourism assets Conduct field-trips to the following Regions 1 4 5 9 10	Partially Achieved	Field trips were undertaken to parts of Region 4 5 and 1. The planned activity was done in the three regions but a great deal more is yet to be done. No visits were made to regions 9 and 10 because of other pressing duties that necessitated the urgent attention of staff members.
2	Development of a Tourism Information system	Achieved	A system for the execution of a hotel occupancy survey was initiated and is now being designed by the Caribbean Tourism Organisation.
3	Preparation and Development of Marketing tools to facilitate the promotion of Guyana's tourism product.	Partially Achieved	The Division achieved reasonable success in the production of Promotional materials. One thousand (1000) marketing videos were reproduced. The six panel "Facts and Figures" was updated and reprinted. Five hundred copies of the sixteen page colour brochure were reprinted. The Accommodation Directory is in the process of being printed. With reference to the promotion of domestic tourism and a request for lower rates to facilitate this type of tourism, discussions were held with the private sector. The institution of this programme was hampered by the reluctance of several operators to grant reduced rates. The plan to facilitate the introduction of dual and multi-destination packages with destinations within the Caribbean region was affected by the cancellation of a "Fam Trip for Regional Travel Agents and Tour Operators" during the last quarter.
4	Monitor the performance of properties involved in the OAS project that is aimed at strengthening the Management and Marketing Skills of Small Tourism Establishments	Partially Achieved	Little progress was made in this area due to a lack of cooperation on the part of the establishments that were involved in this project. In the majority of cases, the systems identified to enhance the management capability of the facilities were not introduced. However, there are cases where a significant effort is being made to implement the systems.

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ITEM	TARGET SET FOR 1996	ACHIEVED/ NOT ACHIEVED	ANALYSIS OF SUCCESS/FAILURE
5	Implement a Tourism Education Information and Awareness Programme which will enhance the positive economic and Socio-Cultural impacts of tourism in the Guyana Society	Partially Achieved	The component of this activity which deals with developing a working relationship with the Ministry of Education was achieved. Lectures on tourism were conducted at five schools in Region 5. Discussions with Education Officials took place regarding the introduction of a tourism information and education programme in schools. These discussions will be advanced in 1997. The public information and local promotion programme did not achieve the desired results. This was because of the attitude of certain sections of the media to focus on the negative events. The Visit Guyana Year Venture was one such activity that suffered as a result of negative media responses. The production of the programme for radio was not achieved. This will be pursued during 1997.
6	Development of a legislative framework to regulate and monitor the tourism sector	Achieved	A report related to tourism legislation for Guyana was prepared. A national consultation was held to ratify the document and request (already) made to a funding agency for technical assistance to draft the legislations.
7	Capacity building in Eco-tourism Management for Amerindian Communities	Not Achieved	This project depended heavily on funding and technical assistance from the OAS. Due to problems experienced by this organisation, the assistance promised was not provided.
8	Human Resource Development and Training	Achieved	<p>The Tourism Division in collaboration with the Caribbean Tourism Organisation and other training institutions provided training for a total of sixty-five persons in the areas of Customer Relations, Tour Guiding Techniques, Inbound Ground Tour Operations and Hospitality Services.</p> <p>Additionally, ongoing training and upgrading of the skills in the department remain pivotal to the effective functioning of the Department. Officers availed themselves for short term training opportunities at home and abroad including the University of Guyana.</p>

55 CONSUMER AFFAIRS DIVISION

REGULATORY

Item	Target set for 1996	Achieved/ Not Achieved	Analysis of success or failure
1	Reorganising of National Advisory Consumer Protection Committee	Achieved	A revised Terms of Reference and a draft Work Plan for a new Committee were prepared and circulated to Committee members, representing six Regulatory Agencies, including the Ministry of Trade. The Committee is chaired by the Ministry.

PRICING, PROCUREMENT AND DISTRIBUTION

1	Operation of a Consumer Complaints Desk	Achieved	Complaints not handled by other Agencies were received and dealt with (by the Division). After the Senior Staff Retreat in September steps were taken to enhance the methods used.
2	Monitoring on a monthly basis the availability of consumer goods	Partially Achieved	The limited success resulted in part from inadequate staffing.
3	Gathering information on pricing, procurement and distribution practices	Partially Achieved	<p>1 This activity was facilitated by visits to the Various Regions</p> <p>2 A meeting with Minister of Trade was convened with major importers to ascertain their plans to ensure stability of retail prices during the Christmas holidays and also to get a commitment from them in this regard.</p> <p>3 A meeting was held with the Mini Bus Association to discuss the Ministry's views on unjustified fare increases.</p>

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EDUCATION AND PUBLIC RELATIONS

1	Public Awareness and Education Programme	Achieved and ongoing	<p>1 This programme - incorporated into Regional visits - is in the process of being refined to encompass a larger target group on a national scale</p> <p>2 Lectures to schools were also included</p> <p>3 Press releases were issued from time to time in relation to topical consumer matters e.g the proposed hike in mini bus fares to articulate the Ministry's position on the issues</p>
2	Dissemination of information	Achieved and ongoing	The distribution of booklets, stickers and flyers to consumers in Georgetown and other Regions was increased
3	Preparation for launching of a joint Public Education Programme (CAD & GNBS)	Achieved	<p>1 A Programme Committee - comprised of Representatives from Consumer Affairs Division GNBS and Ministry of Education - was formed after the two-day Ministry Retreat. This initiative was an important element in the Division's efforts to forge stronger inter-Agency links in its execution of the programme</p> <p>2 A series of four (weekly) Consumer Call - In Radio and TV programmes was successfully conducted by the said Committee, and provided data on the most frequent consumer problems, to form the basis for the programme</p>

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RESEARCH

Item	Target set for 1996	Achieved/ Not Achieved	Analysis of success or failure
1	Coordinated Approach to solving consumer problems	Achieved	The Division actively participated in the "consumer" aspect of the work of Regulatory Bodies (GNBS, (GAHEF & EPC), and consumer related bodies (C A B & G C A) This was achieved through membership on Committees chaired by the former group, and attendance at meetings with the latter
2	Establishing a data base on areas such as Foreign Trade, Industry, Tourism and Consumer Affairs	Achieved	Continuous work done
3	Visits to Regions	Achieved	Regions 1, 5, 3, and 6 were visited These visits which followed the Senior Staff Retreat were integrated with the Public Education Programme

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REVIEW OF STRATEGIC PLAN
DEPARTMENT OF INDUSTRY FOR THE PERIOD
JULY 1996 - APRIL 1997.

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1.0 Publish and provide an Investment Guide.

- A consultant was recruited to undertake assignment.
- A draft document was prepared by consultant and submitted to the Ministry Of Trade, Tourism and Industry for comments
- Document was reviewed by the Ministry of Trade, Tourism and Industry
Document is currently with BEEP/USAID Officials

2.0 Prepare and publish an Investment Code.

- The Terms of Reference has been prepared and approved
- This activity had to be rescheduled until the Investment Guide is completed.

3.0 Increase, improve incentives, services and procedures for investment

Industrial Estates

3.1 Provide one million square foot of developed Industrial Park annually

- The Department has had discussion with Regional Authorities with a view of identifying other sites for development.
Example De Kinderen and New Amsterdam

3.2 Coldingen

- To date thirty -four plots have been allocated.
- Fourteen investors occupying twenty (20) plots have commenced construction of factory facilities on site.
- sub-leases for eight (8) plots have been regularised and signed
- The provision of regular supply of water, electricity and telephone services is receiving attention from the relevant authority

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3.3 Eccles

- Tendering procedures completed.
Contractor identified and contract document signed.
- Contractor took possession of site and currently engaged in mobilisation of machinery and materials.
- Internal site office being constructed
Survey to identify the level of land and to install culverts, drains, and layout roads has commenced
- Letters of acknowledgement of plots have been sent to all applicants

3.4 Glass Factory

- Negotiation have been on-going with interested parties for the leasing of the facility
- A short list of investors was made after examination of investment proposal submitted
- Three investors have been identified and lease agreement have been signed

3.5 Prepare and present document to cabinet on Export Processing Zone (EPZ)

- A paper on Export Processing Zone as a development strategy for Guyana was prepared and presented to the Minister for his comments

5 4 INDUSTRIAL DEVELOPMENT DIVISION

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Item	Target set for 1996	Achieved/ Not Achieved	Analysis of success or failure
1 0 Develop an Investment Guide	1 1 Preparation of Terms of Reference	Achieved	A Consultant was recruited The Consultant submitted a draft document to BEEP/ USAID Officials who recommended that a review should be undertaken It is expected that the approved document will be available in the first quarter of 1997
	1 2 Consultant hired for preparation of Guide	Achieved	
	1 3 Compile data on material to be included in investment guide	Achieved	
2 0 Publish an Investment Code	2 1 Prepare Terms of Reference	Achieved	Since the Investment Guide is still to be completed this activity was deferred to a later date
	2 2 Recruit Consultant to undertake assignment	Not Achieved	
	2 3 Consultation with the Private Sector and relevant government agencies		
	2 4 Compilation of data to be included in the Code		

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Item	Target set for 1996	Achieved/ Not Achieved	Analysis of success or failure
30 Update and publish Industrial data-base of investment opportunities in Guyana	31 Preparation of a directory of both local and Foreign owned companies in Guyana	Not Achieved	This activity was originally intended to received funding from UNDP. However the project was cancelled in early 1996. A decision was taken to reschedule activity and seek financing from BEEP.
	32 Compile list of local resources	Not Achieved	
	33 Establish link with other data-bases such as Carcom and Statistical Bureau	Not Achieved	
40 Increase/Improve incentives, services and procedures for investment	41 Up date procedures for accessing financial institutions	Achieved	This activity was completed and the new schedule to be issued is awaiting the approval of the Ministry of Finance.
	42 Promote dialogue with the Manufacturers Association on promoting investment opportunities	Achieved	
	43 Provide annual review of the incentive programme		

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Item	Target set for 1996	Achieved/ Not Achieved	Analysis of success or failure
5 0 Establishment of Industrial Sites/Estates	5 1 Operationalise Coldingen - Filing sub leases Installing water electricity and telephone facilities at the site	Partially Achieved	To date thirty plots have been allocated Fourteen investors have started constructing factory facilities Two transformers have been installed at the site and the supply of electricity, water and telephone lines to investors is being addressed by the relevant authorities
	5 2 Eccies Industrial Estate - Prepare tender documents - Select and award contract - Prepare and submit progress report on developmental work	Achieved Achieved Achieved	The tender document was prepared and subsequently a contract was awarded The contractor was scheduled to commence mobilisation work but due to inclement weather the access road was virtually impassable
	5 3 Other Industrial Sites - Identify and consult with Regional authorities	Achieved	Meeting were held with regional bodies to discuss proposed sites, example De Kinderen and New Amsterdam
	5 4 Export Processing Zones - Prepare a policy paper on Export Processing Zones as a development strategy for Guyana	Achieved	A preliminary paper was prepared and submitted to the Minister and Heads of Division for discussion
6 0 To develop proposal for the effective utilisation of Guyana Glassworks LTD	6 1 Invite proposals from interested parties	Achieved	Several proposals were submitted
	6 2 Assess proposals in-house and consult with parties that are short listed	Achieved	Proposals were appraised and final selection made
	6 3 Consult with Privatisation Unit and prepare leasing agreements	Partially Achieved	Three proposals have been accepted Contracts are being prepared

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Item	Target set for 1996	Achieved/ Not Achieved	Analysis of success or failure
70 Investment promotion	71 Provide timely data to potential investors	Achieved/Ongoing	Responses were prepared for investors consulate
	72 Analysis of project proposals	Achieved/Ongoing	Several recommendations had to be prepared for fiscal incentives leases etc
80 Training of Officers in the Department	81 Project Planning and Management 3-11 June, 1996, Bahamas	Achieved	The Department Officials benefited from the several training programmes which were relevant to the Department
	82 Direct Foreign Investment Singapore	Achieved	
	83 Workshop organised by the World Trade Organisation (WTO) and the European Union (EU) on the Uruguay Round Agreements (Guyana)	Achieved	

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GUYANA NATIONAL BUREAU OF STANDARDS

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STRATEGIC PLAN APPRAISALS/RECOMMENDATIONS

APPRAISAL IN RETROSPECT

- 1) The Strategic Planning exercise was indeed a worthwhile one but it should also allow for in-depth dissection of the Agencies as it did for the Ministry
- 2) The Plan seemed more focussed on the Ministry's needs and the Agency's role in helping to achieve same It should be noted that unless all agencies are experiencing the relevant changes, problems will occur
- 3) A session like this needs more time and clear-cut guidelines when dealing with issues
- 4) It provided an opportunity for the staff to become aware that issues and problems are common within and without departments

FOLLOW UP

- 1) Some of the goals were achieved but progress seems to be very slow in achieving tangible results
- 2) Although some objectives have been realized, they comprise only part of the whole activity

RECOMMENDATIONS

- 1) Meetings need to focus on important issues and not housekeeping
- 2) Follow-up Strategic Planning sessions should be held for all staff both for the Ministry and for each agency The present approach still encompasses the top down management policy
- 3) Efforts to have results on major issues especially policy statements, should be expected

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- 4) Proper planning of programmes is vital. Credibility is important when going public.
- 5) Feedbacks are necessary to initiate further participation and motivation.
- 6) There is need for more collaboration among agencies on common issues.
- 7) It should be stipulated that Heads of Agencies and the Minister be present throughout the entire programme.