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

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1996-1997**

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## I THE CONTEXT FOR STRATEGIC PLANNING

### A Introduction

The Guyana Ministry of Trade, Tourism and Industry's 1996-97 strategic plan is a product of the Ministry at all levels including the Minister and professional, technical and support staff. It addresses priority issues and problems in both technical and administrative areas and identifies strategies to deal with each, supported by action plans, resource development plans and a guide for monitoring and evaluating products and progress.

The genesis of the strategic plan was a staff retreat conducted in September for 34 members of the technical and professional staff to identify key issues and lead strategies. 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 end products with due dates and assignments of lead responsibility were developed by each task force. A Steering Committee comprised of Division and Agency heads has been charged with management and coordination of the plan's actualization.

The primary purpose of this planning document is to assist the next phase - the implementation process. It is not a report, but rather a series of management tools designed to assist the Minister, the Steering Committee, and Task Forces to successfully achieve the objectives and desired outcomes outlined in the plan.

### B Ministry Mission and Core Functions

The retreat included a review of the Ministry's mission and objectives to determine if they remain consistent with the demands of the current environment. While no changes were recommended for the Ministry's general mission, some of the Divisions suggested modifications in their mandate. These recommendations need more formal deliberation over the next several months. The Ministry mission statement and the mission and mandates for the Divisions and Agencies are listed below. Those mandates reflecting recommended changes are noted.

#### Ministry Mission Statement

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

## **B 1 Administration/Support Services Division**

(This division had no specified mission or mandate All material below was prepared as part of the retreat )

### Mission

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

### Key Objectives

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

## **B 2 Consumer Affairs Division**

(No changes recommended)

### Key Objectives

- 1 Develop consumer protection policies and draft legislation
- 2 Develop and implement a public education programme

## **B 3 Guyana National Bureau of Standards**

(no changes recommended)

### Mission

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

### Key Objectives

- 1 To promote standardization in industry and commerce
- 2 To prepare, frame, modify or amend specifications and codes of practice
- 3 To make arrangements or provide facilities for the testing and calibration of precision instruments, gauges and scientific apparatus for the determination of their degree of accuracy by comparison with standards approved by the Minister on the recommendation of the Council and for the issue of certificates in regard thereto
- 4 To make arrangements or provide facilities for the examination and testing of commodities and any material or substance from or with which, and the manner in which, commodities may be manufactured, produced, processed or treated
- 5 To control, in accordance with the provisions of the Act, the use of standardization marks and distinctive marks
- 6 To encourage or undertake education work in connection with standardization
- 7 To provide for cooperation with any person, association or organization outside Guyana having objects similar to those for which the Bureau is established
- 8 To assist in the rationalization of industry by coordinating the efforts of producers and consumers for the improvement of appliances, processes, raw materials and products
- 9 To establish, form furnish and maintain information systems and laboratories for the purpose of furthering the practice of standardization
- 10 To provide for the testing, at the request of the Minister and on behalf of the Government, of local manufactured and imported commodities with a view to determining whether such commodities comply with the provisions of this Act or any other law dealing with standards of quality
- 11 To do such other acts as may be expedient or necessary for the attainment of the objects of the Bureau

#### **B 4 Foreign Trade Division**

(recommended changes listed below)

##### Key Objectives

- 1 Support the regional integration movement by securing more trade arrangements and increasing trade with CARICOM in accordance with the Treaty of Chaguramas
- 2 Secure more bilateral and multilateral agreements in trade aid in each of the four key geographical areas of activity
- 3 Improve the balance of payments situation through increasing net exports
- 4 Increase the level of non-traditional exports

Participants recommended the addition of the following two objectives

- Acquire critical information necessary for export trade development
- Monitor and implement bi-lateral and multi-lateral agreements in trade aid

#### **B 5 Guyana Export Promotion Council**

(no changes recommended)

##### Key Objectives

- 1 Promote non-traditional exports, and to coordinate the orderly development of Guyana's non-traditional export trade
- 2 Advise the Minister on the formulation of national export policies and to carry out the implementation of such policies
- 3 Recommend to the Minister and to industry practical measures to stimulate export trade
- 4 Work closely with the exporting organizations to ensure that problems affecting exports are expeditiously addressed

#### **B 6 Industrial Development**

(no changes were recommended)

### Key Objectives

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

### **B 7 Go-Invest**

(no changes recommended)

### Key Objectives

- 1 To assist interested foreign and local investors to launch enterprises in Guyana by
  - Providing investors with a comprehensive summary of the steps necessary to commence business operations
  - Serving as a primary contact for investors and liaising with other government agencies throughout the process
  - Assisting with obtaining factory space or land for business purposes
  - Assisting in the obtaining of work permits
  - Assisting in the coordination of joint-venture efforts between local and foreign investors
  - Providing information on incentives available to investors and regulations relevant to the sector of interest
- 2 To proactively present and promote Guyana as a World Class Investment location by
  - Educating investors about the environment of good governance and political stability that exists in Guyana
  - Highlighting the rapid and sustained growth record of Guyana since 1991

- Emphasizing the fact that despite Guyana's small population, its active or current export market size is very substantial including the USA, CAIRCOM, Canada, Colombia, Venezuela, and the European Union
- Familiarizing investors with the liberalized financial regime that exists in Guyana
- Highlighting the attractive wage rates and the highly literate worker situation that exists in Guyana
- Creating opportunities for investment by women, Amerindians and other minorities and disadvantaged groups

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

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

5 To promote the private sector as the engine of growth

## **B 8 Tourism Division**

(recommended changes listed below)

### Key Objectives

- 1 Increase net foreign exchange earnings from tourism
- 2 Develop ecotourism in Guyana within the wider context of tourism development in the Caribbean

The following two additions were recommended

- Regulate and monitor the development of the industry
- Identify tourism resources and facilitate their sustainable development

## **B 9 Tourism Advisory Board**

### Key Objectives

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

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

- 2 Measures/strategies for an integrated approach towards tourism development in Guyana
- 3 Advise on appropriate land use practices and environmental strategies for the development of eco-tourism facilities in Guyana
- 5 The development of an eco-tourism strategy/plan for Guyana
- 6 Advise on measures and methods to be adopted for the development of all sectors in the tourism industry including airlines, hotels, ground tour operations, transportation, communications, etc

### **C The General Context for Planning**

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.

Key problems facing the Ministry, as identified during the staff retreat, included

- 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

The purpose of the planning process was to utilize a participatory process to identify priority issues and needs within the Ministry and to build a plan of action which will significantly improve Ministry productivity while also enhancing institutional capacity to meet increasing demands for more accurate and up-to-date information, improved analysis and more sophisticated products.

### **D 1996 Strategic Planning Process**

In August, prior to the staff retreat, a series of meetings were held to prepare the staff for the up-coming planning process and to access their thoughts on the design for the two-day experience. This information was used to prepare a retreat design with the following objectives:

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

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

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

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

- It allowed participants to work with members of the Ministry that they may not have interacted with before for the purpose of developing strategies which affect personnel across the Ministry
- It allowed the Divisions and their sister Agencies to work collaboratively on issues affecting their outputs. Team building between Divisions and Agencies was a by-product.

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

| <b>DAY ONE</b><br><b>Vision and Mandate Clarification,</b><br><b>Issue Identification and Analysis</b>  | <b>DAY TWO</b><br><b>Strategic Planning and</b><br><b>Collaboration</b>  |
|---|--|
| <p style="text-align: center;"><b>Morning Block</b></p> <p>Participants work in small groups with representation from all Divisions and Agencies to</p> <ul style="list-style-type: none"> <li>• Develop a Vision for the Ministry</li> <li>• Identify Ministry-wide Issues/Problems</li> <li>• Prioritize the Ministry-wide Issues</li> </ul>  | <p style="text-align: center;"><b>Morning Block</b></p> <p>Following a briefing on problem solving and strategy development, Divisional/Agency groups will develop objectives, strategies and next steps for their priority issues. Results will be reported back to the full group.</p>   |
| <p style="text-align: center;"><b>Afternoon Block</b></p> <p>Participants will work in groups comprised of Division and Related Agency Representatives to</p> <ul style="list-style-type: none"> <li>• Develop a Vision for their Division and Agency</li> <li>• Analyze and Prioritize Divisional/Agency Weaknesses and Constraints</li> <li>• Review and Refine Division and Agency Missions/Key Objectives</li> <li>• Select 3 Priority Issues for the Next Day's Strategy Development Work</li> </ul> | <p style="text-align: center;"><b>Afternoon Block</b></p> <p>Participants will work in cross-cutting groups to</p> <ul style="list-style-type: none"> <li>• Identify strategies to be put into motion which can enhance the general productivity, image, and credibility of the Ministry as a whole</li> <li>• Identify strategies for increased intra-Ministry collaboration</li> </ul> |

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

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

Considerable data was generated by the various Division/Agency and cross-cutting groups. To ensure that all input was documented and retained for on-going consideration, all raw data was recorded and is available in a full summary report. A review of this raw data will demonstrate that workshop objectives were achieved.

Immediately following the retreat, draft goals, objectives and activities for each Division and Agency as well as Ministry-wide were compiled for distribution to those who did not attend the retreat. Using these draft documents the Task Forces then met with the Minister to review and revise these materials into an action plan.

Additional Division/Agency meetings were held following the session with the Minister in order to complete the resource development and monitoring/evaluation plans for each area

During this time, the Minister, in collaboration with the area heads, identified the steering committee which will be responsible for implementation of the overall plan

With the input phase complete, the strategic plan was drafted and submitted for final review. The plan makes brief reference to the rationale for change, but focuses primarily on a set of tools to be used by those implementing the plan. These tools include

- Action Plans with End Products and Time Lines
- Resource Needs and Acquisition Plans
- Monitoring and Evaluation Guidelines
- An Implementation Management Structure
- Monthly Steering Committee Agendas (An Integrated Action Plan)
- Communications Plan

## **E Priority Goals and Objectives**

The strategic plan does not focus on all aspects of Ministry 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 addition to the 5 major divisions and their related agencies, a ministry-wide category was developed to look at strategies relating to issues which impact all of the divisions. Hence, there are six different sub sections of the strategic plan.

### **E 1 Administration/Support Services**

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

#### Objectives

- a) Enhance staffing and skills base to ensure a supply of effective people for management and specialists Divisions
- b) Acquire necessary equipment and software to sustain optimum levels of output
- c) Stimulate interpersonal relationships to achieve higher levels of team spirit and team-building

## **E 2 Consumer Affairs/GNBS**

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

### Objectives

- a) Develop and implement an integrated public education and communication program, including seminars, conferences, lectures, media, and print materials
- b) Establish a national consumer protection advisory body which will advise quarterly on the status of consumer protection policies, legislation and regulations
- c) Intensify standardization directly related to consumer interest
- d) Establish representation for consumer complaints

## **E 3 Foreign Trade/GEPC**

Goal Improve the balance of payments through increased net exports

### Objectives

- a) Articulate a comprehensive trade policy for Guyana
- b) Provide data, data analysis, reports, policy papers and seminars as needed to inform key trade stakeholders in and outside of the Government
- c) Develop a structured relationship and liaison with overseas Honorary Trade Representatives

## **E 4 Industrial Development/GO-INVEST**

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

### Objectives

- a) Publish and provide an investment guide
- b) Formulate an industrial development policy

- c) Increase/improve incentives, services and procedures for investment ,
- d) Institutional strengthening of GOINVEST
- e) Institutional strengthening of the Industrial Development Division

## **E 5 Ministry-wide Issues**

Goal To improve general working conditions and morale within the Ministry

### Objectives

- a) Improve representation and advocacy by administration regarding the Ministry's concerns and priorities
- b) Improve work environment and facilities drinking water, telephone system, janitorial services, office layout and reception area, lunch/lounge area, equipment maintenance, office materials, and transportation
- c) Clarify/improve relationships and coordination among and between government agencies
- d) Improve the general morale by increasing rewards and incentives for quality performance
- e) Stimulate interpersonal relationships to achieve higher levels of team spirit and team building across the Ministry

## **E 6 Tourism**

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

### Objectives

- a) Conduct market research and analysis to facilitate the identification of market niches/segments leading to preparation of a marketing plan
- b) Enhance the regulatory environment for Tourism
- c) Facilitate investment in the tourism industry
- d) Revise the Administrative Structure of the Tourism Division

- e) Improve the reliability and quality of air transport services
- f) Improve standards and quality of service in the hospitality sector

## II THE STRATEGIC PLAN

For each of the major areas selected for priority attention in this planning cycle, the Strategic Plan includes the following

- *Goal, Strategies, and Objectives*

The major challenges facing the Division/Agency are briefly described followed by the goal, strategies and objectives identified to achieve the desired results

- *Overview of the Anticipated Outcomes and End Products*

This section clarifies the immediate, medium and long term results to come from effective implementation of the identified strategies and lists the end products or deliverables required to achieved these outcomes

- *Action Plan*

In matrix form, the action plan details a work program for successful achievement of the objectives, including specific end products, deadlines for delivery, task time frames, and designated person or group responsible for task performance

- *Resource Needs and Acquisition Plan*

Additional resources required to complete the tasks are identified such as consultants, furniture, equipment, and additional staff For each needed resource, an acquisition strategy is identified

- *Monitoring and Evaluation Plan*

Vital to implementation is effective managerial monitoring and evaluation to ensure that tasks are being completed on time and achieving the desired results The plan defines indicators and methods of evaluation, who is responsible for review and what constitutes successful achievement

## **II A ADMINISTRATION/SUPPORT SERVICES**

### **1 Goal, Strategies and Objectives**

The administration/Support Services Division provides essential services to the four technical divisions and manages the Ministry's budget and physical plant. For the other divisions, the administrative unit provides clerical support, hires and trains new staff, procures and maintains equipment, and manages all purchasing and budget activities. Hence the Division's efficiency and effectiveness has a direct impact on the Ministry's productivity and quality of performance. Since many of the objectives/tasks cited by other Divisions includes new staff, equipment, and staff training, performance of the Administration/Support Services Division will have a direct bearing on the successful implementation of the overall strategic plan. Mindful of this challenge, the Division's Task Force has identified the following priorities

#### **Goal**

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

#### **Strategies**

The Division's lead strategy is to take the lead in facilitation of the strategic plan as it relates to equipment, staff development, and enhancement of the work environment. The Division is developing a comprehensive equipment and software list from the other areas of the Ministry. This list will be submitted to the BEEP project for review and funding. Simultaneously, the Division is conducting a staff skills inventory and has solicited a space utilization analysis and recommendations from a local architect. All of this is to lay the groundwork for facilitation of the action plans prepared by the other divisions. Armed with this information, the division will be able to prepare an internal training program to meet the technical divisions' needs and to re-allocate use of space in response to their re-organization plans. Based on this strategy, the following objectives provide the basis of the Division's strategic plan

#### **Objectives**

- A Enhance staffing and skills base to ensure a supply of effective people for management and specialists Divisions
- B Acquire necessary equipment and software to sustain optimum levels of output

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

## **2 Overview of the Anticipated Outcomes and End Products**

### **Anticipated Outcomes**

#### Immediate

- The unit will conduct an analysis of current staff skills in order to assist other divisions in the development of an internal and external training program
- A full list of equipment and software needs will be developed for all areas of the Ministry
- Based on this list, new equipment/software will be requested through the BEEP project
- An internal training program will be recommended for implementation within the next 3-4 months
- An inventory of external training opportunities will be developed and a systematic approach developed to place Ministry staff in these programs
- An analysis of current space use within the Ministry will be conducted for the purpose of developing a plan for re-organization and remodeling of the reception area and office space
- A list of recommendations will be solicited from area heads regarding activities to be implemented to increase/improve internal communication and staff morale
- Activities listed under the Ministry-wide plan which are best implemented by this unit will be included in its work plan

#### Medium Term

- The new equipment will be installed
- Training on the new equipment and software will commence
- Internal space utilization will be altered to facilitate the addition of new activities and personnel while more effectively accommodating existing activities and personnel
- The reception area will be re-modeled to improve the image of the Ministry and the general atmosphere of the work place
- Programs will be implemented to improve staff communication and morale

Note A majority of the tasks outlined in the Ministry-wide section fall under the purview of the Administration/Support Services Division and will be integrated into its annual work plan

## **End Products**

- A staff skills inventory, October, 1996
- An equipment and software needs inventory, October, 1996
- A prioritized equipment list for purchase request, October, 1996
- An inventory of staffing needs as cited in the technical divisions' strategic plans, November, 1996
- Recommendations for an internal training program, November, 1996
- A training program design, November, 1996
- Agreements for maintenance on new equipment, December, 1996
- Job descriptions, etc as needed to hire new staff for the Division, January-March, 1997
- Internal morale-building activities initiated, February, 1997
- New equipment installed, March, 1997
- Training program on the new equipment, March - June, 1997

## **3 Monitoring and Evaluation**

Each year prior to the staff retreat, the Division will conduct a staff survey to determine the effectiveness of their services for the previous year and to acquire a new list of priorities for inclusion in the next year's strategic plan. They will also work with the other divisions to conduct an annual survey of Ministry clients or service users to determine their degree of satisfaction. In this survey, the division will focus on clients' views of their treatment by receptionists and non-technical staff and their view of the physical facilities.

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

## ADMINISTRATION/SUPPORT SERVICES

### ACTION PLAN

| Objectives  | Tasks   | Person Responsible | Time Table                |                           |                           |                           |
|---|---|--------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|   |   |                    | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q |
| <b>1 Enhance staffing and skills base to ensure a supply of effective people for management and specialists Divisions</b> | 1 Conduct inventory of staffing needs based on the Ministry s strategic plan<br>End Product Completed inventory   | PAS(G)/SPO         | █                         |                           |                           |                           |
|   | 2 Conduct analysis/assessment of current staff skills<br>End Product Skills assessment report   | PAS(G)/SPO         | █                         |                           |                           |                           |
|   | 3 Analyze the skills assessment and develop specific recommendations<br>End Product Training recommendations  | PAS(G)/SPO         | █                         |                           |                           |                           |
|   | 4 Prepare a plan and design for providing training internally and externally<br>End Product Training program design   | PAS(G)/SPO         | █                         |                           |                           |                           |
|   | 5 Analyze staffing needs inventory and develop specific recommendations for hiring new staff<br>End Product Hiring recommendation Implement hiring and training program | PAS(G)/SPO         |                           | █                         | █                         | █                         |
| <b>2 Acquire necessary equipment and software to sustain optimum levels of output</b>                                     | 1 Conduct an inventory of equipment and software needs of the various Divisions<br>End Product List of needed equipment   | DPS                | █                         |                           |                           |                           |
|   | 2 Analyze needs prioritize and develop cost projections<br>End Product Final prioritized list of needs  | DPS                |                           | █                         |                           |                           |
|   | 3 Identify sources of funding<br>End Product Requisitions or letters of request   | DPS                |                           | █                         |                           |                           |
|   | 4 Identify procedures for equipment maintenance and repair<br>End Product Contracts or Agreements   |                    |                           | █                         |                           |                           |
|   | 5 Install new equipment<br>End Product Equipment up and running   |                    |                           |                           | █                         |                           |
|   | 6 Institute training program on new equipment<br>End product Trained personnel  |                    |                           |                           |                           | █                         |

| Objectives   | Tasks   | Person Responsible | Time Table                |                           |                           |                           |
|--|---|--------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|  |   |                    | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q |
| <b>3 Stimulate interpersonal relationships to achieve higher levels of team spirit and team-building</b> | 1 Heads of Division/Supervisors consult with staff under their control to determine specific programs to enhance interpersonal relationships<br><b>End Product</b> Programs recommended for review and approval | PAS(G) and PAS     | —                         |                           |                           |                           |
|  | 2 Implement programs<br><b>End Product</b> Periodic reports on progress   |                    |                           |                           |                           |                           |

**ADMINISTRATION/SUPPORT SERVICES**

**RESOURCE DEVELOPMENT PLAN**

| TASKS   | RESOURCES NEEDED   | SOURCE                                       | FIRST STEP TO ACQUIRE  |
|---|--|--|--|
| <p><b>Objective 1 Enhance staffing and skills base to ensure a supply of effective people for management and specialists divisions</b></p> <p>1 Conduct inventory of staffing needs based on the Ministry s strategic plan<br/>End Product Completed inventory</p> <p>2 Conduct analysis/assessment of current staff skills<br/>End Product Skills assessment report</p> <p>3 Analyze the skills assessment and develop specific recommendations<br/>End Product Training recommendations</p> <p>4 Prepare a plan and design for providing training internally and externally<br/>End Product Training program design</p> <p>5 Analyze staffing needs inventory and develop specific recommendations for hiring new staff<br/>End Product Hiring recommendation Implement hiring and training program</p> | <p>Salaries for new staff</p>  | <p>GoG</p>                                   |  |
| <p><b>Objective 2 Acquire necessary equipment and software to sustain optimum levels of output</b></p> <p>1 Conduct an inventory of equipment and software needs of the various Divisions<br/>End Product List of needed equipment</p> <p>2 Analyze needs prioritize and develop cost projections<br/>End product Final prioritized list of needs</p> <p>3 Identify sources of funding and submit requests<br/>End Product Requisitions or letters of request</p> <p>4 Identify procedures for equipment maintenance and repair<br/>End Product Contracts or agreements</p> <p>5 Install new equipment<br/>End product Equipment up and running</p>   | <p>Equipment and software</p> <p>Maintenance funds</p> <p>Consultant</p> | <p>BEEP</p> <p>BEEP (1 year)</p> <p>BEEP</p> | <p>Submit with MTTI equipment request</p> <p>Submit with equipment request</p> <p>Prepare TORs</p> |

| TASKS   | RESOURCES NEEDED  | SOURCE                 | FIRST STEP TO ACQUIRE |
|---|---|------------------------|-----------------------|
| <p>6 Institute training program on new equipment<br/> <b>End product</b> Trained personnel</p>  | <p>Training</p>   | <p>BEEP</p>            | <p>Prepare TORs</p>   |
| <p><b>Objective 3 Stimulate interpersonal relationships to achieve higher levels of team spirit and team-building across the Ministry</b></p> <p>1 Heads of Division/Supervisors consult with staff under their control to determine specific programs to enhance interpersonal relationships<br/> <b>End Product</b> Programs recommended for review and approval</p> <p>2 Implement programs<br/> <b>End Product</b> Periodic reports on progress</p> | <p>Activity costs</p> <p>Training in Customer relations and communication</p> | <p>GOG</p> <p>BEEP</p> | <p>Prepare TORs</p>   |

## ADMINISTRATION/SUPPORT SERVICES

### MONITORING AND EVALUATION

| TASKS   | INDICATOR                                   | METHOD OF EVALUATION                                 | CRITERIA FOR SUCCESS  |
|---|---|--|---|
| <p><b>Objective 1 Enhance staffing and skills base to ensure a supply of effective people for management and specialists divisions</b></p> <p>1 Conduct inventory of staffing needs based on the Ministry s strategic plan<br/>End Product Completed inventory</p> <p>2 Conduct analysis/assessment of current staff skills<br/>End Product Skills assessment report</p> <p>3 Analyze the skills assessment and develop specific recommendations<br/>End Product Training recommendations</p> <p>4 Prepare a plan and design for providing training internally and externally<br/>End Product Training program design</p> <p>5 Analyze staffing needs inventory and develop specific recommendations for hiring new staff<br/>End Product Hiring recommendation Implement hiring and training program</p> | <p>Products/outputs of staff</p>            | <p>Management survey and end of year evaluations</p> | <p>Management perceives staff as performing better due to training and new additions</p>      |
| <p><b>Objective 2 Acquire necessary equipment and software to sustain optimum levels of output</b></p> <p>1 Conduct an inventory of equipment and software needs of the various Divisions<br/>End Product List of needed equipment</p> <p>2 Analyze needs prioritize and develop cost projections<br/>End Product Final prioritized list of needs</p> <p>3 Identify sources of funding<br/>End Product Requisitions or letters of request</p> <p>4 Identify procedures for equipment maintenance and repair<br/>End Product Contracts or Agreements</p> <p>5 Install new equipment<br/>End Product Equipment up and running</p>   | <p>Products/output of new equipment use</p> | <p>Internal survey of managers</p>                   | <p>Managers indicate output volume and quality has improved due to equipment and training</p> |

| TASKS   | INDICATOR               | METHOD OF EVALUATION                                | CRITERIA FOR SUCCESS  |
|---|-------------------------|---|---|
| <p>6 Institute training program on new equipment<br/>End product Trained personnel</p>  |                         |   |   |
| <p><b>Objective 3 Stimulate interpersonal relationships to achieve higher levels of team spirit and team-building across the Ministry</b></p> <p>1 Heads of Division/Supervisors consult with staff under their control to determine specific programs to enhance interpersonal relationships<br/>End Product Programs recommended for review and approval</p> <p>2 Implement programs<br/>End Product Periodic reports on progress</p> | <p>Staff perception</p> | <p>Staff survey conducted prior to next retreat</p> | <p>Staff responses shows perception that communication and team work has improved</p> |

## **II B CONSUMER AFFAIRS/GNBS**

### **1 Goal, Strategies and Objectives**

Consumer Affairs and its sister agency, the Guyana National Bureau of Standards, is charged with safeguarding the public by developing policies and mandatory and voluntary standards, enforcing these policies and standards, and educating the public about consumer protection. Professionals within the Division and Agency see their major challenges as a lack of adequate funding and a need for improved consumer education, staff training and improved coordination among the various consumer agencies.

#### **Goal**

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

#### **Strategies**

The lead strategy identified to achieve the goal is the design of a two-way public education/communications program which will arm consumers with information while also enabling the Division and GNBS to learn more about the public's needs and issues. The campaign will be iterative, each phase developed based on input from the previous phase. This strategy will be re-enforced through the initiation of a complaints desk which will facilitate on-going interaction with the public. A second major strategy, designed to improve coordination and leadership within the various consumer-related agencies, is the formation of a consumer protection advisory board. From these closely related and integrated strategies come the following objectives.

#### **Objectives**

- A Develop and implement an integrated public education and communication program, including seminars, conferences, lectures, media, and print materials
- B Establish a national consumer protection advisory body which will advise quarterly on the status of consumer protection policies, legislation and regulations
- C Intensify standardization directly related to consumer interest
- D Establish representation for consumer complaints

## **2 Overview of the Anticipated Outcomes and End Products**

### **Anticipated Outcomes**

#### Immediate

- A committee will be established to develop and oversee a consumer education and communication campaign
- The committee will design and implement a campaign that will be two-way, providing the Division and GNBS with consumer input on their needs as well as educating the consumers
- Terms of reference will be developed for a national advisory board to improve coordination and leadership
- The advisory board will be formalized and provided with staff support
- A list of priority needs will be developed for new standards, voluntary and mandatory
- The first phase of the public education and communication program will be implemented
- A complaints desk will be established and the phone number and location advertised
- Guidelines and protocols for the complaint process will be developed including effective, responsive follow-up

#### Medium Term

- Feedback from phase one of the public education/communication campaign will be used to design and implement phase two
- Also, feedback will be used to identify new consumer protection initiatives
- New standards will be drafted based on consumer needs
- Systematic follow-up to complaints from the public will be provided

### **End Products**

- Report recommending committee composition for oversight of the communications campaign, October, 1996
- Terms of reference for the advisory board, October, 1996
- Public education/communications program plan from the committee, November, 1996
- Document of advisory board mandate and procedures, November, 1996
- Cabinet memorandum on the advisory board, November, 1996
- Implementation of the communications campaign, November, 1996 - February, 1997
- Work plan for the advisory board, December, 1996
- List of priority standards for development, December, 1996

- Document of protocols and procedures for the complaints process, December, 1996
- Initiation of the complaints desk, January, 1997
- Creation of standardization committees, January - February, 1997
- New standards drafted, March - December, 1997
- Design of second phase of communication program, April, 1997
- Implementation of phase two program, June - August, 1997

### **3 Monitoring and Evaluation**

The on-going communication/public education program (including the complaints desk) is the lead monitoring and evaluation strategy for the Division and Agency. Through this program, public feedback will be continually solicited and used to design the next phase of work for both entities. At the end of each campaign, a spot survey is recommended to determine whether key messages for the public education component have been absorbed by a sufficient number of the population. A second level of evaluation is the National Consumer Protection Advisory Committee, which is representative of the various consumer agencies. Effectiveness of the advisory committee itself is to be evaluated annually by tracking the number of complaints handled by the board as well as the response time of the various agencies.

The GNBS will also evaluate its performance by tracking the number of new standards it is able to initiate during the course of the year. A target number will be established by the Agency at the beginning of the year. Satisfactory performance is estimated to be completion of at least 75-80 percent of its work program.

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

## CONSUMER AFFAIRS/GNBS

### ACTION PLAN

| Objectives   | Tasks  | Person Responsible     | Time Table                |                           |                           |                           |                           |
|--|--|------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|  |  |                        | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |
| <b>1 Develop and implement an integrated public education and communication program, including seminars, conferences, lectures, media, and print materials</b>         | <b>1 Establish a program committee to oversee the campaign</b><br><b>End product Recommendation on committee structure, membership, role, and responsibilities</b>                                       | Wharton and Ramcharram | █                         |                           |                           |                           |                           |
|  | <b>2 Prepare a detailed communications strategy to guide the public education campaign</b><br><b>End Product Public Education Program Plan document</b>  |                        | █                         |                           |                           |                           |                           |
|  | <b>3 Identify resources for the campaign and acquire approvals</b><br><b>End product Funding plan, decision to approve</b>   |                        | █                         |                           |                           |                           |                           |
|  | <b>4 Implement the program</b><br><b>End Product Periodic progress reports</b>   |                        | █                         | █                         |                           |                           |                           |
|  | <b>a) Use feedback gathered from public to develop new priority agenda for the Division and Agency</b><br><b>End Product New Agenda</b>  |                        |                           |                           | █                         |                           |                           |
| <b>b) Evaluate the program s effectiveness and repeat the campaign (with improvements) each year using new agenda</b>  |  |                        |                           |                           | █                         |                           |                           |
| <b>2 Establish a national consumer protection advisory body which will advise quarterly on the status of consumer protection policies, legislation and regulations</b> | <b>1 Develop terms of reference including mandates structure operational procedures and protocols resources and relationships to Division and Agency</b><br><b>End Product Report of recommendations</b> | Wharton and Ramcharram | █                         |                           |                           |                           |                           |
|  | <b>2 Formalize the Advisory Board</b><br><b>End product Document of mandate and procedures</b><br><b>Cabinet memorandum</b>  |                        | █                         |                           |                           |                           |                           |
|  | <b>3 Devise strategies to ensure close articulation between the Advisory Board and other consumer protection agencies</b><br><b>End Product Plan for coordinated operations</b>                          |                        | █                         |                           |                           |                           |                           |
|  | <b>4 Develop the annual work plan</b><br><b>End product Work plan</b>  |                        | █                         |                           |                           |                           |                           |

| Objectives  | Tasks  | Person Responsible        | Time Table                |                           |                           |                           |                           |
|---|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|   |  |                           | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |
| <b>3 Intensify standardization directly related to consumer interests</b> | 1 Gather feedback from the market and identify standards<br>End Product List of recommendations  | Ms S Trotman<br>(GNBS)    | █                         |                           |                           |                           |                           |
|   | 2 Establish relevant committees<br>End product Committees and their recommended membership submitted for approval  |                           |                           | █                         |                           |                           |                           |
|   | 3 Draft new standards circulate for review and finalize recommendations (mandatory standards submitted to Minister and Cabinet)<br>End product New Standards |                           |                           |                           | █                         |                           |                           |
| <b>4 Establish representation for consumer complaints</b>                 | 1 Establish complaints desk<br>End Product Reports on status of complaints and actions to be taken   | Wharton and<br>Ramcharram |                           | █                         |                           |                           |                           |
|   | a) Install dedicated phone line<br>End Product Phone number for consumer complaints  |                           |                           |                           |                           |                           |                           |
|   | b) Identify staff and training needs<br>End product Desk in operation and training program   |                           |                           |                           |                           |                           |                           |
|   | 2 Establish protocols and procedures for complaints management channeling and follow up<br>End Product Document on protocols and procedures                  |                           | █                         |                           |                           |                           |                           |



| TASKS   | RESOURCE NEEDS             | POSSIBLE SOURCE                      | FIRST STEP TO ACQUIRE       |
|---|----------------------------|--------------------------------------|-----------------------------|
| <p>3 Devise strategies to ensure close articulation between the Advisory Board and other consumer protection agencies<br/>End Product <i>Plan for coordinated operations</i></p> <p>4 Develop the annual work plan<br/>End product <i>Work plan</i></p>   | Consultant                 | BEEP                                 | Prepare TORs for submission |
| <p><b>Objective 3 Intensify standardization directly related to consumer interests</b></p> <p>1 Gather feedback from the market and identify standards<br/>End Product <i>List of recommendations</i></p> <p>2 Establish relevant committees<br/>End product <i>Committees and their recommended membership submitted for approval</i></p> <p>3 Draft new standards circulate for review and finalize recommendations (mandatory standards submitted to Minister and Cabinet)<br/>End product <i>New Standards</i></p>  | Funds to procure standards | Increase in annual budget allocation | Budget request              |
| <p><b>Objective 4 Establish representation for consumer complaints</b></p> <p>1 Establish complaints desk<br/>End Product <i>Reports on status of complaints and actions to be taken</i></p> <p>a) Install dedicated phone line<br/>End Product <i>Phone number for consumer complaints</i></p> <p>b) Identify staff and training needs<br/>End product <i>Desk in operation and training program</i></p> <p>2 Establish protocols and procedures for complaints management, channeling and follow-up<br/>End Product <i>Document on protocols and procedures</i></p> | Training                   | BEEP                                 | Prepare TORs for submission |

## CONSUMER AFFAIRS AND GNBS

### MONITORING AND EVALUATION

| TASKS  | INDICATOR  | METHOD OF EVALUATION  | CRITERIA FOR SUCCESS  |
|--|--|---|---|
| <p><b>Objective 1 Develop and implement an integrated public education and communication program, including seminars, conferences, lectures, media, and print materials</b></p> <p>1 Establish a program committee to oversee the campaign<br/> <b>End product Recommendation on committee structure, membership, role, and responsibilities</b></p> <p>2 Prepare a detailed communications strategy to guide the public education campaign (consultant?)<br/> <b>End Product Public Education Program Plan document</b></p> <p>3 Identify resources for the campaign and acquire approvals<br/> <b>End product Funding plan, decision to approve</b></p> <p>4 Implement the program<br/> <b>End Product Periodic progress reports</b></p> <p>a) Use feedback gathered from public to develop new priority agenda for the Division and Agency<br/> <b>End Product New Agenda</b></p> <p>b) Evaluate the program s effectiveness and repeat the campaign (with improvements) each year using new agenda</p> | <p>Public response</p>   | <p>Survey conducted at the end of the campaign</p>                        | <p>Public response indicates increased understanding due to campaign</p>          |
| <p><b>Objective 2 Establish a national consumer protection advisory body which will advise quarterly on the status of consumer protection policies, legislation and regulations</b></p> <p>1 Develop terms of reference including mandates structure operational procedures and protocols resources and relationships to Division and Agency<br/> <b>End Product Report of recommendations</b></p> <p>2 Formalize the Advisory Board<br/> <b>End product Document of mandate and procedures<br/> Cabinet memorandum</b></p>  | <p>Response time to complaints and number of complaints resolved</p> | <p>Tracking and record keeping on each complaint handled by the Board</p> | <p>Records should reflect steady improvements in response time and resolution</p> |

| TASKS   | INDICATOR  | METHOD OF EVALUATION  | CRITERIA FOR SUCCESS  |
|---|--|---|---|
| <p>3 Devise strategies to ensure close articulation between the Advisory Board and other consumer protection agencies<br/>End Product Plan for coordinated operations</p> <p>4 Develop the annual work plan<br/>End Product Work Plan</p>   |  |   |   |
| <p><b>Objective 3 Intensify standardization directly related to consumer interests</b></p> <p>1 Gather feedback from the market and identify standards<br/>End Product List of recommendations</p> <p>2 Establish relevant committees<br/>End product Committees and their recommended membership submitted for approval</p> <p>3 Draft new standards circulate for review and finalize recommendations (mandatory standards submitted to Minister and Cabinet)<br/>End product New Standards</p>   | <p>Number of new standards produced, adopted or adapted</p>  | <p>End of year review</p>                                       | <p>Results should show successful completion of 75-80% of work program</p>  |
| <p><b>Objective 4 Establish representation for consumer complaints</b></p> <p>1 Establish complaints desk<br/>End Product Reports on status of complaints and actions to be taken</p> <p>a) Install dedicated phone line<br/>End Product Phone number for consumer complaints</p> <p>b) Identify staff and training needs<br/>End product Desk in operation and training program</p> <p>2 Establish protocols and procedures for complaints management, channeling and follow up<br/>End Product Document on protocols and procedures</p> | <p>Frequency of use by consumers in the beginning (before numerous complaints are resolved)</p> <p>User satisfaction</p> | <p>Log number of calls</p> <p>Annual sample survey of users</p> | <p>Steady increase in calls during the first year due to increased awareness</p> <p>Survey shows users feel there is satisfactory follow-up on complaints</p> |

## **II C FOREIGN TRADE/GEPC**

### **1 Goal, Strategies and Objectives**

The Foreign Trade Division and its sister agency, The Guyana Export Promotion Council, are charged with building Guyana's economy through increases in exports. The Division's principal focus is support to policy formation while the Agency focuses primarily on promotional activities and technical assistance to exporters. As the nation makes the transition to a free market, Guyana continues to need a comprehensive trade policy. Inadequate access to timely information and a need for additional staff capability are two key problems. Likewise resources (human, equipment, funds) are needed to improve both the Division's and Agency's capability to provide data, continuing education and advice, and more effective promotion.

#### **Goal**

Improve the balance of payments through increased net exports

#### **Strategies**

The lead strategy for the Division is formation of a new policy unit staffed with experienced trade policy personnel and equipped with full access to electronic data bases. A recent consultant report has outlined the specific staff, equipment and information needs, and efforts are underway to consolidate financial support through donor agencies to activate the unit. The immediate charge to the unit will be the development of policy recommendations leading to the formulation of a comprehensive trade policy for Guyana. In addition, the unit will provide data essential to the preparation of reports, provide information to the business sector, and the successful promotion of Guyana's exports. Additional strategies include increased use of foreign embassies and trade missions to promote exports and more effective deployment of Honorary Trade Representatives.

#### **Objectives**

- A Articulate a comprehensive trade policy for Guyana
- B Provide data, data analysis, reports, policy papers and seminars as needed to inform key trade stakeholders in and outside of the Government
- C Develop a structured relationship and liaison with overseas Honorary Trade Representatives

## **2 Anticipated Outcomes and End Products**

### **Anticipated Outcomes**

#### Immediate

- Cabinet approval will be sought for the proposed policy unit
- Funding for approximately two new positions will be identified
- Equipment and software will be requested from the BEEP project
- Other staff positions within the unit will be filled
- Data will be collected regarding Guyana's position in regard to international trade agreements
- Data will be collected regarding the impact of trade agreements
- Future trade missions will be planned and prioritized
- Contact with Guyana's embassies will be initiated regarding effective promotion of Guyana's exports
- A plan will be developed to more effectively utilize the Honorary Trade Representatives

#### Medium Term

- The trade policy unit will be formed
- New equipment and software will be installed
- Staff will begin training on the new equipment
- Data bases will be identified and accessed
- Additional sources of information will be identified and accessed
- A full list of public and private sector information needs will be developed and sources of data identified
- Data reports and policy recommendations will be formed and disseminated
- Trade policy will be formulated
- Training will be initiated for staff on trade data analysis, policy formulation, and other trade-related issues
- Materials for export promotion will be developed
- Displays will commence in Guyana's embassies and missions
- Honorary Trade Representatives will be given goals, guidelines and support for improved representation
- Trade seminars will commence for the private sector
- Private sector input will be solicited for development of the Division's and Agency's next annual planning process

## Long Term

- Data reports and policy recommendations will become increasingly more sophisticated
- Comprehensive trade policies will be in place
- Training programs for the private sector will become increasingly more advanced and instrumental in making Guyana more competitive
- Staff development will continue
- Trade information will be available in all of the Embassies

## **End Products**

- Equipment/software list submitted to the BEEP project, October, 1996
- Approval of trade policy unit, November 1996
- Request submitted to other donors for funding of two positions, November, 1996
- Data and recommendations (first round) for international trade agreements, December, 1996
- First private sector trade meeting to collect data and discuss key issues, December 1996
- Impact report on trade agreements, December, 1997
- First data report on future trends, January, 1997
- Budget prepared for future trade missions, February, 1997
- Priority mission sites for improved trade information access, February, 1997
- Equipment installed, February, 1997
- Data bases installed, February, 1997
- Six-twelve month plan for private sector seminars, February, 1997
- Staff training needs assessment, February, 1997
- Plan for improved deployment of Honorary Trade Reps, February, 1997
- Staff training program begins, March, 1997
- Additional data list, March, 1997
- Private sector seminars initiated, March, 1997
- Policy recommendations initiated, April, 1997
- Trade promotion materials designed and developed, April - June, 1997
- Trade displays prepared, June, 1997

## **3 Monitoring and Evaluation**

Two major monitoring and evaluation tools have been identified the annual increase in export earnings and an annual survey of those in the public and private sector who are users of Division and Agency products and services Since trade policy is not expected to be fully formulated until mid to late 1997, it is proposed that the first assessment of export earnings be a comparison of 1998 to 1997 figures The survey of product and service users should be conducted around June or July of each year in order to utilize survey feedback in preparation of the annual plan

**Goal** Improve the balance of payments through increased net exports

## FOREIGN TRADE/GEPC

### ACTION PLAN

| Objectives   | Tasks  | Person Responsible  | Time Table                |                           |                           |                           |                           |
|--|--|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|  |  |   | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |
| <b>1 Articulate a comprehensive trade policy for Guyana</b>  | 1 Determine status of the proposed trade policy unit<br><b>End Product Decision by Minister</b>  | Minister PSM and Cabinet  | ■                         |                           |                           |                           |                           |
|  | 2 Determine and meet staffing needs<br><br>a) Conduct assessment of staff needs and acquire additional staff as needed<br><b>End Product New staff qualifications and job descriptions</b><br><br>b) Assess training needs for internal staff data providers and data users and prepare a training program<br><b>End Product Needs assessment and training program</b>   |   |                           | ■                         | ■                         |                           |                           |
| <b>2 Provide data, data analysis, reports, policy papers and seminars as needed to inform key trade stakeholders in and outside of the</b> | 3 Set up Data Base<br><br>a) Order equipment and software required<br><b>End product approved requisition</b><br><br>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<br><b>End Product Report</b><br><br>c) Identify additional sources of trade information and access on a regular basis to build a comprehensive up to date resource library<br><b>End Product list of sources, including periodicals, journals, monographs, on line services, etc</b><br><br>d) Take actions necessary to acquire data including linkages to electronic data (Internet CARTIS ECLAC and ITC)<br><b>End product Purchase requisitions</b> |   | ■                         | ■                         | ■                         | ■                         |                           |
|  | 1 Conduct analysis of Guyana s position in relation to international trade agreements/ arrangements<br><b>End Product Data and Recommendations provided periodically</b><br><br>2 Monitor and evaluate the impact of trade arrangements by establishing feedback mechanism with the private sector (such as manufacturing companies) and other agencies<br><b>End product Impact reports</b>   | Ms K Valentine (Ms R Jagamauth)<br><br>Mr W Hamilton (Mr C Zammett) | ■                         | ■                         |                           |                           |                           |



# FOREIGN TRADE/GEPC

## RESOURCE DEVELOPMENT PLAN

| TASKS   | RESOURCES NEEDED   | POSSIBLE SOURCE   | FIRST STEP TO ACQUIRE  |
|---|--|---|--|
| <p><b>Objective 1 Articulate a comprehensive trade policy for Guyana</b></p> <p>1 Determine status of the proposed trade policy unit<br/>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<br/>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<br/>End Product Needs assessment and training program</p> <p>3 Set up Data Base</p> <p>a) Order equipment and software required<br/>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<br/>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<br/>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)<br/>End product Purchase requisitions</p> | <p>New Staff</p> <p>Training</p> <p>Software and equipment</p> <p>Subscription costs</p> | <p>Donor Org</p> <p>BEEP</p> <p>BEEP</p> <p>BEEP (1 year)</p> | <p>Prepare and submit TORS</p> <p>Prepare list of needs and submit</p> <p>Submit request</p> |
| <p><b>Objective 2 Provide data, data analysis, reports, policy papers and seminars as needed to inform key trade stakeholders in and outside of the Government</b></p> <p>1 Conduct analysis of Guyana s position in relation to international trade agreements/ arrangements<br/>End Product Data and Recommendations provided periodically</p>  |  |   |  |

| TASKS   | RESOURCES NEEDED   | POSSIBLE SOURCE   | FIRST STEP TO ACQUIRE |
|---|--|---|-----------------------|
| <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<br/><b>End product</b> Impact reports</p> <p>3 Monitor/project future trends in international trade (market size prices competition)<br/><b>End Product</b> Periodic data sheets and reports</p> <p>4 Conduct regularly scheduled meetings with related agencies and the private sector to conduct analysis of internal trade data and determine data needs<br/><b>End Product</b> Monthly and Quarterly Reports</p> <p>5 Conduct periodic training sessions seminars and forums on trade issues<br/><b>End Product</b> A 6 12 month plan for workshops, seminars and forums</p> <p>6 On going staff development conducted to maintain current knowledge and skills<br/><b>End Product</b> A Division/Agency plan for staff development including upcoming conferences, meetings and training programs</p> <p>7 Mount overseas trade missions</p> <p>a) Develop a budget allocation for future trade missions<br/><b>End product</b> An estimate of funds available</p> <p>b) Develop a prioritized list of mission sites<br/><b>End products</b> List</p> <p>c) Develop plans for top priorities and implement<br/><b>End products</b> Plans submitted for approval and funding</p> <p>8 Establish and setup trade information display centers at Guyana s embassies and missions</p> <p>a) Develop a plan for the content and set up of the displays and do a cost analysis<br/><b>End product</b> Display design and cost analysis</p> <p>b) Submit plans to embassies and missions for preliminary approval of the concept<br/><b>End product</b> Letters of description with specifications to Mission and Embassies</p> <p>c) Submit plans for approval and funding<br/><b>End product</b> Formal request to GOG</p> | <p>Training</p> <p>Training</p> <p>Travel and displays</p> <p>Budget to be developed</p> | <p>Budget allocations, CEDA, BEEP</p> <p>BEEP, other donors</p> <p>CEDA, EU</p> <p>CEDA, EU, Private sector</p> | <p>Prepare TORs</p>   |
| <p><b>3 Develop a structured relationship and liaison with overseas Honorary Trade Representatives</b></p> <p>Establish linkages and structure a basis of communication<br/><b>End Product</b> Proposed action plan</p>   | <p>Small budget allocation</p>   | <p>GoG</p>  | <p>Budget request</p> |

## FOREIGN TRADE/GEPC

### MONITORING AND EVALUATION

| TASKS  | INDICATORS  | METHOD OF EVALUATION   | CRITERIA FOR SUCCESS  |
|--|---|--|---|
| <p><b>Objective 1 Articulate a comprehensive trade policy for Guyana</b></p> <p>1 Determine status of the proposed trade policy unit<br/> <b>End Product Decision by Minister</b></p> <p>2 Determine and meet staffing needs</p> <p>a) Conduct assessment of staff needs and acquire additional staff as needed<br/> <b>End Product New staff qualifications and job descriptions</b></p> <p>b) Assess training needs for internal staff data providers and data users and prepare a training program<br/> <b>End Product Needs assessment and training program</b></p> <p>3 Set up Data Base</p> <p>a) Order equipment and software required<br/> <b>End product approved requisition</b></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<br/> <b>End Product Report</b></p> <p>c) Identify additional sources of trade information and access on a regular basis to build a comprehensive up to date resource library<br/> <b>End Product list of sources, including periodicals, journals, monographs, on line services, etc</b></p> <p>d) Take actions necessary to acquire data including linkages to electronic data (Internet, CARTIS ECLAC and ITC)<br/> <b>End product Purchase requisitions</b></p> | <p>Cabinet action regarding policies</p> <p>Level of trade activity</p> | <p>Cabinet vote</p> <p>Comparison of 1998 with 1997 level</p>                    | <p>Cabinet approval</p> <p>Comparison shows increase in net exports</p> |
| <p><b>Objective 2 Provide data, data analysis, reports, policy papers and seminars as needed to inform key trade stakeholders in and outside of the Government</b></p> <p>1 Conduct analysis of Guyana's position in relation to international trade agreements/arrangements<br/> <b>End Product Data and Recommendations provided periodically</b></p>  | <p>Users' satisfaction with data and reports</p>                        | <p>Survey of data users at mid year (1997) Conduct prior to planning process</p> | <p>Survey results show user satisfaction</p>                            |

| TASKS  | INDICATORS                       | METHOD OF EVALUATION  | CRITERIA FOR SUCCESS   |
|--|----------------------------------|---|--|
| <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<br/>End product Impact reports</p> <p>3 Monitor/project future trends in international trade (market size prices competition)<br/>End Product Periodic data sheets and reports</p> <p>4 Conduct regularly scheduled meetings with related agencies and the private sector to conduct analysis of internal trade data and data needs<br/>End Product Monthly and Quarterly Reports</p> <p>5 Conduct periodic training sessions seminars and forums on trade issues<br/>End Product A 6 12 month plan for workshops, seminars and forums</p> <p>6 On going staff development conducted to maintain current knowledge and skills<br/>End Product A Division/Agency plan for staff development including upcoming conferences, meetings and training programs</p> <p>7 Mount overseas trade missions</p> <p>a) Develop a budget allocation for future trade missions<br/>End product An estimate of funds available</p> <p>b) Develop a prioritized list of mission sites<br/>End products List</p> <p>c) Develop plans for top priorities and implement<br/>End products Plans submitted for approval and funding</p> <p>8 Establish and setup trade information display centers at Guyana s embassies and missions</p> <p>a) Develop a plan for the content and set up of the displays and do a cost analysis<br/>End product Display design and cost analysis</p> <p>b) Submit plans to embassies and missions for preliminary approval of the concept<br/>End product Letters of description with specifications to Mission and Embassies</p> <p>c) Submit plans for approval and funding<br/>End product Formal request to GOG</p> |                                  |   |  |
| <p><b>3 Develop a structured relationship and liaison with overseas Honorary Trade Representatives</b></p> <p>1 Establish linkages and structure a basis of communication<br/>End Product Proposed action plan</p>   | <p>Reports submitted by reps</p> | <p>Review of reports, monitoring of deals facilitated by reps</p> | <p>Reports and monitoring show annual increase in deals facilitated and deals successfully completed</p> |

## **II D INDUSTRIAL DEVELOPMENT/GO-INVEST**

### **1 Goal, Strategies and Objectives**

The Industrial Development Division and its sister agency, GO-INVEST, are charged with increasing domestic and foreign investment. Much like the Trade Division and GEPC, the Division's principal focus is the policy environment for investment, while the Agency focuses on investment promotion and services to facilitate investment. Also like Trade, Guyana lacks a comprehensive investment code which is essential to a conducive investment environment. Significant improvement is needed in access to information, staff capabilities, and funding for investment promotion activities. Improved coordination and facilitation of the investment process and increased incentives for investment are also needed.

#### **Goal**

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

#### **Strategies**

To achieve the above goal, the Division and Agency propose to use short-term technical assistance available through the USAID BEEP project to develop an investment guide and investment code for Guyana. The first guide will be used during the interim period as the code is being drafted and adopted. Once the code is adopted, the guide will be revised to include new data. Simultaneously, institutional strengthening of the Division and GO-INVEST will be implemented in order to establish sustainable services and products. Strengthening efforts will include installation of new equipment and software, improved access to information, staff training, and if possible, the hiring of additional staff. In addition, incentives for investment will be enhanced through the provision of quality industrial parks, implementation of an enterprise zone, support services to SME's, women and Amerindians, and streamlined approaches to facilitate investment. Interaction with the private sector on needs and issues will also be significantly increased. Based on these strategies, the following objectives were formed.

#### **Objectives**

- A Publish and provide an investment guide
- B Formulate an industrial development policy

- C Increase/improve incentives, services and procedures for investment
- D Institutional strengthening of GOINVEST
- E Institutional strengthening of the Industrial Development Division

## **2 Anticipated Outcomes and End products**

### **Anticipated Outcomes**

#### Immediate

- An interim investment guide will be produced and disseminated
- Information will be collected to assist in the development of the investment code
- A proposed EPZ plan will be submitted to Cabinet
- The Coldingen Industrial Estate will be operationalized
- The first quarterly meeting with the Private Sector Commission will be held
- An institutional needs assessment of the Division and GO-INVEST will be conducted
- Equipment and software will be requested

#### Medium Term

- Equipment and software will be installed
- Staff training needs will be determined and a training program implemented
- Work on the Eccles Industrial Park will be initiated
- GO-INVEST will be re-located to Sophia
- The investment code will be developed and institutionalized
- A revised version of the investment guide will be prepared
- The EPZ plan will be promoted and implemented
- Mechanisms to streamline the investment process will be identified and implemented
- Joint commission arrangements to schedule investments will be concluded
- Additional quarterly meetings with the PSC will take place
- 100 person hours of assistance will be given to SMEs, women and Amerindians

#### Long Term

- Effectiveness of the investment code will be assessed and revisions made as needed
- Impact of the investment code on space utilization in industrial parks will be assessed

- Additional improvements to the investment process will be implemented
- Interaction with the private sector will continue and will provide on-going input to the Division's and Agency's annual plans
- Staff development will continue to elevate staff capabilities

### **End Products**

- Equipment/software needs list October, 1996
- Consultant recommendations on content for the investment guide, November, 1996
- Documents collected on current policy status, November, 1996
- Work plan for completion of Coldingen, November, 1996
- Needs assessments for the Division and GO-INVEST, November 1996
- Draft plan for EPZ, November, 1996
- Completed investment guide, December, 1996
- First quarterly meeting with the P S C held, December, 1996
- Consultant hired for investment code, January, 1997
- Draft legislation for EPZ, February, 1997
- Eccles plan, February, 1997
- Report on streamlining of investment procedures, February, 1997
- Equipment/software installation, February, 1997
- Staff training needs assessment and program design, February, 1997
- Draft investment code, March, 1997
- Plan for review of incentive program, March, 1997
- Second meeting with P S C , March 1997
- Report on strategies to implement projects and strengthen bilateral relationships, March, 1997
- Go-INVEST move to Sophia, March, 1997
- Training program implemented, March - May, 1997
- Eccles plan implemented, March - December, 1997

### **3 Monitoring and Evaluation**

Two major monitoring and evaluation strategies are planned. The first is an annual comparison of rate of investment with a targeted growth of 10-15 percent annually. The second is an annual survey of investors and potential investors to determine their perception of the Division's and Agency's products and services as well as the effectiveness of the investment code and incentives. While some improvements are anticipated in 1997, real growth in investment due to the plan's initiatives is not expected until the end of 1998. Hence, comparisons should look at the increase from 1997 to 1998. The survey of investors should be timed to take place in June or July of each year so that results can be considered when forming the annual plan and budget.

**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         | Time Table                |                           |                           |                           |                           |
|---|---|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|   |   |                            | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |
| <b>1 Publish and provide an investment guide</b>  | 1 Conclude arrangements and hire the consultant for guide preparation<br>End Product Consultant recommendations on content and format for preparation | BEEP                       | █                         |                           |                           |                           |                           |
|   | 2 Prepare final version and prepare for dissemination<br>End product Investment Guide   | Consultant                 | █                         |                           |                           |                           |                           |
|   | 3 Develop internal mechanisms for continued updating and timely distribution<br>End Product Plan for updating and distribution                        | Director<br>GOINVEST       |                           | █                         | █                         |                           |                           |
|   | a) Develop consensus on format<br>b) Install necessary equipment and information access<br>c) Train staff to prepare updated versions as needed       |                            |                           |                           | █                         |                           |                           |
| 4 Develop a new version following adoption of the new investment code<br>End Product Revised Investment Guide | Director<br>GOINVEST  |                            |                           |                           |                           | █                         |                           |
| <b>2 Formulate an industrial development policy</b>   | 1 Collect all data on current policy status<br>End Product Documents gathered   | D I D (ag)<br>(B Morrison) | █                         |                           |                           |                           |                           |
|   | 2 Hire consultant to prepare proposed investment code<br>End product Consultant recommendations   | BEEP                       |                           | █                         |                           |                           |                           |
|   | 3 Prepare final recommendations and submit to the Cabinet for adoption<br>End Product Final recommendations approved by the Ministry for submission   | DPS<br>(T Ramgulam)        |                           |                           | █                         |                           |                           |
| <b>3 Increase/improve incentives, services and procedures for investment</b>                                  | 1 Provide one million square feet of developed industrial park annually   | D I D                      |                           | █                         |                           |                           |                           |
|   | a) Operationalise Coldingen Industrial Estate<br>End Product Work plan for project completion and promotion   |                            |                           |                           |                           | █                         | █                         |
|   | b) Complete infrastructure and operationalise Eccles  | D P S                      |                           |                           |                           | █                         | █                         |

| Objectives  | Tasks  | Person Responsible          | Time Table                |                           |                           |                           |                           |   |
|---|--|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---|
|   |  |                             | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |   |
| <b>3 Increase/improve incentives, and procedures for investment (cont )</b> | <b>End Product Report on proposed sites for review and planning</b>  |                             |                           |                           |                           |                           |                           |   |
|   | c) Conduct review of additional space needs taking new investment code into consideration in the assessment<br><b>End Product Recommendation for future growth</b>   | Consultant/D P S            |                           |                           |                           |                           |                           | █ |
|   | 2 Prepare and present document to Cabinet on EPZ   | D P S                       | █                         |                           |                           |                           |                           |   |
|   | If approved  |                             |                           |                           |                           |                           |                           |   |
|   | a) Draft legislation<br><b>End Product legislation</b>   | Consultant                  |                           | █                         |                           |                           |                           |   |
|   | b) Develop and implement a strategy and targets for promotion to the private sector<br><b>End product Promotional plan</b>   | D I D and Director GOINVEST |                           | █                         | █                         |                           |                           |   |
|   | c) Implement the EPZ plan<br><b>End Product Progress report on commitments by private sector</b>   | D I D and Director GOINVEST |                           |                           | █                         | █                         | █                         | █ |
|   | 3 Provide annual review (every third quarter) of the incentive program   |                             |                           |                           |                           |                           |                           |   |
|   | a) Prepare plan for how review will be conducted and by whom<br><b>End Product Recommended procedure</b>   | D I D and Director GOINVEST |                           | █                         |                           |                           |                           |   |
|   | b) Implement plan for first review<br><b>End Product Recommended changes in incentive program</b>  | D I D and Director GOINVEST |                           |                           |                           | █                         |                           |   |
|   | 4 Streamline procedure in order to target investment opportunities formulated under BIT arrangements<br><b>End Product Report on recommendations</b>   | D I D and Director GOINVEST | █                         | █                         |                           |                           |                           |   |
|   | 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)<br><b>End Product Training Program</b> | Director GOINVEST           |                           |                           | █                         | █                         | █                         | █ |
|   | 6 Conclude joint commission arrangements to schedule investment needs<br><b>End Products Report on strategies to implement projects and strengthen of bilateral relationships</b>                                      | D I D                       |                           | █                         | █                         |                           |                           |   |
|   | 7 Organize quarterly meetings with P S C to resolve outstanding issues and improve public/private sector relationships<br><b>End product Reports on Quarterly Meetings</b>   | D P S                       | █                         | █                         | █                         | █                         | █                         | █ |

| Objectives  | Tasks   | Person Responsible       | Time Table                |                           |                           |                           |                           |
|---|---|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|   |   |                          | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |
| <b>4 Institutional strengthening of GOINVEST</b>                            | 1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training<br>End Product Recommended program for strengthening | Director GOINVEST        | ■                         |                           |                           |                           |                           |
|   | 2 Request needed equipment<br>End product Approved requisition  | Director GOINVEST        |                           | ■                         |                           |                           |                           |
|   | 3 Develop plan for training staff including in house local and overseas needs<br>End Product A training program outlined  |                          |                           | ■                         |                           |                           |                           |
|   | 4 Relocate the Agency to Sophia area<br>End Product Provision of better service by the Agency   | MTTI & Director GOINVEST |                           |                           | ■                         |                           |                           |
| <b>5 Institutional strengthening of the Industrial Development Division</b> | 1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training<br>End Product Recommended program for strengthening | D P S                    | ■                         |                           |                           |                           |                           |
|   | 2 Request needed equipment<br>End product Approved requisition  | D P S                    | ■                         |                           |                           |                           |                           |
|   | 3 Develop plan for training staff including in house local and overseas needs<br>End Product A training program outlined  | D I D                    |                           | ■                         |                           |                           |                           |



| TASKS  | RESOURCES NEEDED                             | POSSIBLE SOURCES                           | FIRST STEP TO ACQUIRE        |
|--|--|--|------------------------------|
| a) Operationalise Coldingen Industrial Estate<br><b>End Product</b> Work plan for project completion and promotion   |  |  |                              |
| b) Complete infrastructure and operationalise Eccles<br><b>End Product</b> Report on proposed sites for review and planning  |  |  |                              |
| c) Conduct review of additional space needs taking new investment code into consideration in the assessment<br><b>End Product</b> Recommendation for future growth   | Consultant                                   | BEEP                                       | Prepare TORS for submission  |
| 2 Prepare and present document to Cabinet on EPZ   |  |  |                              |
| If approved  |  |  |                              |
| a) Draft legislation<br><b>End Product</b> legislation   | Consultant                                   | BEEP?                                      | Prepare TORS for submission  |
| b) Develop and implement a strategy and targets for promotion to the private sector<br><b>End product</b> Promotional plan   |  |  |                              |
| c) Implement the EPZ plan<br><b>End Product</b> Progress report on commitments by private sector   | Budget specifics to be developed             | Joint funding of public and private sector | Seek private sector partners |
| 3 Provide annual review (every third quarter) of the incentive program   |  |  |                              |
| a) Prepare plan for how review will be conducted and by whom<br><b>End Product</b> Recommended procedure   |  |  |                              |
| b) Implement plan for first review<br><b>End Product</b> Recommended changes in incentive program  |  |  |                              |
| 4 Streamline procedure in order to target investment opportunities formulated under BIT arrangements<br><b>End Product</b> Report on recommendations   |  |  |                              |
| 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)<br><b>End Product</b> Training program | Staff time<br>Coordinate with BEEP resources |  |                              |
| 6 Conclude joint commission arrangements to schedule investment needs<br><b>End Products</b> Report on strategies to implement projects and strengthen bilateral relationships   |  |  |                              |
| 7 Organize quarterly meeting with P S C to resolve outstanding issues and improve public/private sector relationships<br><b>End Product</b> Reports from quarterly meetings  |  |  |                              |

| TASKS  | RESOURCES NEEDED   | POSSIBLE SOURCES                    | FIRST STEP TO ACQUIRE  |
|--|--|-------------------------------------|--|
| <p><b>4 Strengthen Go-Invest</b></p> <p>1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training<br/><b>End Product Recommended program for strengthening</b></p> <p>2 Request needed equipment<br/><b>End product Approved requisition</b></p> <p>3 Develop plan for training staff including in house local and overseas needs<br/><b>End Product A training program outlined</b></p> <p>4 Relocate the Agency to Sophia area<br/><b>End Product Provision of better service by the Agency</b></p> | <p>Equipment, software and installation</p> <p>Budget to be prepared</p> | <p>BEEP</p> <p>Operating budget</p> | <p>Prepare list of prioritized needs and submit for approval</p> |
| <p><b>Objective 5 Strengthen the Industrial Development Division</b></p> <p>1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training<br/><b>End Product Recommended program for strengthening</b></p> <p>2 Request needed equipment<br/><b>End product Approved requisition</b></p> <p>3 Develop plan for training staff including in house local and overseas needs<br/><b>End Product A training program outlined</b></p>  | <p>Equipment, software and installation</p> <p>Budget to be prepared</p> | <p>BEEP</p> <p>Operating budget</p> | <p>Prepare list of prioritized needs and submit for approval</p> |

## INDUSTRY DEVELOPMENT/GO-INVEST

### MONITORING AND EVALUATION

| TASKS  | INDICATORS                                | METHOD OF EVALUATION  | CRITERIA FOR SUCCESS  |
|--|---|---|---|
| <p><b>Objective 1 Publish and provide an investment guide</b></p> <p>1 Conclude arrangements and hire the consultant for guide preparation<br/>End Product Consultant recommendations on content and format for preparation</p> <p>2 Prepare final version and prepare for dissemination<br/>End product Investment Guide</p> <p>3 Develop internal mechanisms for continued updating and timely distribution<br/>End Product Plan for updating and distribution</p> <p style="margin-left: 20px;">a) Develop consensus on format<br/>b) Install necessary equipment and information access<br/>c) Train staff to prepare updated versions as needed</p> <p>4 Develop a new version following adoption of the new investment code<br/>End Product Revised Investment Guide</p> | Users' response                           | Spot survey conducted in July, 1997 Review of investment activity in comparison to 1996 numbers | Results show user satisfaction<br>A 15% increase in investment activity |
| <p><b>Objective 2 Formulate an industrial development policy document</b></p> <p>1 Collect all data on current policy status<br/>End Product Documents gathered</p> <p>2 Hire consultant to prepare proposed investment code<br/>End product Consultant recommendations</p> <p>3 Prepare final recommendations and submit to the Cabinet for adoption<br/>End Product Final recommendations approved by the Ministry for submission</p>  | Cabinet response<br><br>Investor response | Cabinet vote<br><br>Review of 1998 investment activity in comparison to 1997                    | Cabinet approval<br><br>Increase of 10 to 15% in investment activity    |
| <p><b>Objective 3 Increase/improve incentives, services and procedures for investment</b></p> <p>1 Provide one million square feet of developed industrial park annually</p>   | Investor Response                         | Review of 1998 investment activity in comparison to 1997  | Increase of 10 to 15% in investment activity                            |

| TASKS  | INDICATORS                                  | METHOD OF EVALUATION                      | CRITERIA FOR SUCCESS  |
|--|---|---|---|
| a) Operationalise Coldingen Industrial Estate<br><b>End Product Work plan for project completion and promotion</b>   | Use of facility                             | Calculate percentage of occupancy         | Occupancy rate at the end of the second year allows for annual cost recovery        |
| b) Complete infrastructure and operationalise Eccles<br><b>End Product Report on proposed sites for review and planning</b>  | Use of facility                             | Calculate percentage of occupancy         | Occupancy rate at the end of the second year allows for annual cost recovery        |
| 2 Prepare and present document to Cabinet on EPZ   | Cabinet response                            | Cabinet vote                              | Cabinet approval  |
| a) Develop strategy and targets for promotion to the private sector<br><b>End product Promotional plan</b>   |   |   |   |
| b) Implement the plan<br><b>End Product Progress report on commitments by private sector</b>   | Private sector response                     | Calculate level of use by private sector  | Goal for level of participation to be determined                                    |
| 3 Provide annual review of the incentive program   | Response from private sector                | The annual review                         | Response shows public sector sees improvements in program                           |
| a) Prepare plan for how review will be conducted and by whom<br><b>End Product Recommended procedure</b>   |   |   |   |
| b) Implement plan for first review<br><b>End Product Recommended changes in incentive program</b>  |   |   |   |
| 4 Streamline procedure in order to target investment opportunities formulated under BIT arrangements<br><b>End Product Report on recommendations</b>                           | Minister and Cabinet response               | Minister sign-off and vote of cabinet     | Treaties signed off and initiated   |
| 5 Provide 100 person hours of technical assistance and support services to SME s women and Amerindians<br><b>End Product Training program</b>                                  | Trainee response                            | Post training evaluations                 | Trainees show satisfaction with program   |
| 6 Conclude joint commission arrangements to schedule investment needs<br><b>End Products Report on strategies to Implement projects and strengthen bilateral relationships</b> | Number of projects                          | Report of project startup                 | All 4 Chinese projects implemented by the end of 1997                               |
| 7 Organize quarterly meeting with P S C to resolve outstanding issues and improve public/private sector relationship<br><b>End Product Reports from quarterly meetings</b>     | Attendance and satisfaction of participants | Count attendance, participant evaluations | Attendance increases from meeting to meeting and evaluations show positive response |
| <b>4 Strengthen Go-Invest</b>  | Customer/user response                      | On-going customer survey                  | Customer surveys show satisfaction with assistance from Go-Invest                   |

| TASKS   | INDICATORS               | METHOD OF EVALUATION  | CRITERIA FOR SUCCESS   |
|---|--------------------------|---|--|
| <p>1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training<br/>End Product Recommended program for strengthening</p> <p>2 Request needed equipment<br/>End product Approved requisition</p> <p>3 Develop plan for training staff including in house local and overseas needs<br/>End Product A training program outlined</p> <p>4 Relocate the Agency to Sophia area<br/>End Product Provision of better service by the Agency</p> |                          |   |  |
| <p><b>Objective 5 Strengthen the Industrial Development Division</b></p> <p>1 Conduct needs assessment and prepare recommendations for strengthening including staffing equipment and training<br/>End Product Recommended program for strengthening</p> <p>2 Request needed equipment<br/>End product Approved requisition</p> <p>3 Develop plan for training staff including in house local and overseas needs<br/>End Product A training program outlined</p>                              | Quality of policy advice | Survey of private sector, Minister, and other recipients of policy advice as part of Division's annual evaluation | Survey shows satisfaction with progress on policy formulation and the quality of policy advice |

## II E MINISTRY-WIDE ISSUES

### 1 Goal, Strategies and Objectives

In addition to the Division and Agency issues reflected in this plan, there are also Ministry-wide issues affecting all of the technical divisions and support staff. These issues were developed at the retreat through a consensus of all participants and will be implemented by the Steering Committee which has been charged with oversight of the overall strategic planning process.

#### Goal

To improve general working conditions and morale within the Ministry

#### Strategies

The major issues arising out of the retreat deal with the external image of the Ministry, the work environment, staff compensation, internal communications and the general working conditions - all of which have a major impact on staff morale. For the image issue, the lead strategy is the hiring or designation of a communications person, not only to improve the Ministry's public communication regarding its work and achievements, but also to provide strategic support to all of the technical divisions and their communications needs, i.e. consumer education and promotion of trade, investment, and tourism. The lead strategy for the work environment is the remodeling of the reception area and a general re-organization of office space to improve use of space and accommodate new programs, personnel and equipment. A designer has been identified to review the space and present a plan for improvements. Mechanisms to improve the phone system and janitorial and maintenance services are being explored as are ways to ensure timely access to office supplies. Ideas for improving internal morale and communication are being solicited from staff throughout the Ministry.

#### Objectives

- A Improve representation and advocacy by administration regarding the Ministry's concerns and priorities
- B Improve work environment and facilities: drinking water, telephone system, janitorial services, office layout and reception area, lunch/lounge area, equipment maintenance, office materials, and transportation

- C Clarify/improve relationships and coordination among and between government agencies
- D Improve the general morale by increasing rewards and incentives for quality performance
- E Simulate interpersonal relationships to achieve higher levels of team spirit and team building across the Ministry

## **2 Anticipated Outcomes and End Products**

### **Anticipated Outcomes**

#### Immediate

- A communications committee will be established
- Pure drinking water will be available to staff
- Supervision of janitorial services will be increased
- Telephone system needs will be reviewed and addressed
- An analysis of space usage will be commissioned
- An improved approach to timely provision of supplies will be developed
- Where feasible, permanent as opposed to acting appointments will be made
- For the agencies, a more integrated approach to performance appraisal, promotion, grievances, etc will be developed
- Strategies to improve staff communication and morale will be solicited
- Regular briefing sessions among the Division/Agency heads and the Minister will be initiated

#### Medium Term

- A Ministry-wide communications plan will be developed and implemented
- Office re-modeling/re-organization will be completed
- A generator for the Ministry will be purchased
- An internal rewards/incentives program will be initiated to motivate and reward improved staff performance
- Communication and morale building ideas will be implemented

#### **End Products**

- List of telephone needs, October, 1996
- Report on mechanisms to improve janitorial and maintenance services, October, 1996
- Recommendations for improvement of supplies inventory/procurement, October, 1996

- First monthly meeting of Minister, Division and Agency heads, November, 1996
- Confirmation of positions, October, 1996 - February, 1997
- Recommendations for space re-allocation and re-modeling, November, 1996
- Pure drinking water installed, November, 1996
- Personnel policies for agencies, November - December, 1996
- Recommendations for an internal rewards program, December 1996
- Recommendations for communication/morale building programs, November, 1996 - January, 1997
- Purchase requisition for the generator, December, 1996
- Generator installed, January, 1997
- Internal rewards systems activated, February, 1997
- Morale programs underway, February, 1997

### **3 Monitoring and Evaluation**

The principal monitoring and evaluation strategy is employee feedback. The Administrative/Support Services Division will be conducting an employee survey prior to each planning period and could incorporate these issues, most of which relate directly to their mandate, into this survey. External perception of the Ministry is to be monitored by surveying user/public opinion. Each of the technical divisions are conducting annual spot surveys of their constituencies and could include "image" related questions in their surveys. This approach enables a more integrated approach to evaluating the Ministry's performance and further underscores the inter-relationships of the divisions and agencies.

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

**MINISTRY-WIDE ISSUES**

**ACTION PLAN**

| Objectives  | Tasks   | Person Responsible  | Time Table   |   |   |                           |                           |  |  |
|---|---|---|--|---|---|---------------------------|---------------------------|--|--|
|   |   |   | 1996<br>4 <sup>th</sup> Q  | 1997<br>1 <sup>st</sup> Q   | 1997<br>2 <sup>nd</sup> Q                               | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |  |  |
| <b>Objective</b><br><br><b>1 Improve representation and advocacy by administration regarding the Ministry's concerns and priorities</b> | 1 Prepare a joint communication strategy for the Ministry/Agencies<br><br>a) Redesignate/hire a communications specialist to serve the Ministry s needs<br>End Product Job description and personnel action<br><br>b) Prepare a Ministry wide communications plan<br>End Product Plan<br><br>c) Establish a steering committee to oversee implementation and provide on going input to the communications officer<br>End Product Interim progress reports | One representative from each Agency on Committee with DPS | █  | █   |   |                           |                           |  |  |
|   | <b>2 Improve work environment and facilities</b><br><br><ul style="list-style-type: none"> <li>• drinking water</li> <li>• telephone system</li> <li>• janitorial services</li> <li>• office layout and reception area</li> <li>• lunch/lounge area</li> <li>• equipment maintenance</li> <li>• office materials</li> <li>• transportation</li> </ul>   |   | 1 Mechanism for provision of pure drinking water<br>End Product Mechanism<br><br>2 Review telephone systems needs and meet them<br>End product List of needs<br><br>3 Significantly increase supervision and accountability and determine cause of inadequacies<br>End Product Contract or report on mechanisms to improve in house services<br><br>4 Review physical infrastructure including reception area and re organize office space and once approved implement the plan<br>End Product Recommendations from contractor<br><br>5 Review cost effectiveness of equipment repair contracts and implement<br>End product Maintenance contracts<br><br>6 Review current materials inventory and purchase processes and develop improved approach<br>End product Recommendations for new approach<br><br>7 Purchase a generator for the Ministry | PAS(G)<br><br>PAS(G)<br><br>PAS(G)<br><br>PAS(G)<br><br>DPS<br><br>PAS(F)<br><br>PAS(F) | █<br><br>█<br><br>█<br><br>█<br><br>█<br><br>█<br><br>█ |                           |                           |  |  |
|   |   |   |  |   |   |                           |                           |  |  |



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

## MINISTRY-WIDE ISSUES

### RESOUCE DEVELOPMENT PLAN

| TASKS  | RESOURCES NEEDED  | SOURCES   | FIRST STEP TO ACQUIRE                         |
|--|---|---|---|
| <p><b>Objective 1 Improve representation and advocacy by administration regarding the Ministry's concerns and priorities</b></p> <p>1 Prepare a joint communication strategy for the Ministry/Agencies</p> <p>a) Resdesignate a communications specialist to serve the Ministry s needs<br/>End Product Job description and personnel action</p> <p>b) Prepare a Ministry-wide communications plan<br/>End Product Plan</p> <p>c) Establish a steering committee to oversee implementation and provide on going input to the communications officer<br/>End Product Interim progress reports</p>   | <p>If new hire, salary<br/>If designation is in-house, training</p>                                     | <p>GoG<br/>BEEP</p>                                   | <p>Prepare and submit TORS</p>                |
| <p><b>2 Improve work environment and facilities</b></p> <p>1 Mechanism for provision of pure drinking water<br/>End Product Mechanism</p> <p>2 Review telephone systems needs and meet them<br/>End product List of needs</p> <p>3 Significantly increase supervision and accountability and determine cause of inadequacies<br/>End Product Contract or report on mechanisms to improve in house services</p> <p>4 Review physical infrastructure including reception area and re-organize office space and once approved implement the plan<br/>End Product Recommendations from contractor</p> <p>5 Review cost effectiveness of equipment repair contracts and implement<br/>End product Maintenance contracts</p> <p>6 Review current materials inventory and purchase processes and develop improved approach<br/>End product Recommendations for new approach</p> | <p>Monthly cost<br/>Installation and monthly costs</p> <p>Furniture, dividers, filing cabinets, etc</p> | <p>Operating budget<br/>Operating budget<br/>BEEP</p> | <p>Prepare as part of procurement request</p> |

| TASKS   | RESOURCES NEEDED   | SOURCES | FIRST STEP TO ACQUIRE                  |
|---|--------------------|---------|--|
| 7 Purchase a generator  | Funds for purchase | BEEP    | Prepare as part of procurement request |
| <p><b>3 Clarify/improve relationships and coordination among and between government agencies</b></p> <p>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<br/> <b>End product</b> Meetings conducted, Report on areas requiring revision due to unnecessary overlap</p>  |                    |         |  |
| <p><b>4 Improve the general morale by increasing rewards and incentives for quality performance</b></p> <p>1 Design an integrated approach to performance appraisal promotion raises and grievance management for the Agencies (GOINVEST GEPC GNBS)<br/> <b>End product</b> Revised internal policy</p> <p>2 Address the numerous acting positions within the Ministry and resolve same<br/> <b>End Product</b> Confirmation of positions where approved</p> <p>3 Recommend internal reward mechanisms such as best worker awards letters of commendations etc<br/> <b>End Product</b> List of institutionalized practices to recognize quality job performance</p> |                    |         |  |
| <p><b>5 Simulate interpersonal relationships to achieve higher levels of team spirit and team building across the Ministry</b></p> <p>1 Consult with the Ministry's staff to determine specific programs to enhance interpersonal relationships<br/> <b>End Product</b> Programs recommended</p> <p>2 Implement programs</p>  |                    |         |  |

## MINISTRY-WIDE ISSUES

### MONITORING AND EVALUATION PLAN

| TASKS  | INDICATOR  | METHOD OF EVALUATION                                     | CRITERIA FOR SUCCESS  |
|--|--|--|---|
| <p><b>Objective 1 Improve representation and advocacy by administration regarding the Ministry's concerns and priorities</b></p> <p>1 Prepare a joint communication strategy for the Ministry/Agencies</p> <p>a) Redesignate a communications specialist to serve the Ministry's needs<br/><b>End Product Job description and personnel action</b></p> <p>b) Prepare a Ministry wide communications plan<br/><b>End Product Plan</b></p> <p>c) Establish a steering committee to oversee implementation and provide on going input to the communications officer<br/><b>End Product Interim progress reports</b></p>   | Public perception of MTTI                                      | Sample survey  | Results show perception of MTTI as improving productivity and contributions to economic growth  |
| <p><b>2 Improve work environment and facilities</b></p> <p>1 Mechanism for provision of pure drinking water<br/><b>End Product Mechanism</b></p> <p>2 Review telephone systems needs and meet them<br/><b>End product List of needs</b></p> <p>3 Significantly increase supervision and accountability and determine cause of inadequacies<br/><b>End Product Contract or report on mechanisms to improve in house services</b></p> <p>4 Review physical infrastructure including reception area and re-organize office space and once approved implement the plan<br/><b>End Product Recommendations from contractor</b></p> <p>5 Review cost effectiveness of equipment repair contracts and implement<br/><b>End product Maintenance contracts</b></p> <p>6 Review current materials inventory and purchase processes and develop improved approach<br/><b>End product Recommendations for new approach</b></p> | Employee response to work environment<br>Employee productivity | Employee survey in July, 1997<br>End of year evaluations | Employees express increased satisfaction with the work environment<br>Evaluations reflect improved performance and increased productivity |

| TASKS   | INDICATOR  | METHOD OF EVALUATION  | CRITERIA FOR SUCCESS   |
|---|--|---|--|
| 7 Purchase a generator for MTTI   |  |   |  |
| <p><b>3 Clarify/improve relationships and coordination among and between government agencies</b></p> <p>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<br/> <b>End product</b> Meetings conducted, Report on areas requiring revision due to unnecessary overlap</p>  | <p>Employee Perception<br/> Number of collaborative activities</p> | <p>Survey of employees<br/> Tracking the number of collaborative activities</p> | <p>Survey shows increasing employee satisfaction<br/> Number of collaborations increases steadily</p>                                |
| <p><b>4 Improve the general morale by increasing rewards and incentives for quality performance</b></p> <p>1 Design an integrated approach to performance appraisal promotion raises and grievance management for the Agencies (GOINVEST GEPC GNBS)<br/> <b>End product</b> Revised internal policy</p> <p>2 Address the numerous acting positions within the Ministry and resolve same<br/> <b>End Product</b> Confirmation of positions where approved</p> <p>3 Recommend internal reward mechanisms such as best worker awards letters of commendations etc<br/> <b>End Product</b> List of institutionalized practices to recognize quality job performance</p> | <p>Employee perception<br/> Improved quality of products</p>       | <p>Employee survey<br/> Managers evaluations at the end of each year</p>        | <p>Results show increase in employee moral/feeling they are appreciated<br/> Manager's reviews site improved quality of products</p> |
| <p><b>5 Simulate interpersonal relationships to achieve higher levels of team spirit and team building across the Ministry</b></p> <p>1 Consult with the Ministry's staff to determine specific programs to enhance interpersonal relationships<br/> <b>End Product</b> Programs recommended</p> <p>2 Implement programs</p>  | <p>Employee perceptions</p>  | <p>Employee survey</p>  | <p>Results show perception that communication across the ministry has increased</p>  |

## II F TOURISM

### 1 Goals, Strategies, and Objectives

The Tourism Division is charged with development of Guyana's tourism industry in collaboration with the private sector. Numerous infrastructure problems such as transportation, accommodations, entertainment, roads, power, and emergency medical care hinder investment and tourism growth in a region of fierce competition for tourist dollars. Lack of resources (human, financial, and equipment), insufficient incentives, and the absence of a clear marketing strategy compound the challenge. At the time of the retreat, the Division was in the midst of exploring a merger of the Division with the Tourist Advisory Board to create an organization representing both public and private sector tourism concerns. This plan and other possible re-organizations continue to be considered as the Division seeks to overcome challenges and build stronger collaboration between the public and private sectors.

#### Goal

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

#### Strategies

Three major strategies will be used to address tourism issues: a) commission of a professional market analysis and strategy for Guyana, b) improvement of incentives for tourism investment, and c) a targeted approach to improvements in transportation and accommodations. In addition, the Division will strengthen its ability to achieve its mandate by continuing to explore the options and comparative advantages of re-organization and building internal capabilities through acquisition of informatics, access to data bases, and staff training.

#### Objectives

- A Conduct market research and analysis to facilitate the identification of market niches/segments leading to preparation of a marketing plan
- B Enhance the regulatory environment for Tourism
- C Facilitate investment in the tourism industry
- D Strengthen tourism development capabilities

- E Improve the reliability and quality of air transport services
- F Improve standards and quality of service in the hospitality sector

## **2 Anticipated Outcomes and End Products**

### **Anticipated Outcomes**

#### Immediate

- Equipment and software needs for the division will be identified and requested
- Meetings will be held with TAG, OAS and others involved in tourism marketing to discuss and integrate approaches to marketing
- A consultant will be hired to draft legislation on the regulation of tour operators and guides and on minimum standards for accommodations and entertainment
- A revised list of investment incentives will be drafted
- Data will be collected on the options and advantages of various tourism development organizational structures
- A list of data sources helpful to tourism development will be compiled
- A consultation will be held regarding improvements in air transport service
- A consultation will be held regarding improvements in accommodations

#### Medium Term

- A consultant will be hired to prepare a marketing analysis and strategy for Guyana tourism
- A market analysis and promotional strategy will be developed and presented for consideration
- Legislation will be submitted for passage
- Tourism incentives will be revised as part of the new investment code
- Strategies will be devised to streamline approvals for incentive requests
- If deemed advantageous, a new organizational structure will be devised for tourism development
- New equipment and software will be installed
- Data bases will be accessed
- Staff training needs will be assessed and a training program initiated
- A targeted marketing program will be initiated
- Recommendations to improve air transportation and accommodations will be submitted, reviewed, and implemented
- Training programs for the tourism sector will be offered

### Long Term

- Marketing activities will be refined and continued
- Staff training will continue to build Divisional capabilities
- Additional legislation will be drafted to improve the regulatory climate

### **End Products**

- Clarification of type of marketing assistance to be commissioned, November, 1996
- List of equipment and software, November 1996
- TORs for consultant to draft legislation, November, 1996
- Recommendations to improve incentives, November, 1996
- Recommended structure for tourism development, December, 1996
- List of data bases to access, December, 1996
- Equipment installed, January, 1997
- Report on results of consultation regarding accommodations, January, 1997
- TORs for marketing consultant, January, 1997
- Training program for internal staff recommended, February, 1997
- Legislation submitted for passage, February, 1997
- Tourism input to investment code, February, 1997
- Report on results of consultation regarding air transport services, March, 1997
- Market analysis and promotion plan submitted, March, 1997
- Training program for accommodations personnel, March, 1997
- Training program for air transportation personnel, April, 1997
- Marketing plan implemented, April-December, 1997

### **3 Monitoring and Evaluation**

The Tourism Division has set a goal of achieving 5 percent annual increases in tourism as a result of their marketing, legislation, enhanced investment incentives, and targeted sector strengthening. Full implementation of most of the strategies will not begin to yield results until the end of 1997. Therefore, evaluation based on increased tourism should compare 1998 figures with those of 1997. Additionally, a survey of investors and members of the tourism industry is proposed to identify new priority needs and to determine their satisfaction with the Division's efforts to improve incentives, legislation and infrastructure. This survey should be conducted around July of each year in order to use sector feedback to develop the next year's action plan. The Caribbean Tourism Organization has been systematically conducting periodic surveys of travelers throughout the Caribbean. Results of this survey will also be monitored on a regular basis to determine areas of improvement in tourists' responses.

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

## TOURISM

### ACTION PLAN

| Objectives  | Tasks   | Person Responsible      | Time Table                |                           |                           |                           |                           |
|---|---|-------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|   |   |                         | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |
| <b>1 Conduct market research and analysis to facilitate the identification of market niches/segments leading to preparation of a marketing plan</b> | 1 Convene meeting with TAG/OAS and others as deemed appropriate to coordinate plans and resources for marketing plans<br>End Product Clarified description of the type, scope of plan to be done by MTI | T Fraser                | ■                         |                           |                           |                           |                           |
|   | 2 Prepare project proposal and terms of reference for consultant  | K Bentinck              |                           | ■                         |                           |                           |                           |
|   | 3 Identify a consultant to provide the market research and analysis<br>End Product Consultant's recommendations   | BEEP                    |                           | ■                         |                           |                           |                           |
|   | 4 Prepare a marketing plan<br>End product Marketing plan and budget   | Consultant              |                           | ■                         | ■                         |                           |                           |
|   | 5 Conduct marketing activities in major markets based on the marketing plan<br>End Product Periodic progress reports on activities of the plan implementation   | K Bentinck /T Fraser    |                           |                           | ■                         | ■                         | ■                         |
|   | 6 Prepare promotional materials appropriate for the targeted markets<br>End Product Brochures, posters and videos   | T Fraser/Funding Agency |                           |                           |                           | ■                         |                           |
| <b>2 Enhance the regulatory environment for Tourism</b>   | 1 Prepare and introduce legislation for a) registration and regulation of tour operators and tour guides b) enforcement of minimum standards for the accommodation and entertainment sectors            |                         |                           |                           |                           |                           |                           |
|   | a) Prepare terms of reference for consultant to draft legislation   | K Bentinck              | ■                         |                           |                           |                           |                           |
|   | b) Draft legislation in consultation with the private sector<br>End Product Completed legislative items with key private sector endorsement   | Consultant              |                           | ■                         | ■                         |                           |                           |
| c) Submit legislation and provide necessary communication support to its passage<br>End Product Legislation passes                                  | T Fraser  |                         |                           | ■                         |                           |                           |                           |

| Objectives   | Tasks  | Person Responsible  | Time Table                |                           |                           |                           |                           |
|--|--|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|  |  |   | 1996<br>4 <sup>th</sup> Q | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |
| <b>3 Facilitate investment in the tourism industry</b> | 1 Revise the incentive package for tourism investment<br>a) Prepare a revised list of items for concessions consideration in the 1997 budget<br><b>End product Recommended revisions presented for approval</b><br>b) Work with BEEP consultant on the investment code to prepare revisions for use in 1998 budget request<br><b>End product Newly rationalized approach to incentives in the proposed investment code</b>   | Lesley Benjamin<br><br>T Fraser   | █                         |                           |                           | █                         |                           |
|  | 2 Improve strategies to streamline approvals for incentive requests<br>a) Refine the process<br><b>End Product Recommendations for refining the process</b><br>b) Educate tourism sector on the process<br><b>End Product Meetings with the tourism sector</b>   | K Bentinck  | █                         | █                         |                           |                           |                           |
| <b>4 Strengthen tourism development capability</b>     | 1 Review current structural limitations and if advantageous restructure the Division and/or create a new organizational unit for tourism development<br>a) Conduct further research on options and advantages and prepare proposal for a new administrative structure<br><b>End Product proposal</b><br>b) Determine status of the proposed new organization for Tourism Development<br><b>End Product Decision by Minister</b><br>c) If approved formalize/implement the new structure<br>1) Formalize the board<br><b>End Product Roster of proposed board members</b><br>2) Complete job descriptions and hire staff<br><b>End product Approved job descriptions</b><br>3) Complete physical arrangements for housing<br>d) If not approved determine structural changes in the current Tourism Division and implement<br><b>End Product Recommendations for changes and decisions to approve</b> | T Fraser/K Bentinck<br><br>Minister<br><br>Consultant<br><br>T Fraser<br><br>T Fraser<br><br>T Fraser | █                         | █                         | █                         | █                         |                           |

| Objectives  | Tasks   | Person Responsible   | Time Table                 |                           |                           |                           |                           |
|---|---|--|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|   |   |  | 1996<br>4 <sup>th</sup> Q  | 1997<br>1 <sup>st</sup> Q | 1997<br>2 <sup>nd</sup> Q | 1997<br>3 <sup>rd</sup> Q | 1997<br>4 <sup>th</sup> Q |
|   | <p>2 Acquire equipment and software for improved access processing and dissemination of information<br/>End product Equipment installed</p> <p>3 Acquire data bases to facilitate tourism development<br/>End Product List of sources and subscriptions, as needed</p> <p>4 Assess training needs and provide staff training<br/>End Product Training Program</p> | <p>T Fraser</p> <p>T Fraser</p> <p>T Fraser</p>                        | <p>■</p> <p>■</p> <p>■</p> |                           |                           |                           |                           |
| <b>5 Improve the reliability and quality of air transport services</b>      | <p>1 Hold consultation with airport management on improvements in services customer relations and facilities<br/>End Product Improved Customer Service</p> <p>2 Develop proposal on airport improvements<br/>End product Proposal document</p> <p>3 Develop proposal for training of airport personnel<br/>End Product Improved skills in customer relations</p>  | <p>T Fraser/ K Bentinck</p> <p>Lesley Benjamin</p> <p>Maureen Paul</p> | <p>■</p> <p>■</p> <p>■</p> |                           |                           |                           |                           |
| <b>6 Improve standards and quality of service in the hospitality sector</b> | <p>1 Identify strategies to influence quality and standards of infrastructural facilities<br/>End Product Report on recommendations</p> <p>2 Develop a proposal for training in the hospitality sector<br/>End product Proposal document</p> <p>3 Conduct training for personnel in the hospitality sector<br/>End Product Training program</p>                   | <p>A Emmanuel</p> <p>Maureen Paul</p> <p>K Bentinck</p>                | <p>■</p> <p>■</p> <p>■</p> |                           |                           |                           |                           |



| TASKS   | RESOURCES NEEDED  | SOURCE       | FIRST STEP TO ACQUIRE          |
|---|-------------------|--------------|--------------------------------|
| <p>c) Submit legislation and provide necessary communication support to its passage<br/> <b>End Product</b> Legislation passes</p>  |                   |              |                                |
| <p><b>Objective 3 Facilitate investment in the tourism industry</b></p> <p>1 Revise the incentive package for tourism investment</p> <p>a) Prepare a revised list of items for concessions consideration in the 1997 budget<br/> <b>End product</b> Recommended revisions presented for approval</p> <p>b) Work with BEEP consultant on the investment code to prepare revisions for use in 1998 budget request<br/> <b>End product</b> Newly rationalized approach to incentives in the proposed investment code</p> <p>2 Improve strategies to streamline approvals for incentive requests</p> <p>a) Refine the process<br/> <b>End Product</b> Recommendations for refining the process</p> <p>b) Educate tourism sector on the process<br/> <b>End Product</b> Meetings with the tourism sector</p> |                   |              |                                |
| <p><b>Objective 4 Strengthen tourism development capability</b></p> <p>1 Review current structural limitations and if advantageous restructure the Division and/or create a new organizational unit for tourism development</p> <p>a) Conduct further research on options and advantages and prepare proposal for a new administrative structure<br/> <b>End Product</b> proposal</p> <p>b) Determine status of the proposed new organization for Tourism Development<br/> <b>End Product</b> Decision by Minister</p> <p>c) If approved formalize/implement the new structure<br/> 1) Formalize the board<br/> <b>End Product</b> Roster of proposed board members</p>   | <p>Consultant</p> | <p>BEEP?</p> | <p>Prepare and submit TORs</p> |

| TASKS   | RESOURCES NEEDED   | SOURCE  | FIRST STEP TO ACQUIRE   |
|---|--|---|---|
| <p>2) Complete job descriptions and hire staff<br/>End product Approved job descriptions</p> <p>3) Complete physical arrangements for housing</p> <p>d) If not approved determine structural changes in the current Tourism Division and implement<br/>End Product Recommendations for changes and decisions to approve</p> <p>2 Acquire equipment and software for improved access processing and dissemination of information<br/>End product Equipment installed</p> <p>3 Acquire data bases to facilitate tourism development<br/>End Product List of sources and subscriptions, as needed</p> <p>4 Assess training needs and provide staff training<br/>End Product Training Program</p> | <p>Equipment/Software</p> <p>Subscription fees</p> <p>Training costs</p> | <p>BEEP</p> <p>BEEP (first year only)</p> <p>BEEP</p> | <p>Prepare list and submit with rest of the Ministry</p> <p>Prepare list of needs and submit</p> <p>Prepare and submit TORs</p> |
| <p><b>Objective 5 Improve the reliability and quality of air transport services</b></p> <p>1 Hold consultation with airport management on improvements in services customer relations and facilities<br/>End Product Improved Customer Service</p> <p>2 Develop proposal on airport improvements<br/>End product Proposal document</p> <p>3 Develop proposal for training of airport personnel<br/>End Product Improved skills in customer relations</p>  | <p>Training</p>  | <p>OAS/CTO</p>  |   |
| <p><b>Objective 6 Improve standards and quality of service in the accommodation sector</b></p> <p>1 Identify strategies to influence quality and standards of infrastructural facilities<br/>End Product Report on recommendations</p> <p>2 Develop a proposal for training in the hospitality sector<br/>End product Proposal document</p> <p>3 Conduct training for personnel in the hospitality sector<br/>End Product Training program</p>  | <p>Training</p>  | <p>OAS/CTO</p>  |   |

## TOURISM

### MONITORING AND EVALUATION PLAN

| TASKS   | INDICATOR  | METHOD OF EVALUATION   | CRITERIA FOR SUCCESS                              |
|---|--|--|---|
| <p><b>Objective 1 Conduct market research and analysis to facilitate the identification of market niches/segments leading to preparation of a marketing plan</b></p> <p>1 Convene meeting with TAG/OAS and others as deemed appropriate to coordinate plans and resources for marketing plans<br/> <b>End Product</b> Clarified description of the type, scope of plan to be done by MTTI</p> <p>2 Prepare project proposal and terms of reference for consultant</p> <p>3 Identify a consultant to provide the market research and analysis<br/> <b>End Product</b> Consultant's recommendations</p> <p>4 Prepare a marketing plan<br/> <b>End product</b> Marketing plan and budget</p> <p>5 Conduct marketing activities in major markets based on the marketing plan<br/> <b>End Product</b> Periodic progress reports on activities of the plan implementation</p> <p>6 Prepare promotional materials appropriate for the targeted markets<br/> <b>End Product</b> Brochures, posters and videos</p> | <p>Number of tourists coming from targeted regions</p> | <p>End of year (1997) review of tourism activity from targeted regions as compared to 1996</p> | <p>Increase of tourists from targeted regions</p> |
| <p><b>2 Enhance the regulatory environment for Tourism</b></p> <p>1 Prepare and introduce legislation for a) registration and regulation of tour operators and tour guides b) enforcement of minimum standards for the accommodation and entertainment sectors</p> <p>a) Prepare terms of reference for consultant to draft legislation</p> <p>b) Draft legislation in consultation with the private sector<br/> <b>End Product</b> Completed legislative items with key private sector endorsement</p>   | <p>The legislation</p>                                 |  | <p>Legislation passes</p>                         |

| TASKS   | INDICATOR  | METHOD OF EVALUATION   | CRITERIA FOR SUCCESS   |
|---|--|--|--|
| <p>c) Submit legislation and provide necessary communication support to its passage<br/> <b>End Product</b> <i>Legislation passes</i></p>   |  |  |  |
| <p><b>3 Facilitate investment in the tourism industry</b></p> <p>1 Revise the incentive package for tourism investment</p> <p>a) Prepare a revised list of items for concessions consideration in the 1997 budget<br/> <b>End product</b> <i>Recommended revisions presented for approval</i></p> <p>b) Work with BEEP consultant on the investment code to prepare revisions for use in 1998 budget request<br/> <b>End product</b> <i>Newly rationalized approach to incentives in the proposed investment code</i></p> <p>2 Improve strategies to streamline approvals for incentive requests</p> <p>a) Refine the process<br/> <b>End Product</b> <i>Recommendations for refining the process</i></p> <p>b) Educate tourism sector on the process<br/> <b>End Product</b> <i>Meetings with the tourism sector</i></p> | <p>Satisfaction of investors in private sector</p> | <p>Sample survey</p>   | <p>Survey results show increased satisfaction and a perception that the investment climate is improving</p>      |
| <p><b>Objective 4 Revise the Administrative Structure of the Tourism Division</b></p> <p>1 Review current structural limitations and if advantageous restructure the Division and/or create a new organizational unit for tourism development</p> <p>a) Conduct further research on options and advantages and prepare proposal for a new administrative structure<br/> <b>End Product</b> <i>proposal</i></p> <p>b) Determine status of the proposed new organization for Tourism Development<br/> <b>End Product</b> <i>Decision by Minister</i></p> <p>c) <i>If approved formalize/implement the new structure</i><br/> 1) Formalize the board<br/> <b>End Product</b> <i>Roster of proposed board members</i></p>   | <p>Division operations and products</p>            | <p>End of year review by the Minister and Division manager</p> | <p>Review shows that the new structure is improving operations and that the divisions' products are enhanced</p> |

| TASKS   | INDICATOR                                       | METHOD OF EVALUATION          | CRITERIA FOR SUCCESS  |
|---|---|-------------------------------|---|
| <p>2) Complete job descriptions and hire staff<br/><b>End product</b> <i>Approved job descriptions</i></p> <p>3) Complete physical arrangements for housing</p> <p>d) If not approved determine structural changes in the current Tourism Division and implement<br/><b>End Product</b> <i>Recommendations for changes and decisions to approve</i></p> <p>2 Acquire equipment and software for improved access processing and dissemination of information<br/><b>End product</b> <i>Equipment installed</i></p> <p>3 Acquire data bases to facilitate tourism development<br/><b>End Product</b> <i>List of sources and subscriptions, as needed</i></p> <p>4 Assess training needs and provide staff training<br/><b>End Product</b> <i>Training Program</i></p> |   |                               |   |
| <p><b>Objective 5 Improve the reliability and quality of air transport services</b></p> <p>1 Hold consultation with airport management on improvements in services customer relations and facilities<br/><b>End Product</b> <i>Improved Customer Service</i></p> <p>2 Develop proposal on airport improvements<br/><b>End product</b> <i>Proposal document</i></p> <p>3 Develop proposal for training of airport personnel<br/><b>End Product</b> <i>Improved skills in customer relations</i></p>  | Satisfaction of members of the tourist industry | Sample survey of the industry | Survey shows that the industry sees improvements in the airport and its treatment of tourists |
| <p><b>Objective 6 Improve standards and quality of service in the accommodation sector</b></p> <p>1 Identify strategies to influence quality and standards of infrastructural facilities<br/><b>End Product</b> <i>Report on recommendations</i></p> <p>2 Develop a proposal for training in the hospitality sector<br/><b>End product</b> <i>Proposal document</i></p> <p>3 Conduct training for personnel in the hospitality sector<br/><b>End Product</b> <i>Training program</i></p>  | Perceptions of tourists                         | On-going CTO survey           | Tourist responses to questions on accommodations show improvement                             |

### III IMPLEMENTATION PLAN

#### A Structure for Implementation

##### Division/Agency Task Forces

The Division and Agency groups formed at the retreat will continue to meet on a monthly basis to ensure timely implementation of their strategic plan. In some cases, new members have been added. The Task Forces will report progress to the Steering Committee through their chairperson. Membership is as follows:

#### 1 CAD/GNBS

|                             |  |
|-----------------------------|--|
| Paul Wharton, Chairman      | Director of Consumer Affairs           |
| Joseph Cumberbatch          | Senior Consumer Affairs Officer (SCAO) |
| Donna Marshall, Secretary   | Research Analyst                       |
| (Dr) Chatterpaul Ramcharran | Director, GNBS                         |
| Ms Sheree Trotman           | Asst Director, GNBS                    |

#### 2 FTD/GEPC

|                              |                                     |
|------------------------------|-------------------------------------|
| Willet Hamilton, Chairman    | Trade Consultant (ag)               |
| Kim Valentine                | Senior Foreign Trade Officer (SFTO) |
| Rajdai Jagarnauth, Secretary | Senior Foreign Trade Officer (SFTO) |
| Patrick Persaud              | Vice Chairman, GEPC                 |
| Pauline Jordan               | Personal Assistant, CEO             |

#### 3 TOURISM

|                            |  |
|----------------------------|--|
| Tessa Fraser, Chairperson  | Director of Tourism                            |
| Kenneth Bentinck           | Assistant Director of Tourism                  |
| Maureen Paul               | Tourism Development Officer (Marketing)        |
| Angela Emmanuel, Secretary | Tourism Development Officer (Public Relations) |
| Lesley Benjamin            | Research Analyst                               |

#### 4 INDUSTRIAL DEVELOPMENT/GO-INVEST

|                               |   |
|-------------------------------|---|
| Tarchan Ramgulam, Chairman    | Deputy Permanent Secretary (ag)         |
| Bridgette Morrison, Secretary | Director of Industrial Development (ag) |
| Gordon Spencer                | Industrial Development Analyst          |
| Dr Ivor Mitchell              | Director, Go-Invest                     |
| Wylock Sahadeo                | Investment Officer                      |

## 5 SUPPORT SERVICES

Neville Totaram, Chairperson  
Claudette Haynes Secretary  
Mohan Harrypaul  
Rowena Figuiera  
Edith Parag

Permanent Secretary (ag)  
Principal Assistant Secretary (G) (ag)  
Principal Assistant Secretary (F)  
Assistant Secretary (G) (ag)  
Senior Registry Supervisor (ag)

### Steering Committee

Management and coordination of plan implementation will be the responsibility of the Steering Committee, comprised primarily of Division and Agency heads and chaired by the Acting Permanent Secretary. All task forces are represented through their chairperson. In addition to management of the overall implementation of the strategic plan, the Steering Committee oversees the Ministry-wide plan and serves as the locus for planning next year's retreat and strategic planning process. The action plans coupled with the resource development and monitoring and evaluation charts provide the Task Force leaders with the necessary tools to effectively lead implementation. They will report their progress to the Committee on a monthly basis.

To facilitate efforts of the Steering Committee, an integrated action plan has been prepared and is included in the monitoring and evaluation section below. This action plan is synthesized on a monthly basis and can serve as a monthly agenda for Steering Committee meetings.

### **STEERING COMMITTEE**

Neville Totaram, Chairperson  
Tarchan Ramgulam  
Claudette Haynes, Secretary  
Mohan Harrypaul  
Paul Wharton  
Tessa Fraser  
Willet Hamilton  
Bridgette Morrison  
Dr Ivor Mitchell  
Dr Chatterpaul Ramcharran  
Patrick Persaud

Permanent Secretary (ag)  
Deputy Permanent Secretary (ag)  
Principal Assistant Secretary (G) (ag)  
Principal Assistant Secretary (F)  
Director of Consumer Affairs  
Director of Tourism  
Trade Consultant (ag)  
Director of Industrial Development (ag)  
Director, Go-Invest  
Director, GNBS  
Chief Executive Officer, GEPC

### Use of Consultants

Additional support is available to the Steering Committee through the services of consultants who are hired, based on specific terms of reference to complete discrete segments of the action plan. The USAID/BEEP Project has been identified in the

Resource Needs and Acquisition Plan as a principal source of consultant funding. The BEEP advisor to the Ministry of Finance is the lead contact person for all BEEP project support. The Project Management Unit for BEEP will work closely with area leaders to write the necessary terms of reference, taking further burden off of the Steering Committee. Other funding sources may also be available for some of this work and should be identified by the Task Forces and Steering Committee.

## **B Management, Monitoring and Evaluation**

### Steering Committee Oversight: An Integrated Action Plan

The following monthly charts are to serve as a management tool for the Steering Committee. They lay out activities and end products for each of the five goal areas on a monthly basis and can be readily used as an agenda for the Steering Committee's monthly meetings.

Charts through July, 1997 have been included in this planning document with the understanding that the 1997-98 strategic planning process will take place in July and the action plan will be updated to reflect shifts in the time frames and new activities added to the plan. At that time, monthly calendars should be prepared for the next year which include activities and end products reflected in this planning document that were re-confirmed during the planning process.

Space has been provided at the bottom of each calendar to write in items carried over from the previous month or added to the agenda.

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
OCTOBER, 1996**

| <b>Support Services</b>       | <b>CAD/GNBS</b>                         | <b>Trade/GEPC</b>                                | <b>Investment/Go-Invest</b>   | <b>Ministry-Wide</b>                                  | <b>Tourism</b>                |
|-------------------------------|---|--|-------------------------------|---|-------------------------------|
| 1 Staff skills inventory      | 1 Communication committee formed        | 1 Report on status of proposed trade policy unit | 1 Equipment and software list | 1 List of phone system needs                          | 1 Equipment and software list |
| 2 Equipment and software list | 2 Terms of reference for advisory board | 2 Equipment and software list                    |                               | 2 Report on janitorial services and maintenance       |                               |
|                               | 3 Equipment and software list           |  |                               | 3 Recs to improve supply inventory and procurement    |                               |
|                               |   |  |                               | 4 Progress report on confirmation of acting positions |                               |

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
NOVEMBER, 1996**

| <b>Support Services</b>   | <b>CAD/GNBS</b>  | <b>Trade/GEPC</b>  | <b>Investment/Go-Invest</b>  | <b>Ministry-Wide</b>  | <b>Tourism</b>   |
|---|--|--|--|---|--|
| <p>1 Inventory of staffing needs for all Divisions as per strategic plan</p> <p>2 Recommended internal training program</p> | <p>1 Public education and communications plan</p> <p>2 Advisory board mandate and procedures</p> <p>3 Cabinet memorandum on the advisory board</p> | <p>1 Donor requests to support the two new positions</p> | <p>1 Recommended content for the investment guide</p> <p>2 Work plan for completion of Coldingen</p> <p>3 Needs assessments for Go-Invest and the Division</p> <p>4 Draft plan for EPZ</p> | <p>1 Review of recommendations for re-allocation of space and remodeling of the reception area</p> <p>2 Report on status of pure drinking water</p> <p>3 Report on development of personnel policies for the agencies</p> | <p>1 Results of meeting with TAG and OAS regarding marketing</p> <p>2 Recommended TORs for consultant to draft legislation</p> <p>3 Recs for improved incentives</p> |

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
DECEMBER, 1996**

| <b>Support Services</b>                    | <b>CAD/GNBS</b>   | <b>Trade/GEPC</b>   | <b>Investment/Go-Invest</b>  | <b>Ministry-Wide</b>   | <b>Tourism</b>  |
|--|---|---|--|--|---|
| 1 Maintenance agreements for new equipment | 1 Advisory board work plan<br>2 List of standards to comprise 1997 work plan<br>3 Protocols and procedures for the complaints process<br>4 Report on staffing and location of complaints desk<br>5 Report on public education program | 1 Report on data collection on trade agreements<br>2 Report on first meeting with the private sector<br>3 Impact report on trade agreements | 1 Investment Guide presented<br>2 Report on first quarterly meeting with PSC | 1 Purchase requisition for the generator<br>2 Recs for an internal rewards program presented | 1 Recommended structure for tourism development<br>2 List of data bases and sources |

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
JANUARY, 1997**

| <b>Support Services</b>          | <b>CAD/GNBS</b>  | <b>Trade/GEPC</b>         | <b>Investment/Go-Invest</b>                      | <b>Ministry-Wide</b>   | <b>Tourism</b>   |
|----------------------------------|--|---------------------------|--|--|--|
| 1 Job descriptions for new staff | 1 Start-up of complaints desk<br>2 Creation of standards committees<br>3 Report on advisory board activities | 1 Report on future trends | 1 Report on consultant hired for investment code | 1 Report on installation of the generator<br>2 Progress report on space re-modeling and reutilization<br>3 Decision regarding the internal rewards program | 1 Report on results of accommodation consultation<br>2 TORs for marketing consultant |

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
FEBRUARY, 1997**

| <b>Support Services</b>                                  | <b>CAD/GNBS</b>  | <b>Trade/GEPC</b>   | <b>Investment/Go-Invest</b>  | <b>Ministry-Wide</b>   | <b>Tourism</b>  |
|--|--|---|--|--|---|
| 1 Communication and morale-building activities initiated | 1 Report on progress of the communication and public education program<br>2 Report on new standards drafted<br>3 Report on progress with complaints desk<br>4 Report on advisory board activities<br>5 Staff training needs assessment | 1 Budget submitted for future trade missions<br>2 Report on priority missions for setup of trade information<br>3 Progress report on acquisition of data bases<br>4 Staff training needs assessment results<br>5 Plan for unproved deployment of trade reps | 1 Drafted legislation for EPZ presented<br>2 Plan for Eccles presented<br>3 Report on methods for streamlining investment procedures<br>4 Installation of equipment<br>5 Staff training needs assessment | 1 Initiation of the internal rewards program<br>2 Report on initiation of morale and communications activities | 1 Recs for staff training program<br>2 Completed draft of legislation<br>3 Tourism input to investment code |

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
MARCH, 1997**

| <b>Support Services</b>                         | <b>CAD/GNBS</b>  | <b>Trade/GEPC</b>                        | <b>Investment/Go-Invest</b>   | <b>Ministry-Wide</b>                          | <b>Tourism</b>                              |
|---|--|--|---|---|---|
| 1 Report on status of new equipment             | 1 Evaluation of communications and public education program and plan for the next campaign | 1 List of additional data base needs     | 1 Draft investment code presented   | 1 Progress report on interpersonal activities | 1 Report on air transportation consultation |
| 2 Report on status of hiring new staff          | 2 Report on new standards drafted  | 2 Report on private sector seminar       | 2 Incentive program plan presented  |   | 2 Market analysis and marketing plan        |
| 3 Report on training program with new equipment | 3 Report on progress with complaints desk  | 3 Presentation on policy recommendations | 3 Report on second meeting with the PSC   |   | 3 Training recs for accommodation personnel |
|   | 4 Report on advisory board activities  |  | 4 Report on strategies to implement projects and strengthen bilateral relationships |   |   |
|   |  |  | 5 Progress report on the move to Sophia   |   |   |

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
APRIL, 1997**

| <b>Support Services</b>  | <b>CAD/GNBS</b>   | <b>Trade/GEPC</b>  | <b>Investment/Go-Invest</b>   | <b>Ministry-Wide</b> | <b>Tourism</b>   |
|--|---|--|---|----------------------|--|
| 1 Report on progress of the training program on the new equipment and software | 1 Start-up of second communications and public education program<br>2 Report on new standards<br>3 Report on progress with complaints desk<br>4 Report on advisory board activities | 1 Plan for development of display materials for trade promotion<br>2 Policy recommendations forwarded to Cabinet | 1 Report on progress of training program<br>2 Report on progress of the Eccles plan |                      | 1 Report on implementation of the marketing plan<br>2 Report on results of training for accommodation personnel<br>3 Report on status of legislation |

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
MAY, 1997**

| <b>Support Services</b>                          | <b>CAD/GNBS</b>   | <b>Trade/GEPC</b>  | <b>Investment/Go-Invest</b>  | <b>Ministry-Wide</b> | <b>Tourism</b>                     |
|--|---|--|--|----------------------|------------------------------------|
| 1 Report on the progress of the training program | 1 Report on public education and communications campaign<br>2 Report on progress with complaints desk<br>3 Report on advisory board activities<br>4 Report on new standards<br>5 Present staff survey | 1 Camera-ready trade materials presented<br>2 Status report on policy recommendations<br>3 Status report on work with the Embassies to set up trade information access<br>4 Progress report on work with trade reps<br>5 Feedback from meetings with the private sector<br>6 Report on additional trade seminars | 1 Present survey of service and product users<br>2 Progress report on implementation of EPZ plan |                      | 1 Present survey of tourism sector |

1 Initiate planning for the retreat

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
JUNE, 1997**

| <b>Support Services</b>          | <b>CAD/GNBS</b>   | <b>Trade/GEPC</b>  | <b>Investment/Go-Invest</b>                               | <b>Ministry-Wide</b> | <b>Tourism</b>             |
|----------------------------------|---|--|---|----------------------|----------------------------|
| 1 Report on staff survey results | 1 Report on public education and communications campaign<br>2 Report on progress with complaints desk<br>3 Report on advisory board activities<br>4 Report on new standards | 1 Printed trade materials and display plan presented<br>2 Status report on policy recommendations<br>3 Status report on work with the Embassies to set up trade information access<br>4 Progress report on work with trade reps<br>5 Feedback from meetings with the private sector<br>6 Report on additional trade seminars | 1 Report on survey results<br>2 Progress report on Eccles |                      | 1 Report on survey results |

1 Complete planning for retreat

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION  
JULY, 1997**

| <b>Support Services</b> | <b>CAD/GNBS</b>  | <b>Trade/GEPC</b>  | <b>Investment/Go-Invest</b>       | <b>Ministry-Wide</b> | <b>Tourism</b>                                     |
|-------------------------|--|--|-----------------------------------|----------------------|--|
|                         | <p>1 Report on public education and communications campaign</p> <p>2 Report on progress with complaints desk</p> <p>3 Report on advisory board activities</p> <p>4 Report on new standards</p> | <p>1 Status report on trade missions</p> <p>2 Status report on policy recommendations</p> <p>3 Status report on work with the Embassies to set up trade information access</p> | <p>1 Revised investment guide</p> |                      | <p>1 Report on results of marketing activities</p> |

1 Conduct retreat

Reports to the Minister An Integrated Monthly Agenda

The following provides a monthly account of the end products to be submitted for the Minister's review, reactions and eventual approval This listing is to serve as a management tool for the Minister in his monitoring of strategic planning activities

| Support Services   | CAD/GNBS   | Trade/GEPC   | Investment/G-I   | Ministry-Wide   | Tourism  |
|--|--|--|--|---|--|
| <p><b>November</b></p> <p>1 Inventory of staffing needs for all Divisions as per strategic plan</p> <p>2 Recommended internal training program</p> | <p>1 Public education and communications plan</p> <p>2 Advisory board mandate and procedures</p> <p>3 Cabinet memorandum on the advisory board</p>   | <p>1 Donor requests to support the two new positions</p>   | <p>1 Recommended content for the investment guide</p> <p>2 Work plan for completion of Coldingen</p> <p>3 Needs assessments for Go-Invest and the Division</p> <p>4 Draft plan for EPZ</p> | <p>1 Review of recommendations for re-allocation of space and remodeling of the reception area</p> <p>2 Report on status of pure drinking water</p> <p>3 Report on development of personnel policies for the agencies</p> | <p>1 Results of meeting with TAG and OAS regarding marketing</p> <p>2 Recommended TORs for consultant to draft legislation</p> <p>3 Recs for improved incentives</p> |
| <p><b>December</b></p> <p>1 Maintenance agreements for new equipment</p>   | <p>1 Advisory board work plan</p> <p>2 List of standards to comprise 1997 work plan</p> <p>3 Protocols and procedures for the complaints process</p> <p>4 Report on staffing and location of complaints desk</p> <p>5 Report on public education program</p> | <p>1 Report on data collection on trade agreements</p> <p>2 Report on first meeting with the private sector</p> <p>3 Impact report on trade agreements</p> | <p>1 Investment Guide presented</p> <p>2 Report on first quarterly meeting with PSC</p>  | <p>1 Purchase requisition for the generator</p> <p>2 Recs for an internal rewards program presented</p>   | <p>1 Recommended structure for tourism development</p> <p>2 List of data bases and sources</p>   |

| Support Services   | CAD/GNBS   | Trade/GEPC  | Investment/G-I   | Ministry-Wide  | Tourism  |
|--|--|---|--|--|--|
| <b>January</b><br>1 Job descriptions for new staff   | 1 Start up of complaints desk<br>2 Creation of standards committees<br>3 Report on advisory board activities   | 1 Report on future trends   | 1 Report on consultant hired for investment code   | 1 Report on installation of the generator<br>2 Progress report on space re-modeling and reutilization<br>3 Decision regarding the internal rewards program | 1 Report on results of accommodation consultation<br>2 TORs for marketing consultant   |
| <b>February</b><br>1 Communication and morale-building activities initiated  | 1 Report on progress of the communication and public education program<br>2 Report on new standards drafted<br>3 Report on progress with complaints desk<br>4 Report on advisory board activities<br>5 Staff training needs assessment | 1 Budget submitted for future trade missions<br>2 Report on priority missions for setup of trade information<br>3 Progress report on acquisition of data bases<br>4 Staff training needs assessment results<br>5 Plan for unproved deployment of trade reps | 1 Drafted legislation for EPZ presented<br>2 Plan for Eccles presented<br>3 Report on methods for streamlining investment procedures<br>4 Installation of equipment<br>5 Staff training needs assessment | 1 Initiation of the internal rewards program<br>2 Report on initiation of morale and communications activities   | 1 Recs for staff training program<br>2 Completed draft of legislation<br>3 Tourism input to investment code                        |
| <b>March</b><br>1 Report on status of new equipment<br>2 Report on status of hiring new staff<br>3 Report on training program with new equipment | 1 Evaluation of communications and public education program and plan for the next campaign<br>2 Report on new standards drafted<br>3 Report on   | 1 List of additional data base needs<br>2 Report on private sector seminar<br>3 Presentation on policy recommendations  | 1 Draft investment code presented<br>2 Incentive program plan presented<br>3 Report on second meeting with the PSC<br>4 Report on strategies to implement projects and                                   | 1 Progress report on interpersonal activities  | 1 Report on air transportation consultation<br>2 Market analysis and marketing plan<br>3 Training recs for accommodation personnel |

| Support Services  | CAD/GNBS   | Trade/GEPC  | Investment/G-I  | Ministry-Wide | Tourism   |
|---|--|---|---|---------------|---|
|   | <p>progress with complaints desk</p> <p>4 Report on advisory board activities</p>  |   | <p>strengthen bilateral relationships</p> <p>5 Progress report on the move to Sophia</p>                    |               |   |
| <p><b>April</b></p> <p>1 Report on progress of the training program on the new equipment and software</p> | <p>1 Start-up of second communications and public education program</p> <p>2 Report on new standards</p> <p>3 Report on progress with complaints desk</p> <p>4 Report on advisory board activities</p>                       | <p>1 Plan for development of display materials for trade promotion</p> <p>2 Policy recommendations forwarded to Cabinet</p>   | <p>1 Report on progress of training program</p> <p>2 Report on progress of the Eccles plan</p>              |               | <p>1 Report on implementation of the marketing plan</p> <p>2 Report on results of training for accommodation personnel</p> <p>3 Report on status of legislation</p> |
| <p><b>May</b></p> <p>1 Report on the progress of the training program</p>                                 | <p>1 Report on public education and communications campaign</p> <p>2 Report on progress with complaints desk</p> <p>3 Report on advisory board activities</p> <p>4 Report on new standards</p> <p>5 Present staff survey</p> | <p>1 Camera-ready trade materials presented</p> <p>2 Status report on policy recommendations</p> <p>3 Status report on work with the Embassies to set up trade information access</p> <p>4 Progress report on work with trade reps</p> <p>5 Feedback from meetings with the private sector</p> <p>6 Report on additional trade seminars</p> | <p>1 Present survey of service and product users</p> <p>2 Progress report on implementation of EPZ plan</p> |               | <p>1 Present survey of tourism sector</p>   |

| Support Services                                | CAD/GNBS  | Trade/GEPC   | Investment/G-I  | Ministry-Wide | Tourism                                     |
|---|---|--|---|---------------|---|
| <b>June</b><br>1 Report on staff survey results | 1 Report on public education and communications campaign<br>2 Report on progress with complaints desk<br>3 Report on advisory board activities<br>4 Report on new standards | 1 Printed trade materials and display plan presented<br>2 Status report on policy recommendations<br>3 Status report on work with the Embassies to set up trade information access<br>4 Progress report on work with trade reps<br>5 Feedback from meetings with the private sector<br>6 Report on additional trade seminars | 1 Report on survey results<br>2 Progress report on Eccles |               |   |
| <b>July</b>                                     | 1 Report on public education and communications campaign<br>2 Report on progress with complaints desk<br>3 Report on advisory board activities<br>4 Report on new standards | 1 Status report on trade missions<br>2 Status report on policy recommendations<br>3 Status report on work with the Embassies to set up trade information access  | 1 Revised investment guide                                |               | 1 Report on results of marketing activities |

### Use of Periodic and Annual Surveys

One method of evaluation recommended in the Monitoring and Evaluation Charts for each goal area is the use of queries and surveys to determine levels of satisfaction and emerging needs. The surveys can take many forms, from very informal to more extensive and structured written surveys. While informal forms of feedback assist Division and Department heads, the more formal annual evaluations provide valuable input for upper management as they evaluate the performance of the various Departments and Divisions.

More extensive and formal annual evaluations, such as written surveys, are recommended to evaluate the level of satisfaction of those who are end users of Ministry products and services, both within and outside the Ministry. These surveys can also be used to remain current on evolving needs and make continual adjustments. For example, the Minister will be a primary user of the data reports and policy papers which emanate from the Trade Policy Unit, however, there will be others in government and the private sector who will make use of the information. As capabilities across government are enhanced, their ability to use more data in more sophisticated ways will also increase. The combination of formal and informal interaction with users will enable the MAP unit to keep pace with (or even anticipate the learning curve of) its users and sustain a continued pattern of "learning" within the unit.

The use of formal and informal evaluation tools also contributes to the development of other's confidence in the Ministry. Those who rely upon MTTI services will sense the Ministry's commitment to excellence and will view the Ministry as highly results oriented. The sense of openness and transparency will also be enhanced.

### Next Planning Cycle

As illustrated in the charts, the next planning cycle will be planned by the Steering Committee beginning in May with a target date of mid-to-late July for the kick-off retreat. Using this schedule, the Ministry should be able to complete their 1997-98 strategic plan prior to completion of the annual budget. Hence, new initiatives can be included in the next year's budget request.