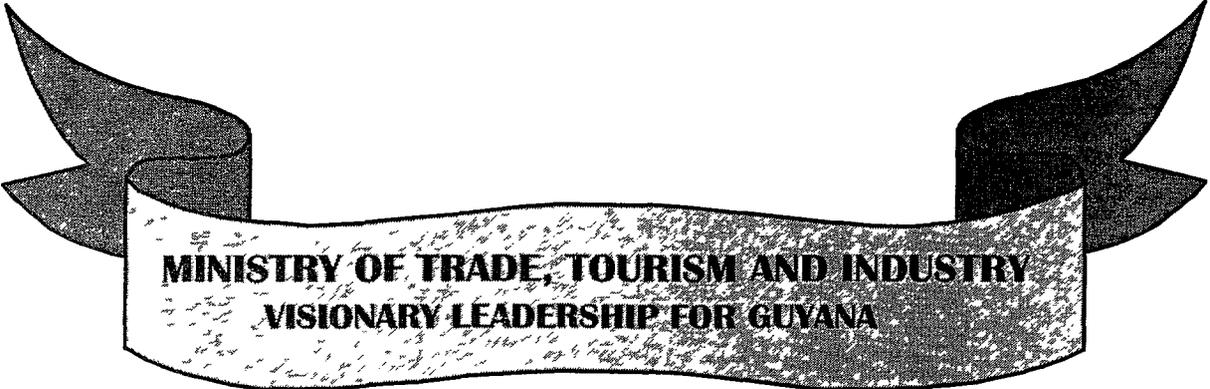


STRATEGIC PLAN
1997 - 1998



MINISTRY OF TRADE, TOURISM AND INDUSTRY
VISIONARY LEADERSHIP FOR GUYANA

**MINISTRY OF TRADE, TOURISM AND INDUSTRY
1997-98 STRATEGIC PLAN**

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MINISTRY OF TRADE, TOURISM AND INDUSTRY 1997-98 STRATEGIC PLAN

I THE PLANNING PROCESS

A Background and Context for Planning

Guyana's Ministry of Trade, Tourism and Industry is charged with the following mission

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

In light of this charge, Guyana's rapid shift to a private sector-led economy during a period characterized by intense competition within the region for market position presents a formidable challenge to the Ministry staff

The previous decade of financial hardships for the Government of Guyana weakened the Ministry through poor staff compensation resulting in heavy attrition, and an inability to keep up with technological advances. As a result, **and despite the comprehensive Public Service Reform of 1991**, the Ministry faces the challenges of 1997-98 with inadequate staffing, low wages, a few outdated computers with no access to data bases, and a deteriorating physical environment

To prepare for the challenges, the Ministry held its first strategic planning session in early September of 1996. The dialogue focused principally on getting the Ministry's internal house in order. As a result of this planning session, basic needs such as drinking water and renovation of the lobby were handled almost immediately, new computers with modems, printers, and copy machines were ordered and are to arrive in mid-August. Also to arrive in August are a generator and new air conditioners. Plans have been completed to renovate the facility and upgrade its electrical system. Funds have been earmarked to access data bases via the Internet and to provide training in the new software programs for the entire staff.

With internal improvements underway or scheduled in the near future, the 1997-98 planning session took place July 4-6, 1997 with a principal focus on the Ministry's constituencies and their needs. The theme was *Raising Standards of Service and Performance*, and the planning process began by defining the Ministry's standards and determining, through self-evaluation, the quality of the Ministry's current levels of performance. From there, the Divisions and Agencies worked together to identify their

major constituencies' needs and the degree to which the Ministry effectively meets them. Based on this data, the teams developed objectives and strategies to elevate the quality of their services and performance.

A distinguishing and highly effective feature of this year's planning session was the inclusion of stakeholders in the planning process. Their feedback and creative thinking grounded the dialogue and evaluations in reality while giving the stakeholders a deeper understanding of the inner workings of the Ministry.

The result is a strategic plan which focuses on three leading issues:

1. Improving the methods and frequency of Ministry communication with its constituencies. It must be emphasized that this is two-way communication: information on recent trends and Ministry initiatives flowing to the constituents and constituent needs and service evaluations being heard by the Ministry staff. Every division/agency has included objectives which reflect an understanding of the importance of frequent dialogue with the private sector.
2. Improving capability to access, process and disseminate current information needed by constituents to make effective business decisions. Arrival of the new equipment coupled with data base access and training in use of the system to generate timely reports and fact sheets promises to considerably elevate service in every division during 1997-98.
3. Installing and/or improving policies and regulations to support private sector-led growth. Both investment and trade require major policy formulation initiatives, tourism seeks to make considerable progress in the creation of standards for the tourism sector, and consumer affairs will be working closely with GNBS to improve standards for all goods and services, and to ensure that the public understands their rights as consumers.

B The Retreat

A two-and-a-half-day retreat marked the beginning of the planning process. Approximately fifty people attended the retreat, the majority of whom were Ministry staff. The stakeholders were invited to attend the opening session and the full day of planning on Saturday when constituency needs and the Ministry's services were analyzed.

Presentations by Minister Shree Chan, acting Permanent Secretary Neville Totaram, and Ministry Advisor Patterson Thompson kicked off the retreat Friday evening. The speeches given by the Minister and Permanent Secretary provide a clear understanding of the Ministry's context for planning, and the text is included following the brief description of the architecture of the retreat.

STRATEGIC PLANNING RETREAT 1997-98

MINISTRY OF TRADE, TOURISM AND INDUSTRY

ARCHITECTURE OF THE RETREAT

Theme Raising Standards of Service and Performance

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

Objectives

During the course of the retreat, participants will

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

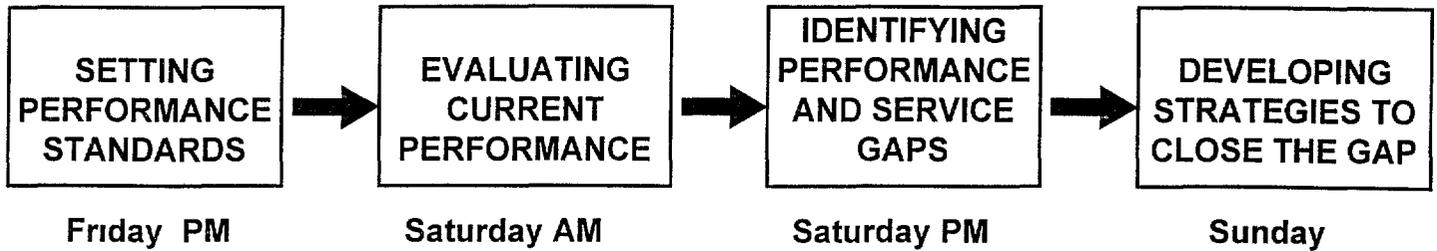
Based on the above, participants will

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

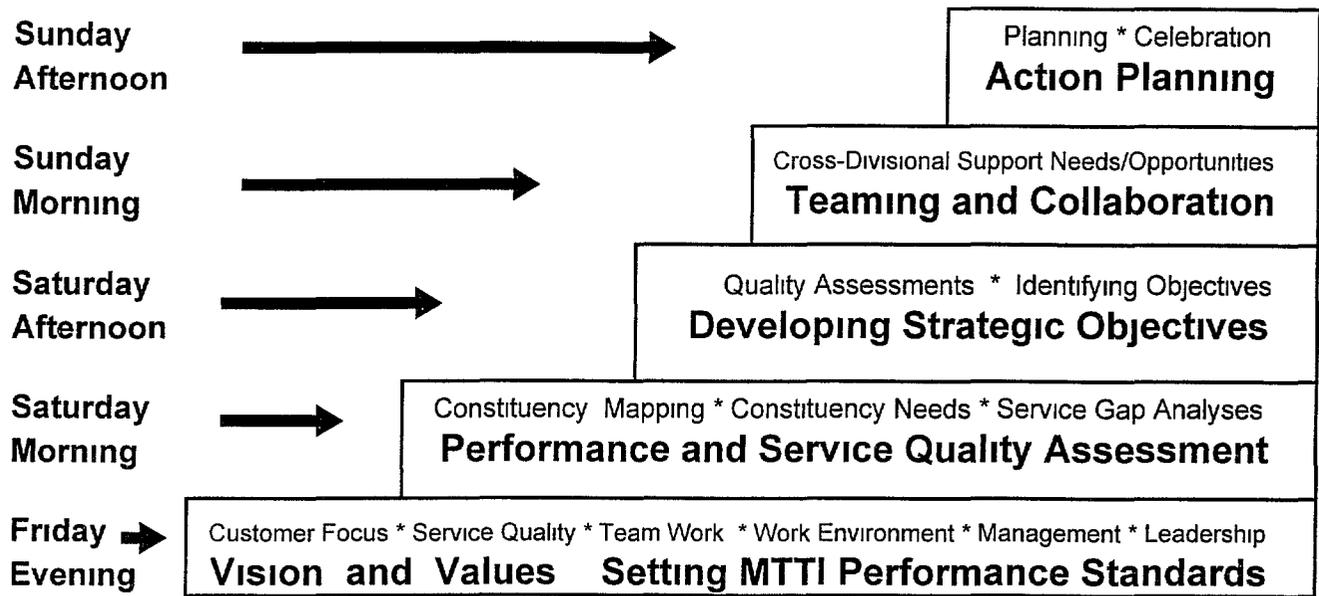
Products/Outcomes

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

Overview of Structural Logic



DESIGN STRUCTURE



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

MTTI STRATEGIC PLANNING RETREAT
OGLE MANAGEMENT TRAINING CENTRE

NOTES ON BRIEF STATEMENT MADE BY
HONOURABLE MINISTER MICHAEL SHREE CHAN TO FULL GROUP
ON SUNDAY, JULY 6, 1997 AT 10 45 - 11 00 HOURS

Mid-morning on Sunday 6/7/97, the final day of the Retreat, Minister Shree Chan offered his views and assessment of the Retreat process up to that time, based on his observations of the work of the various Division/Agency Groups

The Minister **noted**

- 1 That this second planning retreat revisits the first and builds upon the skills developed among staff during 1996 - 1997
- 2 The enthusiasm of staff at all levels and the fluid interaction among all ranks and professional levels in the Ministry
- 3 The participation of the agencies, GNBS, GEPC as well as Go-Invest, which will make communications easier after this inter action
- 4 That the exposure to strategic planning will build a capacity among the MTTI staff to pursue it as a working tool and not merely as a classroom or workshop exercise

Emphasized

- 5 His personal support for adherence to the Strategic Plan and encouraged all of the Ministry's Divisions and counterpart agencies to work together as an overall team to effectively discharge the mandate given to the Ministry by Cabinet
- 6 His personal support for the adherence to the system of monthly meetings to review progress of the implementation of the plan That these meetings are crucial to achieving the objective of a higher quality of service by the MTTI and higher self-esteem among staff They should involve all divisions and counterpart agencies
- 7 **Expressed** optimism at the outcomes of the Retreat and the prospects of the Ministry to build partnership with Stakeholders in future

**MTTI STRATEGIC PLANNING RETREAT
OGLE MANAGEMENT TRAINING CENTRE**

OPENING SESSION - JULY 4, 1997

NOTES FOR STATEMENT
BY NEVILLE B TOTARAM, PS (ag)

Mr Chairman
Honourable Minister
Special Invited Guests
Colleagues
Ladies and Gentlemen

In September 1996, the Senior Staff of the Ministry of Trade Tourism and Industry and the agencies that fall under the Ministry - GEPC, GNBS and Go-Invest - engaged in their first participatory Strategic Planning Process, resulting in a comprehensive plan for execution of capacity building and performance enhancement activities for each Division and Agency of the Ministry. Generally speaking that first Retreat focused on critical housekeeping matters such as internal communication, Division/Agency coordination, staff morale, etc

In preparation for this second Retreat and planning exercise the Senior Staff felt the need to demonstrate a clear movement from the housekeeping problem - solving focus to a more visionary constituency service focus. This explains the theme of this Retreat - "**Raising Standards of Service and Performance**" and it also explains the bold and necessary initiative to invite the major constituencies or stakeholders to participate in the substantive sessions of the Retreat

The Globalization Process

While **Globalization of production** and the **liberalization of trade** offer opportunities for all countries and enable developing countries to play a more active role in the World economy, these processes have also increased the complexity and challenges involved in interdependence, increasing the risks of instability and marginalization

Effective international and donor support (such as the BEEP Project, for example) is needed to help those at risk of exclusion or marginalization to address the challenges and take advantage of the opportunities, especially structurally weak economies such as Guyana

In economic terms globalization means that production and trade and commerce have become inextricably linked as two sides of the same development coin - so to speak

In **social terms** managing the globalization and liberalization process presents the major challenge for the social partners as a whole - and not only government

In **political terms** globalization means a redefined role for government

- At the international level governments must learn to cooperate in more areas than was done in the past
- At the national level government, that is the Public Sector, needs to work more closely with other social partners

Strategic Planning and Teambuilding, Chairman, is the essence of this Strategic Planning Retreat The desire of Government to be an effective and reliable facilitator to business development has to be underscored by critical appraisal and reorganisation The Private Sector speaks of **re-engineering** In the Public Sector it is **re-inventing government**

What is all this about? It is about making Strategic choices that will allow stakeholders and partners to utilise resources more efficiently to produce goods and services more competitively

Here's an advertisement I discovered recently in one of the fast growing Regional Trade Publication, Latin Trade It's by an Investment Bank - Santander Investment The Ad reads

- ☞ In emerging markets a **long-term strategy** is critical
- ☞ An in-depth **understanding** of the risks is vital
- ☞ But it is our ability to work as a **team with our clients** that is exceptional

So what are the priorities?

- 1 **Long-term Strategy** - a forward looking plan
- 2 **In-depth understanding** - information and knowledge (it pays to be informed, these days especially)
- 3 **Team work with clients** - Partnership and alliances

The Role of Government

The overriding concern with economic growth has led to a refocusing of government institutions and responsibilities

Redefining the role of government has taken on a certain urgency in the pursuit of economic efficiency and competitiveness. The restructuring that has followed has been influenced differently by ideological, political, structural and cultural contexts. Consistently, however, the preferred role of the government has changed from acting as the principal vehicle for socio-economic development to that of guiding and facilitating that development.

The principal point of reference in the adjustment of the traditional role of government is the increased participation of the non-governmental sectors, particularly the Business Community or Private Sector.

The structural adjustment process has in a large sense predetermined the role of the private sector as the engine of growth in the obvious quest for stable macro-economic policies, positive economic growth rates and better functioning markets.

Naturally, therefore, for the process of adjustment to be successful or for it to hold any prospects for real progress it will have to be circumscribed by a transparent and genuine **partnership** between government and Business -between the Public Sector and the Private Sector.

Engine of Growth

The main aims of the now global 'business oriented' adjustment process are basically to make the economy more efficient and to take the pressure off public finances or resources.

In the case of Guyana, the domestic private sector consists largely of small businesses and micro enterprises where business experience, especially in international marketing as well as access to resources is very limited. These constraints would naturally inhibit the overall capacity of the private sector to be the kind of "engine of growth" which is desired or needed in the adjustment of the economy.

In a small country like ours or small economy if you please, Mr. Chairman, resources are limited and constrained in the Public Sector, likewise in the Private Sector.

Against this background the **partnership** concept seems a logical approach or tool for economic recovery or reconstruction. This would alleviate the risks involved in wastage of resources or duplication of efforts and enhance the quality (certainly the information) in the decision making process.

The institutional strengthening effort we undertake over the next three days I believe should enable us to

- * Define and articulate, with the assistance of our stakeholding partners, the desired relationship between the Ministry and its major constituencies.

- * Establish Vision and Value Statements which will serve as benchmarks for Ministry performance and that of its Agencies

We are taking a small step but an extremely critical first step, I daresay

I heard one of our prominent businessmen said recently, that in these changing times the Public Sector should be run like a business or be more business like

Well "for any business which depends for its ultimate survival on satisfying a market, meeting a customer's requirements is clearly vital

In this sense therefore, quality is the core task of a business. It is not an option. It is essential for survival" - for the Ministry and its constituencies. This I believe is a major preoccupation for us at this Retreat

Thank you

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

LIST OF PARTICIPANTS

ADMINISTRATIVE/SUPPORT SERVICES

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

FOREIGN TRADE

- 8 Willet Hamilton - TC (ag)
- 9 Kim Valentine - SFTO
- 10 Rajdar Jagarnauth - SFTO
- 11 Clifford Zammatt - SFTO (ag)
- 12 Lancelot Wills - FTO
- 13 Jermonica Walcott - FTO (ag)
- *14 Dylcia Sylvester - Conf Secty

*15 Dermot Noble - Accts Clerk

CONSUMER AFFAIRS

16 Paul Wharton - DCA

17 Joseph Cumberbatch - SCAO

18 Donna Marshall - R/Analyst

19 Muriel Tinnis - R/Asst

*20 June Hyman - Con Sec (ag)

*21 Kamlapattie Ramnarine - Con Sec (ag)

TOURISM

22 Tessa Fraser - DOT

23 Maureen Paul - TDO

24 Kenneth Bentinck - ADOT

25 Lesley Benjamin - R/Analyst

26 Angela Emmanuel - TDO

*27 Veronica Tappin - Conf Secty

*28 Avonie Lekha - Reg Sup (ag)

INDUSTRIAL DEVELOPMENT

29 Tarchan Ramgulam - DPS (ag)

30 Bridget Morrison - DID (ag)

31 Gordon Spencer - IDA

32 Sharon David - IDA

*33 Mignon Hope - Accounts Clk III

EXPORT PROMOTION COUNCIL

34 Laxhmie Kallicharran - CEO (ag)

35 Adeola Simon - EPO

36 Ronald Doorgen - Accountant

G N B S

37 Chatterpaul Ramcharran - Director

38 Sheree Trotman - Asst Director

39 Samantha Singh - Technical Officer

40 Michelle Caesar - Accountant

41 David Olton - Technical Officer I

42 Donna Sealey - Admin Asst

GO-INVEST

43 Patrick Mootoo - Senior Investment Officer

STAKE HOLDERS

- Trade and Industry

44 Inge Nathoo - Exec Secty GMA

- **Consumer Affairs**

45 Patrick Dial - Pres GCA

46 Eileen Cox - Pres CAB

47 Carlton James - Consultant (Communication)

- **Tourism**

48 Donald Sinclair - Chairman TAB

49 Richard Humphrey - Pres TAG

50 Colette Mc Dermott - Exec Dir TAG

BEEP PROJECT

51 P A Thompson - Advisor (MTTI)

52 Kandell Bentley- Baker - Facilitator

53 Karen Hinds - Project Officer

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

GUEST SPEAKERS (Lunch Time)

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

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

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

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



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

DIVISION/AGENCY GROUPS

ADMINISTRATIVE/SUPPORT SERVICES

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

FOREIGN TRADE

- 9 Willet Hamilton - TC (ag)
- 10 Kim Valentine - SFTO
- 11 Rajdai Jagarnauth - SFTO
- 12 Clifford Zammett - SFTO (ag)
- 13 Lancelot Wills - FTO

- 14 Jermonica Walcott - FTO (ag)
- *15 Dylcia Sylvester - Conf Secty
- *16 Dermot Noble - Accts Clerk
- 17 Laxhmie Kallicharran - CEO (ag), GEPC
- 18 Adeola Simon - EPO, GEPC

CONSUMER AFFAIRS/GNBS

- 19 Paul Wharton - DCA
- 20 Joseph Cumberbatch - SCAO
- 21 Donna Marshall - R/Analyst
- 22 Muriel Tinnis - R/Asst
- *23 June Hyman - Con Sec (ag)
- *24 Kamlapattie Ramnarine - Con Sec (ag)
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- 26 Sheree Trotman - Asst Director
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- 28 Michelle Caesar - Accountant
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- 35 Maureen Paul - TDO
- 36 Kenneth Bentinck - ADOT
- 37 Lesley Benjamin - R/Analyst
- 38 Angela Emmanuel - TDO
- *39 Veronica Tappin - Conf Secty
- *40 Avonie Lekha - Reg Sup (ag)
- 41 Donald Sinclair - Chairman TAB
- 42 Richard Humphrey - Pres TAG
- 43 Colette Mc Dermott - Exec Dir TAG

INDUSTRIAL DEVELOPMENT/GO-INVEST

- 44 Tarchan Ramgulam - DPS (ag)
- 45 Bridget Morrison - DID (ag)
- 46 Gordon Spencer - IDA
- 47 Sharon David - IDA
- *48 Mignon Hope - Accounts Clk III
- 49 Patrick Mootoo - Senior Investment Officer
- 50 Inge Nathoo - Exec Secretary, GMA

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

C. MINISTRY OF TRADE, TOURISM AND INDUSTRY VISION AND VALUES

1. VISIONARY LEADERSHIP OF GUYANA

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

2. A CONSTANT FOCUS ON CONSTITUENCY NEEDS

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

3. QUALITY SERVICE

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

4. TEAM WORK

We aspire together to achieve common goals and objectives

5. EFFECTIVE MANAGEMENT PRACTICES

We exercise rational participatory management worthy of emulation

6. A FACILITATING WORK ENVIRONMENT

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

II DIVISION AND AGENCY PLANS OF ACTION, RESOURCE DEVELOPMENT AND MONITORING/EVALUATION

The following planning documents have been constructed in chart form to facilitate their use as management tools over the coming year. 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 goal, objectives and lead strategies identified to meet the challenges facing each Division/Agency are listed

- *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 achieve 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

A ADMINISTRATION/SUPPORT SERVICES

Retreat Participants from Administration/Support Services

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

The action plan, resource development plan, and monitoring/evaluation plan that follows is the product of those listed above. While the plans do not encompass the day-to-day tasks that are required of them, they address the primary initiatives to be instituted over the coming year designed to make significant improvements in the work environment and general productivity of the Ministry of Trade, Tourism and Industry and the Ministry's affiliated agencies.

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

1997-98 Lead Objectives

- 1 Improve the MTTI working environment and physical space

Strategies remodeling of facility, staff training in industrial relations in collaboration with the public service union

- 2 Improve Ministry staff performance and morale

Strategy provision of counseling to the staff

- 3 Improve Ministry in-house and interdivisional/agency communication

Strategy regular meetings of staff, divisions and agencies

- 4 Improve staff performance through the use of existing and new equipment, and promote access to improved technology

Strategy installation of new equipment and staff training

Immediate/Short-term Activities

- 1 Request funds for remodeling August, 1997
- 2 Meet with the union branch to schedule staff training sessions August, 1997
- 3 Request funds for training of two personnel staff in counseling skills August, 1997
- 4 Implement monthly staff meetings and regular meetings for divisions and divisions and agencies August and September, 1997
- 5 Oversee installation of new equipment August, 1997
- 6 Identify training needs in use of equipment and software and request funds August, 1997
- 7 Send staff for training in personnel counseling October, 1997

Medium Term Activities

- 1 Conduct in-house training of division heads in counseling skills Dec 1997 - Feb 1998
- 2 Conduct staff training sessions in collaboration with the public service union Jan 1998 - June 1998
- 3 Review results of the staff's computer training and determine the need for additional training February, 1998
- 4 Monitor success of monthly staff meetings March, 1998
- 5 Assess need for additional equipment and software March, 1998
- 6 Request additional equipment/software as needed March, 1998
- 7 Oversee renovations of the facility March - May, 1998

Long-term and

On-going Activities

- 1 Conduct staff survey of satisfaction with improvements in the work environment and support services May, 1998 Every six months thereafter
- 2 Conduct monthly staff meetings to share progress and discuss Ministry issues On-going
- 3 Scan for training opportunities and seek funding to send staff members to local and off-shore training programs On-going
- 4 Continually train new staff in industrial relations On-going
- 5 Provide counseling services to staff members On-going

Monitoring and Evaluation Activities

- 1 Staff survey of satisfaction conducted in May, 1998 and every six months thereafter
- 2 Checking of computers following installation in August, 1997
- 3 Survey in March, 1998 of staff and supervisors regarding satisfaction with computer training and the need for additional training
- 4 Monitoring of frequency of staff, division, and division/agency meetings

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

ADMINISTRATION/SUPPORT SERVICES

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time				Table	
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
1 Improve the MTTI Working Environment and Physical Space	<p>1 Support the remodeling of MTTI and GEPC</p> <p>a) Request funding to implement the floor plan survey</p> <p>b) Plan for accommodation of staff needs for work continuity during the course of remodeling</p> <p>c) Oversee remodeling to ensure that plans are being properly implemented</p> <p>End product Successful remodeling and uninterrupted work flow</p>	PAS (g) and CEO Ministry admin personnel	—				—	
	<p>2 Collaborate with the Ministry s Union Branch to implement staff development programs on industrial relations</p> <p>a) Educate staff on union membership rights obligations and technical training opportunities through periodic workshops</p> <p>b) Educate staff on public sector rules and regulations</p> <p>End product Workshops for staff</p>	PAS(g) and SPO Branch rep /PSM	—					
2 Improve Ministry Staff Performance and Morale	<p>1 Implement a training program for the personnel staff in counseling skills in order to provide counseling staff members as needed</p> <p>a) Develop a clear statement of type and application of skills</p> <p>b) Identify the training program (local or abroad) and seek funds</p> <p>c) Acquire training</p> <p>End Product Training program, personnel are trained</p>	Personnel staff in admin		—				
	<p>2 Personnel staff provide mini version of their training program to departmental supervisors</p> <p>a) Consult with supervisors to determine the content that would be useful to them</p> <p>b) Design and conduct the workshop</p> <p>End Product Workshop for supervisors</p>				—			

Objectives	Tasks	Person Responsible	Time		Table			
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
3 Improve Ministry In-house and Inter-divisional/Agency Communication	<p>1 Implement regular monthly sessions for departmental presentations and updates and general staff discourse</p> <p>a) Confer with staff to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well attended monthly meetings</p>	PAS (g) and heads of Dept and Divisions	—					
	<p>2 Implement closed door Division sessions to update staff on related division specific issues</p> <p>a) Confer with division heads to develop consensus on monthly meetings their focus/agenda and a mutually convenient time for meetings</p> <p>End Product Well attended productive meetings</p>	Division and Department heads	—					
	<p>3 Implement closed door sessions for interdepartmental and agency interaction at the technical level</p> <p>a) Confer with staff to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well attended monthly meetings</p>	Division and Agency Heads	—					
4 Improve staff performance through the use of existing and new equipment and promote access to improved technology	<p>1 Support installation of new equipment coming in August</p> <p>a) Ensure that equipment is installed in the right places and set up properly for planned use</p> <p>End Product Equipment in place</p>	PAS(f) accountant and PAS(a)	—					
	<p>2 Enhance staff skills in the use of computers</p> <p>a) Prepare a comprehensive list of computer training needs and numbers of trainees in each area Include internal and agency personnel</p> <p>b) Formally request BEEP assistance in computer training</p> <p>c) Conduct training</p> <p>d) Monitor training effectiveness and promote on going development of skills</p> <p>End Product Training programs</p>	PAS(g) consultant PAS(g) SPO		—		—		

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

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>2 Personnel staff provide mini version of their training program to departmental supervisors</p> <p>a) Consult with supervisors to determine the content that would be useful to them</p> <p>b) Design and conduct the workshop</p> <p>End Product Workshop for supervisors</p>	<p>Trainers and training materials</p>	<p>Internal MTTI</p>	<p>Internal allocation</p>
<p>Objective 3 Improve Ministry In-house and Inter-divisional/Agency Communication</p> <p>1 Implement regular monthly sessions for departmental presentations and updates and general staff discourse</p> <p>a) Confer with staff to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well-attended monthly meetings</p> <p>2 Implement closed door Division sessions to update staff on related division-specific issues</p> <p>a) Confer with division heads to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well-attended productive meetings</p> <p>3 Implement closed-door sessions for interdepartmental and agency interaction at the technical level</p> <p>a) Confer with staff to develop consensus on monthly meetings, their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well-attended monthly meetings</p>	<p>Staff time</p>	<p>Internal MTTI</p>	<p>Internal allocation</p>

ADMINISTRATION/SUPPORT SERVICES

MONITORING AND EVALUATION

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>Objective 1 Improve the MTTI Working Environment and Physical Space</p> <p>1 Support the remodeling of MTTI and GEPC</p> <p>a) Request funding to implement the floor plan survey b) Plan for accommodation of staff needs for work continuity during the course of remodeling c) Oversee remodeling to ensure that plans are being properly implemented</p> <p>End product Successful remodeling and uninterrupted work flow</p> <p>2 Collaborate with the Ministry's Union Branch to implement staff development programs on industrial relations</p> <p>a) Educate staff on union membership rights, obligations and technical training opportunities through periodic workshops b) Educate staff on public sector rules and regulations</p> <p>End product Workshops for staff</p>	<p>Staff recognition of improvements</p>	<p>Staff survey</p>	<p>Response shows staff satisfaction with improvements in the work environment</p>
<p>Objective 2 Improve Ministry Staff Performance and Morale</p> <p>1 Implement a training program for the personnel staff in counseling skills in order to provide counseling staff members as needed</p> <p>a) Develop a clear statement of type and application of skills b) Identify the training program (local or abroad) and seek funds c) Acquire training</p> <p>End Product Training program personnel are trained</p>	<p>Same as above</p>		

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>2 Personnel staff provide mini version of their training program to departmental supervisors</p> <p>a) Consult with supervisors to determine the content that would be useful to them</p> <p>b) Design and conduct the workshop</p> <p>End Product Workshop for supervisors</p>			
<p>Objective 3 Improve Ministry In-house and Inter-divisional/Agency Communication</p> <p>1 Implement regular monthly sessions for departmental presentations and updates and general staff discourse</p> <p>a) Confer with staff to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well-attended monthly meetings</p> <p>2 Implement closed door Division sessions to update staff on related division-specific issues</p> <p>a) Confer with division heads to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well-attended productive meetings</p> <p>3 Implement closed-door sessions for interdepartmental and agency interaction at the technical level</p> <p>a) Confer with staff to develop consensus on monthly meetings their focus/agenda, and a mutually convenient time for meetings</p> <p>End Product Well-attended monthly meetings</p>	<p>Continued scheduling of and attendance to meetings</p> <p>Staff attitude</p>	<p>Monitoring of meeting occurrence</p> <p>Staff survey (same as objective 1 and 2)</p>	<p>Meetings are held regularly</p> <p>Staff expresses belief that communication has improved</p>

B CONSUMER AFFAIRS AND THE GUYANA NATIONAL BUREAU OF STANDARDS

Retreat Participants from Consumer Affairs and GNBS

Paul Wharton - DCA

Joseph Cumberbatch - SCAO

Donna Marshall - R/Analyst

Muriel Tinnis - R/Asst

June Hyman - Con Sec (ag)

Kamlapattie Ramnarine - Con Sec (ag)

Chatterpaul Ramcharran - Director, GNBS

Sheree Trotman - Asst Director

Samantha Singh - Technical Officer

Michelle Caesar - Accountant

David Olton - Technical Officer I

Donna Sealey - Admin Asst

Patrick Dial - Pres GCA

Eileen Cox - Pres CAB

Carlton James - Consultant (Communication)

The action plan, resource development plan, and monitoring/evaluation plan that follows is the product of those listed above. While the plans do not encompass the day-to-day tasks that are required of them, they address the primary initiatives to be instituted over the coming year designed to make significant improvements in the

services provided for consumer protection of the citizens of Guyana. They represent lead initiatives for both the Ministry and its affiliated agency, the Guyana National Bureau of Standards.

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

1997-98 Lead Objectives

- 1 Improve public understanding of their consumer rights and the role of the MTTI Consumer Affairs Division and GNBS

Strategy Develop and implement an integrated public education and communication program and intensified public relations

- 2 Intensify standardization directly related to consumer interests and needs

Strategy Survey the public to determine needs, develop new standards based on the survey, and improve inspection and enforcement

- 3 Improve services and staff capabilities in MTTI, GNBS and other consumer protection organizations

Strategy Identify, design and provide structured training for internal and external consumer protection staff

- 4 Improve coordination among the consumer protection bodies with emphasis on policies, legislation and regulation

Strategy Formalize and intensify activities of the National Advisory Consumer Protection Committee

- 5 Restructure the national legal metrology system

Strategy Move responsibility for LMS to MTTI/GNBS, make structural changes and train inspectors

- 6 Improve representation for consumer complaints

Strategy Implement the Hot Line and explore possible collaboration and cooperation with the Legal Aid Centre

Immediate/Short-term Activities

- 1 Review communications committee, update membership, and provide training for two members in communications August, 1997
- 2 Request assistance to develop a communication strategy August, 1997
- 3 Complete formalizing work with the Advisory Committee August, 1997
- 4 Seek cabinet approval for the Committee structure/mission and Stipends August, 1997
- 5 Seek Cabinet approval for transfer of responsibility for LMS August, 1997
- 6 Provide dedicated phone line and computer for hot line August, 1997
- 7 Convene meeting with Legal Aid Centre to ascertain level of cooperation and collaboration September, 1997
- 8 Conduct a one-day session for GNBS and CAD staff to plan joint activities September, 1997
- 9 Establish a training committee of consumer groups to determine training and technical assistance needs September, 1997
- 10 Identify resources for the public education campaign September, 1997
- 11 Complete work plan for the Advisory Committee September, 1997
- 12 Conduct surveys of NGO and consumer groups to determine training and technical assistance needs October, 1997
- 13 Send staff from GNBS and CAD to off-shore training in communication October, 1997
- 14 Collect information on training programs available in consumer protection October, 1997
- 15 Begin implementation of public education campaign October, 1997
- 16 Begin structural changes in the LMS October, 1997
- 17 Develop hot line protocols and procedures and train hotline staff October, 1997
- 18 Train weights and measures inspectors October-December, 1997
- 19 Begin hot line November, 1997

Medium-term

- 3 Provide communication training to members of the Advisory Committee February, 1998
- 4 Begin training and technical assistance for NGOs and other consumer protection organizations February, 1998
- 5 Compile data on consumer priority needs for standardization January-February, 1998
- 6 Implement new LMS program February, 1998
- 7 Access standards existing in other countries and adapt to Guyana's needs April - on-going
- 8 For standards not available for purchase, design new ones April - on-going
- 9 Begin monitoring hotline effectiveness February - ongoing

**Long-term and
On-going
Activities**

- 1 Monitor effectiveness of the public education program and make corrections and interventions as needed
- 2 Adopt new standards and monitor/ensure enforcement
- 3 Conduct regularly scheduled meetings between MTTI/CAD and GNBS to share technical information and plan joint activities
- 4 Survey public opinion on the effectiveness of the Ministry and GNBS
- 5 Provide institutional strengthening to consumer protection groups
- 6 Provide staff support to the National Consumer Protection Advisory Committee
- 7 Manage/monitor the consumer hotline and analyze public complaints as part of on-going planning

**Monitoring and
Evaluation
Activities**

- 1 Survey of public awareness of their consumer rights and of their understanding of the role and effectiveness of MTTI/CAD and GNBS Also survey public opinion on the effectiveness of CAD/GNBS services Conduct baseline study as soon as possible and conduct regular surveys bi-annually
- 2 Determine the desired number of new standards to be passed in 1998 Conduct end-of-year accounting to determine effectiveness
- 3 Determine the desired number of collaborative activities to be implemented by the Advisory Committee and tally number at the of 1998
- 4 Determine the desired rate of use of the consumer hotline and track the number of calls coming in per day A relatively high

rate of use should be desired in the hotline's initial start-up with the number of calls decreasing as complaints are taken care of

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

CONSUMER AFFAIRS/GNBS

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
1 Improve public understanding of their consumer rights and the role of MTI consumer Affairs Division and GNBS	1 Initiate committee activity to oversee the program and promote amicable relations with the public a) Review committee member list to determine changes/additions b) Develop clear outcome statements for committee work c) Provide overseas training in communication for two members of the committee one from GNBS and the other from MTI/CAD End product A working committee	DCA and GNBS Director	—					
	2 Prepare a detailed communication strategy to guide the public education program a) Seek assistance to the committee to develop the program strategy b) Develop clear outcome statements for the education program and do TORs c) Conduct the workshop to prepare the plan End Product Public education program plan document		—	—				
	3 Identify resources for the program prepare a proposal and acquire approvals End product Funding plan, decision to approve			—				
	4 Implement the program a) Develop a work place for implementation in order to coordinate efforts of the various groups involved b) Conduct activities c) Use feedback gathered from the public to develop new priority agenda for the Division and Agency d) Evaluate the program s effectiveness and repeat the campaign with improvements each year using the new agenda End products Work plans, program activities, evaluation instruments, new agendas	DCA and GNBS Director						
	5 Train persons attached to the public education program to develop and use effective							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>feedback mechanisms and develop and focus specific PR programs for them to implement</p> <p>a) Prepare terms of reference for consultant to provide training or provide through the internal staff that was trained abroad</p> <p>b) Conduct training</p> <p>End Product Training program, public relations initiatives, surveys and other feedback instruments, report on evaluation results</p>							
2 Intensify standardization directly related to consumer interests and needs	<p>1 Identify priority areas in collaboration with consumer bodies regulatory bodies and through consumer surveys</p> <p>a) Design surveys</p> <p>b) Administer surveys</p> <p>c) Compile data and determine priorities</p> <p>End product Survey, Priority list</p>	GNBS Director						
	<p>2 Access available standards</p> <p>a) Research availability of international standards on the priority issues</p> <p>b) Locate standards and seek funds to purchase them</p> <p>c) Acquire existing standards</p> <p>d) Committee reviews and changes as necessary</p> <p>e) Circulate standards for comment</p> <p>f) Change standards as needed</p> <p>g) Get standards approved by the National Standards Council</p> <p>End product Adopted standards</p>	GNBS in house committee						
	<p>3 Develop standards for those issues where standards are not available for purchase</p> <p>a) Establish committees to address the standards</p> <p>b) Develop draft standards</p> <p>c) Circulate for comment</p> <p>d) Change standards as needed</p> <p>e) Submit for National Standards Council approvals</p> <p>End product New standards adopted</p>	GNBS Director						
	<p>4 Print standards</p>							

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

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<ul style="list-style-type: none"> • Identify urgent training needs in the following areas <ul style="list-style-type: none"> management techniques communication strategies public relations techniques mass communication research techniques other relevant areas b) Conduct training as identified c) Conduct on going periodic gatherings at each other s facilities to conduct tours and exchange technical information <p>End products Training programs, improved staff performance</p>							
	<p>2 Provide specialized training to particular constituencies such as NGOs manufacturers consumer groups etc</p> <ul style="list-style-type: none"> a) Establish a training committee to identify training needs and oversee training program b) Conduct surveys to clarify training and institutional strengthening needs c) Research other training programs offered for consumer bodies and select those appropriate d) Design the training program e) Approve training programs f) Execute programs seminars workshops national and regional conference <p>End Product Training programs, seminars, conferences, and workshops</p>	DCA and GNBS Director						
	<p>3 Provide institutional strengthening to the Guyana Consumer Association the Consumer Advisory Bureau and other consumer groups</p> <ul style="list-style-type: none"> a) Conduct needs assessment b) Collect information on mission/projects/ structure etc c) Develop plans for strengthening in conjunction with the organizational leadership d) Identify funding sources for strengthening activities and technical assistance e) Implement programs <p>End Product needs assessment strengthening plans, proposals to donors for funding</p>	DCA and CAD staff						

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
4 Improve coordination among the consumer protection bodies with emphasis on policies, legislation and regulation	1 Formalize the National Advisory Consumer Protection Committee a) Work with contracted consultant to complete this task b) Submit Cabinet memo for approval End product Documentation of mandate and procedures, Cabinet memo	DCA	—					
	2 Foster effective collaboration and communication among regulatory agencies consumer bodies and the chairman of these bodies and the Advisory Committee a) Through meetings of the Advisory Committee develop strategies for enhanced communication and collaboration b) Produce an annual work plan for the Advisory board and for the collaborative efforts c) Implement monthly meetings End product Strategies for collaboration, work plans, monthly meetings	Consultant	— —					
	3 Prepare a memo recommending statutory remuneration for the committee members End product Cabinet approval for payment of stipend		—					
	4 Develop policy formulation and communication skills among members of the Committee a) Determine specific needs and prepare terms of reference for a consultant b) Design and conduct training End product TOR, Training program, Committee members training in policy formulation			—				
	5 Initiate work towards the strengthening/development of consumer protection legislation End Product Subject areas identified for legislation development	DCA/LAO		—				
5 Restructure the national legal metrology system	1 Seek Cabinet s approval for the transfer of responsibility of LMS from Ministry of Finance to MTTI/GNBS a) Develop rationale and proposal for submission to Cabinet b) Consult with Cabinet on the proposal	DCA and GNBS Director	—					

Objectives	Tasks	Person Responsible	Time Table						
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q	
	<p>End product Proposal to Cabinet, Change in location of responsibility</p> <p>2 Effect structural changes in LMS</p> <p>a) Modify present inspectorte to include all weights and measures offices</p> <p>End Product Change in structure</p> <p>3 Acquire primary and secondary physical standards and required equipment</p> <p>End Product equipment</p> <p>4 Train weights and measures inspectors</p> <p>a) Identify trainers</p> <p>b) Develop/design training program</p> <p>c) Provide training</p> <p>End products Training program</p> <p>5 Implement the new LMS program</p> <p>a) Inspect weighing and measuring devices commercial and industrial</p> <p>b) Calibrate devices</p> <p>c) Monitor manufacturers of these devices</p> <p>d) Enforce legislation</p> <p>End Product Identification of violations and corrective measures</p>	GNBS Director		—					
6 Improve representation for consumer complaints	<p>1 Provide dedicated telephone line and computer</p> <p>End product Phone access</p> <p>2 Select personnel</p> <p>End product Hotline staff</p> <p>3 Establish protocols and procedures for complaints management</p> <p>End product protocols/procedures</p>	DCA	—	—	—				

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>4 Train personnel</p> <p>a) Identify trainer(s) b) Design training c) Provide training</p> <p>End product Training program, trained staff</p> <p>5 Convene exploratory meeting with Legal Aid Centre to ascertain possible areas of cooperation and collaboration in the representation of consumer complaints</p> <p>End Product Identification of areas for cooperation</p> <p>6 Periodic review and analysis of complaints for development of new initiatives in CAD GNBS and other agencies</p> <p>a) Grouping of complaints for period analysis b) Review and recommendations</p> <p>End Product analysis and recommendations for new initiatives</p>			—				

CONSUMER AFFAIRS AND GNBS

RESOURCE DEVELOPMENT PLAN

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>Objective 1 Improve public understanding of their consumer rights and the role of CAD and GNBS</p> <p>Strategy Develop and implement an integrated public education and communication program and intensified public relations</p> <p>1 Initiate committee activity to oversee the program and promote amicable relations with the public</p> <p>a) Review committee member list to determine changes/additions</p> <p>b) Develop clear outcome statements for committee work</p> <p>c) Provide overseas training in communication for two members of the committee one from GNBS and the other from MTTI/CAD</p> <p>End product A working committee</p>	<p>Training funds</p>	<p>BEEP, other donors</p>	<p>Brief proposal/formal request</p>
<p>2 Prepare a detailed communication strategy to guide the public education program</p> <p>a) Seek assistance to the committee to develop the program strategy</p> <p>b) Develop clear outcome statements for the education program and do TORs</p> <p>c) Conduct the workshop to prepare the plan</p> <p>End Product Public education program plan document</p>	<p>Consultant</p>	<p>BEEP</p>	<p>Brief proposal/formal request</p>
<p>3 Identify resources for the program, prepare a proposal and acquire approvals</p> <p>End product Funding plan, decision to approve</p>	<p>Print materials, ads, radio time, etc</p>	<p>GOG budget request</p>	<p>Include in 1998 budget request</p>
<p>4 Implement the program</p> <p>a) Develop a work place for implementation in order to coordinate efforts of the various groups involved</p>			

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>b) Conduct activities c) Use feedback gathered from the public to develop new priority agenda for the Division and Agency d) Evaluate the program's effectiveness and repeat the campaign with improvements each year using the new agenda</p> <p>End products Work plans, program activities, evaluation instruments, new agendas</p> <p>5 Train persons attached to the public education program to develop and use effective feedback mechanisms and develop and focus specific PR programs for them to implement</p> <p>a) Prepare terms of reference for consultant to provide training or provide through the internal staff that was trained abroad b) Conduct training</p> <p>End Product Training program, public relations initiatives, surveys and other feedback instruments, report on evaluation results</p>	<p>Consultant</p>	<p>BEEP</p>	<p>Brief proposal/formal request</p>
<p>Objective 2 Identify standardization directly related to consumer interests and needs</p> <p>1 Identify priority areas in collaboration with consumer bodies regulatory bodies and through consumer surveys</p> <p>a) Design surveys b) Administer surveys c) Compile data and determine priorities</p> <p>End product Survey, Priority list</p> <p>2 Access available standards</p> <p>a) Research availability of international standards on the priority issues b) Locate standards and seek funds to purchase them c) Acquire existing standards d) Committee reviews and changes as necessary e) Circulate standards for comment</p>			

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
f) Change standards as needed g) Get standards approved by the National Standards Council End product Adopted standards 3 Develop standards for those issues where standards are not available for purchase a) Establish committees to address the standards b) Develop draft standards c) Circulate for comment d) Change standards as needed e) Submit for National Standards Council approvals End product New standards adopted			
4 Print standards a) Seek additional funding End product printed standards for circulation 5 Promote standards in collaboration with the relevant regulatory body and through mass media and seminars a) Develop strategies for promotion effort in conjunction with collaborating agencies/organizations b) Develop joint work plans to facilitate collaboration End product Joint plans for promotion of standards	Printing funds	GOG budget request	Include in 1998 budget request
6 Implement standards in collaboration with the relevant bodies a) Train inspectors b) Acquire necessary equipment to conduct inspections c) Inspect companies d) Training of officers to provide product certification e) Training of officers to provide company standardization f) Seek funding to acquire a building and equipment and train technical personnel in order to establish a laboratory g) Conduct consumer sensitization activities	Building funds	GOG, donors	Proposal/formal request

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>End product Training programs and programs to ensure standards are understood and followed</p> <p>7 Monitor implementation of standards</p> <p>a) Seek feedback from regulatory body</p> <p>End product Enforcement of standards</p>			
<p>Objective 3 Improve services and staff capabilities in MTTI/CAD, GNBS and other consumer protection organizations</p> <p>Strategy Identify, design and provide structured training for internal and external customers</p> <p>1 Conduct programs to sensitize GNBS and CAD staff</p> <p>a) Conduct a one day session to</p> <ul style="list-style-type: none"> • Distinguish between functions of the division and the agency • Establish areas of collaboration • Establish a mechanism for sharing of training information beneficial to both <ul style="list-style-type: none"> • the division and the agency • Identify urgent training needs in the following areas <ul style="list-style-type: none"> management techniques communication strategies public relations techniques mass communication research techniques other relevant areas <p>b) Conduct training as identified</p> <p>c) Conduct on going periodic gatherings at each other s facilities to conduct tours and exchange technical information</p> <p>End products Training programs, improved staff performance</p> <p>2 Provide specialized training to particular constituencies such as NGOs manufacturers consumer groups etc</p>	<p>Materials</p> <p>Training funds</p>	<p>Internal funds</p> <p>Internal funds public service Ministry BEEP other donors</p>	<p>Allocation</p> <p>Brief proposal/formal request</p>

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>a) Establish a training committee to identify training needs and oversee training program</p> <p>b) Conduct surveys to clarify training and institutional strengthening needs</p> <p>c) Research other training programs offered for consumer bodies and select those appropriate</p> <p>d) Design the training program</p> <p>e) Approve training programs</p> <p>f) Execute programs seminars workshops national and regional conference</p> <p>End Product Training programs, seminars, conferences, and workshops</p> <p>3 Provide institutional strengthening to the Guyana Consumer Association the Consumer Advisory Bureau and other consumer groups</p> <p>a) Conduct needs assessment</p> <p>b) Collect information on mission/projects/ structure etc</p> <p>c) Develop plans for strengthening in conjunction with the organizational leadership</p> <p>d) Identify funding sources for strengthening activities and technical assistance</p> <p>e) Implement programs</p> <p>End Product needs assessment, strengthening plans, proposals to donors for funding</p>	<p>Technical Assistance and training</p>	<p>Donors, internal funds</p>	<p>Brief proposal/formal request</p>
<p>Objective 4 Improve coordination among the consumer protection bodies with emphasis on policies, legislation and regulation</p> <p>1 Formalize the National Advisory Consumer Protection Committee</p> <p>a) Work with contracted consultant to complete this task</p> <p>b) Submit Cabinet memo for approval</p> <p>End product Documentation of mandate and procedures, Cabinet memo</p> <p>2 Foster effective collaboration and communication among regulatory</p>			

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>agencies consumer bodies and the chairman of these bodies and the Advisory Committee</p> <p>a) Through meetings of the Advisory Committee develop strategies for enhanced communication and collaboration</p> <p>b) Produce an annual work plan for the Advisory board and for the collaborative efforts</p> <p>c) Implement monthly meetings</p> <p>End product Strategies for collaboration, work plans, monthly meetings</p> <p>3 Prepare a memo recommending statutory remuneration for the committee members</p> <p>End product Cabinet approval for payment of stipend</p> <p>4 Develop policy formulation and communication skills among members of the Committee</p> <p>a) Determine specific needs and prepare terms of reference for a consultant</p> <p>b) Design and conduct training</p> <p>End product TOR, Training program, Committee members training in policy formulation</p> <p>5 Initiate work towards the strengthening/development of consumer protection legislation</p> <p>End Product Subject areas identified for legislation development</p>	<p>Training funds</p>	<p>BCEP internal funds</p>	<p>Brief proposal/formal request</p>
<p>Objective 5 Restructure the national legal metrology system</p> <p>1 Seek Cabinet s approval for the transfer of responsibility of LMS from Ministry of Finance to MTTI/GNBS</p> <p>a) Develop rationale and proposal for submission to Cabinet</p> <p>b) Consult with Cabinet on the proposal</p> <p>End product Proposal to Cabinet, Change in location of responsibility</p>			

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>2 Effect structural changes in IMS</p> <p>a) Modify present inspectorate to include all weights and measures offices</p> <p>End Product Change in structure</p> <p>3 Acquire primary and secondary physical standards and required equipment</p> <p>End Product equipment</p> <p>4 Train weights and measures inspectors</p> <p>a) Identify trainers</p> <p>b) Develop/design training program</p> <p>c) Provide training</p> <p>End products Training program</p> <p>5 Implement the new LMS program</p> <p>a) Inspect weighing and measuring devices commercial and industrial</p> <p>b) Calibrate devices</p> <p>c) Monitor manufacturers of these devices</p> <p>d) Enforce legislation</p> <p>End Product Identification of violations and corrective measures</p>	<p>Equipment</p>	<p>GOG donors</p>	<p>Proposal/formal request</p>
<p>Objective 6 Improve representation for consumer complaints</p> <p>1 Provide dedicated telephone line and computer</p> <p>End product Phone access</p> <p>2 Select personnel</p> <p>End product Hotline staff</p> <p>3 Establish protocols and procedures for complaints management</p>			

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>End product protocols/procedures</p> <p>4 Train personnel</p> <p>a) Identify trainer(s) b) Design training c) Provide training</p> <p>End product Training program, trained staff</p> <p>5 Convene exploratory meeting with Legal Aid Centre to ascertain possible areas of cooperation and collaboration in the representation of consumer complaints</p> <p>End Product Identification of areas for cooperation</p> <p>6 Periodic review and analysis of complaints for development of new initiatives in CAD GNBS and other agencies</p> <p>a) Grouping of complaints for period analysis b) Review and recommendations</p> <p>End Product analysis and recommendations for new initiatives</p>	<p>Training</p>	<p>Internal resources</p>	<p>Allocation</p>

CONSUMER AFFAIRS AND GNBS

MONITORING AND EVALUATION

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>Objective 1 Improve public understanding of their consumer rights and the role of CAD and GNBS Strategy Develop and implement an integrated public education and communication program and intensified public relations</p> <p>1 Initiate committee activity to oversee the program and promote amicable relations with the public</p> <p>a) Review committee member list to determine changes/additions b) Develop clear outcome statements for committee work c) Provide overseas training in communication for two members of the committee one from GNBS and the other from MTTI/CAD</p> <p>End product A working committee</p> <p>2 Prepare a detailed communication strategy to guide the public education program</p> <p>a) Seek assistance to the committee to develop the program strategy b) Develop clear outcome statements for the education program and do TORs c) Conduct the workshop to prepare the plan</p> <p>End Product Public education program plan document</p> <p>3 Identify resources for the program prepare a proposal and acquire approvals</p> <p>End product Funding plan, decision to approve</p> <p>4 Implement the program</p> <p>a) Develop a work place for implementation in order to coordinate efforts of the various groups involved</p>	<p>1 Public awareness and understanding 2 Public opinion of CAD/GNBS</p>	<p>Public Survey</p>	<p>Response indicates increases from baseline survey</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>b) Conduct activities c) Use feedback gathered from the public to develop new priority agenda for the Division and Agency d) Evaluate the program's effectiveness and repeat the campaign with improvements each year using the new agenda</p> <p>End products Work plans, program activities, evaluation instruments, new agendas</p> <p>5 Train persons attached to the public education program to develop and use effective feedback mechanisms and develop and focus specific PR programs for them to implement</p> <p>a) Prepare terms of reference for consultant to provide training or provide through the internal staff that was trained abroad b) Conduct training</p> <p>End Product Training program, public relations initiatives, surveys and other feedback instruments, report on evaluation results</p>			
<p>Objective 2 Identify standardization directly related to consumer interests and needs</p> <p>1 Identify priority areas in collaboration with consumer bodies regulatory bodies and through consumer surveys</p> <p>a) Design surveys b) Administer surveys c) Compile data and determine priorities</p> <p>End product Survey, Priority list</p> <p>2 Access available standards</p> <p>a) Research availability of international standards on the priority issues b) Locate standards and seek funds to purchase them c) Acquire existing standards d) Committee reviews and changes as necessary e) Circulate standards for comment</p>	<p>Number of new standards adopted</p> <p>Public satisfaction</p>	<p>End of year tally</p> <p>Public survey</p>	<p>Target to be set by GNBS</p> <p>Satisfactory ranking on related questions</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>f) Change standards as needed g) Get standards approved by the National Standards Council</p> <p>End product Adopted standards</p> <p>3 Develop standards for those issues where standards are not available for purchase</p> <p>a) Establish committees to address the standards b) Develop draft standards c) Circulate for comment d) Change standards as needed e) Submit for National Standards Council approvals</p> <p>End product New standards adopted</p> <p>4 Print standards</p> <p>a) Seek additional funding</p> <p>End product printed standards for circulation</p> <p>5 Promote standards in collaboration with the relevant regulatory body and through mass media and seminars</p> <p>a) Develop strategies for promotion effort in conjunction with collaborating agencies/organizations b) Develop joint work plans to facilitate collaboration</p> <p>End product Joint plans for promotion of standards</p> <p>6 Implement standards in collaboration with the relevant bodies</p> <p>a) Train inspectors b) Acquire necessary equipment to conduct inspections c) Inspect companies d) Training of officers to provide product certification e) Training of officers to provide company standardization f) Seek funding to acquire a building and equipment and train technical personnel in order to establish a laboratory g) Conduct consumer sensitization activities</p>			

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>End product Training programs and programs to ensure standards are understood and followed</p> <p>7 Monitor implementation of standards</p> <p>a) Seek feedback from regulatory body</p> <p>End product Enforcement of standards</p>			
<p>Objective 3 Improve services and staff capabilities in MTTI/CAD, GNBS and other consumer protection organizations</p> <p>Strategy Identify, design and provide structured training for internal and external customers</p> <p>1 Conduct programs to sensitize GNBS and CAD staff</p> <p>a) Conduct a one day session to</p> <ul style="list-style-type: none"> • Distinguish between functions of the division and the agency • Establish areas of collaboration • Establish a mechanism for sharing of training information beneficial to both <ul style="list-style-type: none"> • the division and the agency • Identify urgent training needs in the following areas <ul style="list-style-type: none"> management techniques communication strategies public relations techniques mass communication research techniques other relevant areas <p>b) Conduct training as identified</p> <p>c) Conduct on going periodic gatherings at each other's facilities to conduct tours and exchange technical information</p> <p>End products Training programs, improved staff performance</p> <p>2 Provide specialized training to particular constituencies such as NGOs manufacturers consumer groups etc</p>	<p>Public opinion of consumer protection services</p>	<p>Public survey</p>	<p>Satisfactory responses on related questions</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>a) Establish a training committee to identify training needs and oversee training program</p> <p>b) Conduct surveys to clarify training and institutional strengthening needs</p> <p>c) Research other training programs offered for consumer bodies and select those appropriate</p> <p>d) Design the training program</p> <p>e) Approve training programs</p> <p>f) Execute programs seminars workshops national and regional conference</p> <p>End Product Training programs, seminars, conferences, and workshops</p> <p>3 Provide institutional strengthening to the Guyana Consumer Association the Consumer Advisory Bureau and other consumer groups</p> <p>a) Conduct needs assessment</p> <p>b) Collect information on mission/projects/ structure etc</p> <p>c) Develop plans for strengthening in conjunction with the organizational leadership</p> <p>d) Identify funding sources for strengthening activities and technical assistance</p> <p>e) Implement programs</p> <p>End Product needs assessment, strengthening plans, proposals to donors for funding</p>			
<p>Objective 4 Improve coordination among the consumer protection bodies with emphasis on policies, legislation and regulation</p> <p>1 Formalize the National Advisory Consumer Protection Committee</p> <p>a) Work with contracted consultant to complete this task</p> <p>b) Submit Cabinet memo for approval</p> <p>End product Documentation of mandate and procedures, Cabinet memo</p> <p>2 Foster effective collaboration and communication among regulatory</p>	<p>Number of initiatives conducted through collaboration of the committee members</p>	<p>End of year monitoring</p>	<p>Target number to be set by Committee during their planning</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>agencies consumer bodies and the chairman of these bodies and the Advisory Committee</p> <ul style="list-style-type: none"> a) Through meetings of the Advisory Committee develop strategies for enhanced communication and collaboration b) Produce an annual work plan for the Advisory board and for the collaborative efforts c) Implement monthly meetings <p>End product Strategies for collaboration, work plans, monthly meetings</p> <p>3 Prepare a memo recommending statutory remuneration for the committee members</p> <p>End product Cabinet approval for payment of stipend</p> <p>4 Develop policy formulation and communication skills among members of the Committee</p> <ul style="list-style-type: none"> a) Determine specific needs and prepare terms of reference for a consultant b) Design and conduct training <p>End product TOR, Training program, Committee members training in policy formulation</p> <p>5 Initiate work towards the strengthening/development of consumer protection legislation</p> <p>End Product Subject areas identified for legislation development</p>			
<p>Objective 5 Restructure the national legal metrology system</p> <p>1 Seek Cabinet s approval for the transfer of responsibility of LMS from Ministry of Finance to MTTI/GNBS</p> <ul style="list-style-type: none"> a) Develop rationale and proposal for submission to Cabinet b) Consult with Cabinet on the proposal 	<p>Changes are achieved</p>	<p>End of year monitoring</p>	<p>Majority of tasks are completed</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>End product Proposal to Cabinet, Change in location of responsibility</p> <p>2 Effect structural changes in LMS</p> <p>a) Modify present inspectorte to include all weights and measures offices</p> <p>End Product Change in structure</p> <p>3 Acquire primary and secondary physical standards and required equipment</p> <p>End Product equipment</p> <p>4 Train weights and measures inspectors</p> <p>a) Identify trainers</p> <p>b) Develop/design training program</p> <p>c) Provide training</p> <p>End products Training program</p> <p>5 Implement the new LMS program</p> <p>a) Inspect weighing and measuring devices commercial and industrial</p> <p>b) Calibrate devices</p> <p>c) Monitor manufacturers of these devices</p> <p>d) Enforce legislation</p> <p>End Product Identification of violations and corrective measures</p>			
<p>Objective 6 Improve representation for consumer complaints</p> <p>1 Provide dedicated telephone line and computer</p> <p>End product Phone access</p> <p>2 Select personnel</p> <p>End product Hotline staff</p>	<p>Public use of the hot line</p>	<p>On-going tally of number of calls and the number of corrective actions taken</p>	<p>To be set by the Division and GNBS at the kick off of the hotline</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>3 Establish protocols and procedures for complaints management</p> <p>End product protocols/procedures</p> <p>4 Train personnel</p> <p>a) Identify trainer(s)</p> <p>b) Design training</p> <p>c) Provide training</p> <p>End product Training program, trained staff</p> <p>5 Convene exploratory meeting with Legal Aid Centre to ascertain possible areas of cooperation and collaboration in the representation of consumer complaints</p> <p>End Product Identification of areas for cooperation</p> <p>6 Periodic review and analysis of complaints for development of new initiatives in CAD GNBS and other agencies</p> <p>a) Grouping of complaints for period analysis</p> <p>b) Review and recommendations</p> <p>End Product analysis and recommendations for new initiatives</p>			

C FOREIGN TRADE AND GUYANA EXPORT PROMOTION COUNCIL

Retreat Participants from Foreign Trade and GEPC

Willet Hamilton - TC (ag)

Kim Valentine - SFTO

Rajdar Jagarnauth - SFTO

Clifford Zammett - SFTO (ag)

Lancelot Wills - FTO

Jermonica Walcott - FTO (ag)

Dylcia Sylvester - Conf Secty

Dermot Noble - Accts Clerk

Laxhmie Kallicharran - CEO (ag), GEPC

Adeola Simon - EPO, GEPC

The following action plan, resource development plan, and monitoring/evaluation plan are the products of those listed above. While the plans do not encompass the day-to-day tasks that are required of them, they address the primary initiatives to be instituted over the coming year(s) designed to make significant improvements in services provided which support and promote trade. They represent lead initiatives for both the Ministry and its affiliated agency, the Guyana Export Promotion Council.

Goal Improve the balance of payments through enhanced trading arrangements and increased net exports

1997-98 Lead Objectives

- 1 Improve relationships with the private sector, other lead agencies and individuals

Strategy Conduct a needs assessment, conduct regular meetings, conduct workshops and seminars to share information

- 2 Improve trade information services

Strategy Establish a trade information data center and data base

- 3 Educate the following on pertinent current trade issues, systems and policies

Strategy Regularly scheduled preparation and dissemination of fact sheets, reports, media releases, and presentations to inform stakeholders

- 4 Establish closer collaboration with regional and international agencies and organizations to enhance Guyana's foreign trade

Strategy Develop plans with each agency/organization for on-going, regularly scheduled contact, develop joint proposals where possible

- 5 Improve international trade representation by Trade Reps

Strategy Establish additional trade reps, conduct research and jointly create strategies based on location-specific profiles and trends

Immediate/Short-term Activities

- 1 Request assistance to conduct information needs assessment and to assist trade with development of their information data base, products and distribution system August, 1997
- 2 Request training on new equipment scheduled to arrive in August August, 1997
- 3 Conduct base line assessment of constituency attitudes towards MTTI/FT and GEPC September, 1997
- 4 Schedule meetings with regional and international trade agencies September 1997

- 5 Conduct research on new strategic locations for trade reps
October, 1997
- 6 Work with consultant to assess information needs, establish the trade data base, create formats for trade fact sheets and reports and train staff September - November, 1997

Medium-term

- Activities**
- 1 Begin putting out trade fact sheets and reports Mid-January, 1998
 - 2 Conduct regular meetings with constituents and other trade organizations January, 1998 - on-going
 - 3 Begin to develop joint proposals with trade organizations March, 1998 - ongoing
 - 4 Conduct seminars and workshops on pertinent issues February - on-going
 - 5 Recommend new trade reps February - July, 1998
 - 6 Work with trade reps to develop strategies for each new region April, 1998 - end-of year

Long-term and On-going

- Activities**
- 1 Meetings with constituents
 - 2 Preparation and distribution of trade fact sheets and reports
 - 3 Educational seminars and workshops
 - 4 Periodic surveys of information recipients and improvements of reports
 - 5 Meetings and joint ventures with other trade organizations
 - 6 Strategy support to trade reps

Monitoring and Evaluation

- Activities**
- 1 Periodic survey of trade stakeholders and users of trade information services
 - 2 Tallying numbers of meetings and seminars held with and for constituents
 - 3 Monitoring number of trade deals facilitated by trade reps

Goal Improve the balance of payments through enhanced trading arrangements and increased net exports

FOREIGN TRADE AND GEPC

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
1 Improve relationships with the private sector, other lead agencies and individuals	1 Evaluate current status of relationship a) Identify target groups b) Conduct needs analysis End product Report on compiled information on constituency needs	TC (ag) and GEPC CEO (ag)		—				
	2 Develop technical groups to liaise with external partners and other agencies a) Confer with constituency groups to gather consensus on need for meetings timing and format/agenda b) Identify Division of Trade teams c) Ask target groups to determine their representatives End product Consensus on meeting plans, participants and agendas	TC (ag) and Heads of Agencies		—				
	3 Schedule regular meetings End Product Coordinated plans with the private sector and other lead agencies							
	4 Conduct seminars and workshops on pertinent issues utilizing resource personnel from national regional and international agencies and departments a) Meet to determine topics/agendas for the workshops and to develop a schedule b) Publicize the workshops c) Conduct the workshops and seminars End product workshops and seminars							
	5 Promote creation of training center to serve the needs of all Divisions and Agencies End Product Formal proposals to the GOG						—	
2 Improve trade information services by	1 Assess the following • user needs in and out of Guyana • current data on Ministry and other related agencies							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
establishing a trade information data base and center	<ul style="list-style-type: none"> • our existing data base • our data service <p>a) identify assistance to conduct the assessment b) conduct assessment and prepare report</p> <p>End Product report on needs assessment</p> <p>2 Update the data base</p> <p>End Product Improved data base</p> <p>3 Enhance capabilities of the data base to be more comprehensive sophisticated and user friendly (i.e. location equipment and software personnel with relevant skills and education and systems)</p> <p>a) Provide support to installation of new equipment and software from BEEP b) Request necessary training and technical assistance to fully utilize new equipment and software and to develop systems for processing/utilizing information c) Support continued efforts to fund new staff if needed d) Request additional equipment and software as needed</p> <p>End Products New equipment, software, personnel, improved information products</p>	<p>TC (ag) and GEPC CEO (ag) Consultant</p> <p>Consultant</p> <p>Consultant</p> <p>Consultant</p> <p>TC (ag) and GEPC CEO (ag)</p>	<p>—</p> <p>—</p> <p>—</p> <p>—</p> <p>—</p>	<p>—</p> <p>—</p> <p>—</p> <p>—</p> <p>—</p>				
	<p>3 Educate the following on pertinent and current trade issues, systems and policies</p> <ul style="list-style-type: none"> • private sector and public sector agencies • individuals • overseas trade reps, missions and embassies • International agencies 	<p>1 In conjunction with the assessment of needs in objective 1 prepare relevant and detailed fact sheets on services provided regulations trade agreements and international trade issues</p> <p>a) Dialogue with constituents to determine type of information needed and in what format b) Develop formats for different types of reports c) Determine methods for systematic and timely data access for development reports</p> <p>End Product Internal system in place for providing reports and fact sheets</p> <p>2 Disseminate information from the data center to/through</p> <ul style="list-style-type: none"> • Related public and private sector agencies • Trade and business organizations • Media • Diplomatic personnel locally and internationally 	<p>Consultant</p> <p>TC (ag) and GEPC CEO (ag)</p>	<p>—</p> <p>—</p>				

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<ul style="list-style-type: none"> • Within the Ministry • Electronic outlets internet diskette and networking • Seminars • Resource personnel <p>a) Develop system of distribution which reaches all outlets and stakeholders</p> <p>b) Evaluate distribution process with stakeholders periodically and make improvements</p> <p>End Product Constituents receive desired information in a timely and usable fashion</p>							
4 Establish closer collaboration with regional and international agencies and organizations to enhance Guyana's foreign trade	<p>1 Develop attachment/liason with counterpart agencies such as TPOs</p> <p>a) Schedule a meeting between the Trade Division and GEPC to plan Trade Promotion activities and division of labor This will be the first of on going regular meetings between the two bodies</p> <p>b) Meet with the organizations to discuss the desired outcomes of on going meetings and collaboration determine strategies and representatives</p> <p>c) Work with designated liaisons to develop agendas for meetings seminars and workshops</p> <p>End Product consensus based plans for coordination and collaboration in Trade Promotion/development activities</p>	TC (ag) and GEPC CEO (ag)						
	<p>2 Implement the strategies developed i.e. conduct meetings seminars and workshops and collaborate on selected projects</p> <p>End Products meetings, seminars, workshops, projects</p> <p>3 Develop joint proposals and solicit technical assistance from regional and international agencies</p> <p>End product proposals, funds for assistance</p>							
	<p>4 Monitor and analyze regional and international trade arrangements (eg FTAA and WTO)</p> <p>End Product National positions and policy</p>	FTD staff						
5 Improve	1 Identify strategic international trade locations	TC (ag) and GEPC CEO (ag)						

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
international representation by Trade Reps strategically placed to improve foreign trade	End product List of locations to be targeted with strategies 2 Recommend additional skilled and informed trade reps End product List of reps to work with on strategies 3 Develop effective strategies for these locations a) Conduct research on the locations b) Confer with trade reps to develop strategies and prioritize locations for implementation c) Identify necessary resources to implement the strategies d) Implement strategies in priority locations	Ministers of Trade and Foreign Affairs						
	End product Trade promotion strategies implemented programs at selected sites							

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>Promote creation of training center to serve the needs of all Divisions and Agencies</p> <p>End Product Formal proposals to the GOG</p>	<p>Funds to renovate and equip the facility</p>	<p>GOG and donors</p>	<p>Work with other divisions and agencies to prepare a plan and proposal</p>
<p>Objective 2 Improve trade information services by establishing a trade information data base and center</p> <p>1 Assess the following</p> <ul style="list-style-type: none"> • user needs in and out of Guyana • current data on Ministry and other related agencies • our existing data base • our data service <p>a) identify assistance to conduct the assessment</p> <p>b) conduct assessment and prepare report</p> <p>End Product report on needs assessment</p> <p>2 Update the data base</p> <p>End Product Improved data base</p> <p>3 Enhance capabilities of the data base to be more comprehensive sophisticated and user friendly (i.e. location equipment and software personnel with relevant skills and education and systems)</p> <ul style="list-style-type: none"> a) Provide support to installation of new equipment and software from BEEP b) Request necessary training and technical assistance to fully utilize new equipment and software and to develop systems for processing/utilizing information c) Support continued efforts to fund new staff if needed d) Request additional equipment/software as needed <p>End Products New equipment, software, personnel, improved information products</p>	<p>Consultant (same as in objective 1)</p> <p>Consultant (same as above)</p> <p>Informatics consultant</p> <p>Consultant (same as number 1)</p>	<p>BEEP</p> <p>BEEP</p> <p>BEEP</p> <p>BEEP</p>	<p>Formal request from MTI and GLPC</p> <p>Same as above</p> <p>Assist in preparation of TORs</p> <p>Formal request</p>

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>Objective 4 Establish closer collaboration with regional and international agencies and organizations to enhance Guyana's foreign trade</p> <p>1 Develop attachment/liaison with counterpart agencies such as TPOs</p> <p>a) Schedule a meeting between GEPC and the Division to plan Trade Promotion activities and division of labor This will be the first of on going regular meetings between the two bodies</p> <p>b) Meet with the organizations to discuss the desired outcomes of on going meetings and collaboration determine strategies and representatives</p> <p>c) Work with designated liaisons to develop agendas for meetings seminars and workshops</p> <p>End Product consensus-based plans for coordination and collaboration on Trade Promotion/development activities</p> <p>2 Implement the strategies developed i.e conduct meetings seminars and workshops and collaborate on selected projects</p> <p>End Products meetings, seminars, workshops, projects</p> <p>3 Develop joint proposals and solicit technical assistance from regional and international agencies</p> <p>End product proposals, funds for assistance</p> <p>4 Monitor and analyze regional and international trade arrangements (eg FTAA and WTO)</p> <p>End Product National positions and policy</p>	<p>Technical assistance, funds for room rentals, materials and refreshments</p>	<p>GOG budget and donors</p>	<p>Include in budget request, proposals to donors</p>
<p>5 Objective 5 Improve international representation by Trade Reps strategically placed to improve foreign trade</p> <p>1 Identify strategic international trade locations</p>			

TASKS	RESOURCE NEEDS	POSSIBLE SOURCE	FIRST STEP TO ACQUIRE
<p>End product List of locations to be targeted with strategies</p> <p>2 Identify skilled and informed trade reps</p> <p>End product List of reps to work with on strategies</p> <p>3 Develop effective strategies for these locations</p> <p> a) Conduct research on the locations</p> <p> b) Confer with trade reps to develop strategies and prioritize locations for implementation</p> <p> c) Identify necessary resources to implement the strategies</p> <p> d) Implement strategies in priority locations</p> <p>End product Trade promotion strategies, implemented programs at selected sites</p>	<p>Not salaries but expenses relating to strategy activities such as mailing costs, meetings and materials</p>	<p>Foreign Affairs allocations for these activities</p>	

FOREIGN TRADE AND GEPC

MONITORING AND EVALUATION

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>Objective 1 Improve relationships with the private sector, other lead agencies and individuals</p> <p>1 Evaluate current status of relationship</p> <p>a) Identify target groups b) Conduct needs analysis</p> <p>End product Report on compiled information on constituency needs</p> <p>2 Develop technical groups to liaise with external partners and other agencies</p> <p>a) Confer with constituency groups to gather consensus on need for meetings timing and format/agenda b) Identify Division of Trade teams c) Ask target groups to determine their representatives</p> <p>End product Consensus on meeting plans, participants and agendas</p> <p>3 Schedule regular meetings</p> <p>End Product Coordinated plans with the private sector and other lead agencies</p> <p>4 Conduct seminars and workshops on pertinent issues utilizing resource personnel from national, regional and international agencies and departments</p> <p>a) Meet to determine topics/agendas for the workshops and to develop a schedule b) Publicize the workshops c) Conduct the workshops and seminars</p> <p>End product workshops and seminars</p>	<p>Constituent attitudes toward the Foreign Trade Division and GEPC</p>	<p>Survey of constituents</p>	<p>Satisfactory response to relevant questions</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>5 Promote creation of training center to serve the needs of all Divisions and Agencies</p> <p>End Product Formal proposals to the GOG</p>			
<p>Objective 2 Improve trade information services by establishing a trade information data base and center</p> <p>1 Assess the following</p> <ul style="list-style-type: none"> • user needs in and out of Guyana • current data on Ministry and other related agencies • our existing data base • our data service <p>a) identify assistance to conduct the assessment b) conduct assessment and prepare report</p> <p>End Product report on needs assessment</p> <p>2 Update the data base</p> <p>End Product Improved data base</p> <p>3 Enhance capabilities of the data base to be more comprehensive sophisticated and user friendly (i.e. location equipment and software personnel with relevant skills and education and systems)</p> <ul style="list-style-type: none"> a) Provide support to installation of new equipment and software from BEEP b) Request necessary training and technical assistance to fully utilize new equipment and software and to develop systems for processing/utilizing information c) Support continued efforts to fund new staff if needed d) Request additional equipment/software as needed <p>End Products New equipment, software, personnel, improved information products</p>	<p>Existence and operation of the data base and center</p>	<p>Observation/mid year assessment</p>	<p>Data base and center in full operation by July 1998</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>Objective 3 Educate the following on pertinent and current trade issues, systems and policies</p> <ul style="list-style-type: none"> • private sector and public sector agencies • individuals • overseas trade reps, missions and embassies • International agencies <p>1 In conjunction with the assessment in objective 1 prepare relevant and detailed fact sheets on services provided regulations trade agreements and international trade issues</p> <ol style="list-style-type: none"> a) Dialogue with constituents to determine type of information needed and in what format b) Develop formats for different types of reports c) Determine methods for systematic and timely data access for development reports <p>End Product Internal system in place for providing reports and fact sheets</p> <p>2 Disseminate information from the data center to/through</p> <ul style="list-style-type: none"> • Related public and private sector agencies • Trade and business organizations • Media • Diplomatic personnel locally and internationally • Within the Ministry • Electronic outlets internet, diskette and networking • Seminars • Resource personnel <ol style="list-style-type: none"> a) Develop system of distribution which reaches all outlets and stakeholders b) Evaluate distribution process with stakeholders periodically and make improvements <p>End Product Constituents receive desired information in a timely and usable fashion</p>	<p>Satisfaction of recipients with the information received</p>	<p>Periodic surveys of recipients</p>	<p>Response of satisfaction to relevant questions</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>Objective 4 Establish closer collaboration with regional and international agencies and organizations to enhance Guyana's foreign trade</p> <p>1 Develop attachment/liaison with counterpart agencies such as TPOs</p> <p>a) Schedule a meeting between GLPC and the Division to plan Trade Promotion activities and division of labor This will be the first of on-going regular meetings between the two bodies</p> <p>b) Meet with the organizations to discuss the desired outcomes of on going meetings and collaboration determine strategies and representatives</p> <p>c) Work with designated liaisons to develop agendas for meetings seminars and workshops</p> <p>End Product consensus-based plans for coordination and collaboration on Trade promotion/development activities</p> <p>2 Implement the strategies developed i.e conduct meetings seminars and workshops and collaborate on selected projects</p> <p>End Products meetings, seminars, workshops, projects</p> <p>3 Develop joint proposals and solicit technical assistance from regional and international agencies</p> <p>End product proposals, funds for assistance</p> <p>4 Monitor and analyze regional and international trade arrangements (eg FTAA and WTO)</p> <p>End Product National positions and policy</p>	<p>Number of joint meetings and proposals</p>	<p>End of year review</p>	<p>Targets to be set by FT and CI PC</p>
<p>5 Objective 5 Improve international representation by Trade Reps strategically placed to improve foreign trade</p> <p>1 Identify strategic international trade locations</p> <p>End product List of locations to be targeted with strategies</p>	<p>Number of trade deals facilitated by trade reps</p>	<p>Compare end of year 1998 tally with that of 1997 and 1996</p>	<p>Comparison shows significant increase</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>2 Identify skilled and informed trade reps</p> <p>End product List of reps to work with on strategies</p> <p>3 Develop effective strategies for these locations</p> <p>a) Conduct research on the locations</p> <p>b) Confer with trade reps to develop strategies and prioritize locations for implementation</p> <p>c) Identify necessary resources to implement the strategies</p> <p>d) Implement strategies in priority locations</p> <p>End product Trade promotion strategies, implemented programs at selected sites</p>			

D INDUSTRIAL DEVELOPMENT AND GO-INVEST

Retreat Participants from Industrial Development and Go-Invest

Tarchan Ramgulam - DPS (ag)

Bridget Morrison - DID (ag)

Gordon Spencer - IDA

Sharon David - IDA

Mignon Hope - Accounts Clk III

Patrick Mootoo - Senior Investment Officer

Inge Nathoo - Exec Secretary, GMA

The following action plan, resource development plan, and monitoring/evaluation plan are the products of those listed above. While the plans do not encompass the day-to-day tasks that are required of them, they address the primary initiatives to be instituted over the coming year(s) and are designed to make significant improvements in services provided which support and promote foreign and local investment. They represent lead initiatives for both the Ministry and its affiliated agency, Go-Invest.

Goal Promote industrial development and increase foreign and local investment

1997-98 Lead Objectives

- 1 Improve investment information services

Strategy Develop an investment data base and data center

- 2 Strengthen investment policies

Strategy Complete the investment code, improve Guyana's agreements/arrangements with world and regional agencies

- 3 Improve support to industrial development

Strategy Industrial estates

- 4 Stimulate growth of investment

Strategy Complete the investment guide, improve the incentive regime

Immediate/short-term Activities

- 1 Revise Investment guide August - September, 1997
- 2 Establish a data center at Go-Invest September, 1997
- 3 Collect raw data for the data base September - December, 1997 and on-going
- 4 Develop formats for the different fact sheets and reports October, 1997
- 5 Establish a distribution system for fact sheets and reports November, 1997
- 6 Complete recommendations for the investment code November, 1997
- 7 Review current investment agreements and arrangements September - November, 1997
- 8 Conduct a review of the incentive regime October - December, 1997

Medium-term Activities

- 1 Prepare sector profiles January - March, 1998
- 2 Prepare and distribute fact sheets and reports February, 1998 - on-going
- 3 Support passage of the new investment code January - March, 1998
- 4 Conduct consultants with private sector on desired changes to investment and arrangements such as Caricom industrial policy, FTTA policy, WTO TRIMS, etc January - March, 1998
- 5 Prepare promotional materials on investment and target investors January, 1998 - on-going
- 6 Continue development of industrial park facilities February, 1998 - on-going

- 7 Conduct seminars and training programs for staff and clients on the new investment code March, 1998 - on-going

**Long-term and
On-going Activities**

- 1 Produce reports and fact sheets for regular distribution
- 2 Conduct periodic surveys of information service users to determine needed changes
- 3 Meet regularly with constituencies to conduct coordinated efforts
- 4 Periodically update the investment guide
- 5 Periodically review agreements and arrangements
- 6 Periodically assess the use of existing industrial facilities and provide more as needed
- 7 Periodically review the incentive regime
- 8 Continually monitor the rate of local and foreign investment and identify strategies to increase them

**Monitoring and
Evaluation
Activities**

- 1 Conduct a user survey of those receiving reports and fact sheets on investment
- 2 Conduct end-of-year self evaluation to determine effectiveness in stimulating growth in investment and improvements in agreements
- 3 Conduct a user survey of those using the investors' guide
- 4 Conduct annual space utilization analysis of industrial space

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

INDUSTRIAL DEVELOPMENT/GO-INVEST

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
1 Improve investment information services	1 Establish system for collection and storage including acquisition of <ul style="list-style-type: none"> • computer hardware • personnel • training a) Establish a data center locate and prepare physical space including essential air conditioning and security End Product Data Center, resources and system for collection in place, ready to operate	DPS (ag) and Go Invest CEO (ag)	—					
	2 Collect raw data <ul style="list-style-type: none"> a) Identify types of data required b) Identify sources and arrange regular systematic access c) Resolve transportation and problems related to data access End Product Data is available for reports, etc	Go Invest Initial assistance from a consultant		—				
	3 Format Data <ul style="list-style-type: none"> a) Determine how users need data to be provided b) Determine need and acquire software c) Develop plans for formatting reports data sheets etc End Product User Friendly Reports Fact Sheets, etc	Go invest and consultant		—				
	4 Establish distribution plan for data End Product Reports data are systematically distributed to the right places	Go Invest and Consultant			—			

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	6 Prepare sector profiles End product Up to date Sector Profiles	Go Invest						
2 Strengthen Investment Policies	1 Complete the Investment code a) Participate in consultant s efforts to develop the code b) Review recommendations and support approval process of the final draft c) Support legislative review for passage of the code End Product Investment code is law	Consultants DPS (ag) and Go Invest CEO (ag)						
	2 As code is being prepared improve Guyana s arrangements and agreements and continue on going review a) Review investment arrangements • Caricom industrial policy • Caribbean Latin America industrial policy • FTAA investment and competition policy areas • WTO Trade Related Investment Measures (TRIMs) • GATS general agreements on trade in service • Joint Commission • Investment Treaties b) Establish consultations with customers c) Prepare recommendations for discussion d) Participate in negotiations e) Analyze implications and commitment	DPS (ag) and Go Invest CEO (ag)						
3 Define mechanisms to provide industrial support	1 Identify development strategies such as industrial estates End product Report on strategies	DPS (ag) and Go Invest CEO (ag)						
	2 Communicate these strategies to clients and relevant agencies and develop strategies to collaborate End Product Meetings with clients, plans for collaboration	DPS (ag)						
	3 Plan strategies to effect the necessary support from suppliers	DPS (ag)						

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<ul style="list-style-type: none"> a) Set meetings with suppliers b) Develop strategies with each <p>End product Meetings with suppliers, strategies</p> <ul style="list-style-type: none"> 4 Establish monitoring mechanisms to oversee completion of industrial sites etc <p>End product Site visits, phone calls etc</p> <ul style="list-style-type: none"> c) Revise and effect changes to strategies as needed <ul style="list-style-type: none"> a) Meet regularly with private sector groups to review success of strategies b) Revise strategies based on feedback and rate of industry success <p>End Product Revised improved strategies of support</p>	<p>DPS (ag)</p> <p>DPS (ag)</p> <p>DPS (ag)</p>						
4 Stimulate Growth of Investment	<ul style="list-style-type: none"> 1 Complete the Investment Guide a) Review the existing document and make revisions b) Submit the revised document for approval <p>End Product A useable Investment Guide</p> <ul style="list-style-type: none"> 2 Promote Foreign and Local Investment a) Conduct annual review of the incentive regime and recommend improvements b) Prepare promotional materials c) Target Investors and conduct internal and external investment missions d) Conduct seminars and training programs for both staff and clients <p>End Products Policy changes which provide continual improvements in the incentive regime, materials for distribution, list of potential investors, series of meetings/missions, periodic seminars</p>	<p>Go Invest</p> <p>DPS (ag) and Go Invest CEO (ag)</p> <p>Go Invest</p> <p>Go Invest</p> <p>Go Invest</p>	July 31					

INDUSTRY DEVELOPMENT AND GO-INVEST

RESOURCE DEVELOPMENT PLAN

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>Objective 1 Improve investment information services</p> <p>1 Establish system for collection and storage including acquisition of</p> <ul style="list-style-type: none"> • computer hardware • personnel • training <p>a) Establish a data center locate and prepare physical space including essential air conditioning and security</p> <p>End Product Data Center, resources and system for collection in place, ready to operate</p>	<p>Equipment/software/data base access</p>	<p>BEEP</p>	<p>Already Requested</p>
<p>2 Collect raw data</p> <p>a) Identify types of data required</p> <p>b) Identify sources and arrange regular systematic access</p> <p>c) Resolve transportation and problems related to data access</p> <p>End Product Data is available for reports, etc</p>	<p>Consultant</p> 	<p>BEEP</p>	<p>Prepare formal request</p>
<p>3 Format Data</p> <p>a) Determine how users need data to be provided</p> <p>b) Determine need and acquire software</p> <p>c) Develop plans for formatting reports data sheets etc</p> <p>End Product User Friendly Reports, Fact Sheets, etc</p>			
<p>4 Establish distribution plan for data</p> <p>End Product Reports, data are systematically distributed to the right</p>			

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>places</p> <p>5 Prepare sector profiles</p> <p>End product Up-to-date Sector Profiles</p>			
<p>Objective 2 Strengthen Investment Policies</p> <p>1 Complete the Investment code</p> <p>a) Participate in consultant s efforts to develop the code</p> <p>b) Review recommendations and support approval process of the final draft</p> <p>c) Support legislative review for passage of the code</p> <p>End Product Investment code is law</p> <p>2 As code is being prepared improve Guyana s arrangements and agreements and continue on-going review</p> <p>a) Review investment arrangements</p> <ul style="list-style-type: none"> • Caricom industrial policy • Caribbean Latin America industrial policy • FTAA investment and competition policy areas • WTO Trade Related Investment Measures (TRIMs) • GATS - general agreements on trade in service • Joint Commission • Investment Treaties <p>b) Establish consultations with customers</p> <p>c) Prepare recommendations for discussion</p> <p>d) Participate in negotiations</p> <p>e) Analyze implications and commitment</p> <p>End Product Revised arrangements and agreements</p>			

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>Objective 3 Define mechanisms to provide industrial support</p> <p>1 Identify development strategies such as industrial estates</p> <p>End product Report on strategies</p> <p>2 Communicate these strategies to clients and relevant agencies and develop strategies to collaborate</p> <p>End Product Meetings with clients, plans for collaboration</p> <p>3 Plan strategies to effect the necessary support from suppliers</p> <p>a) Set meetings with suppliers b) Develop strategies with each</p> <p>End product Meetings with suppliers, strategies</p> <p>4 Establish monitoring mechanisms to oversee completion of industrial sites etc</p> <p>End product Site visits, phone calls, etc</p> <p>5 Revise and effect changes to strategies as needed</p> <p>a) Meet regularly with private sector groups to review success of strategies b) Revise strategies based on feedback and rate of industry success</p> <p>End Product Revised, improved strategies of support</p>			
<p>Objective 4 Stimulate Growth of Investment</p> <p>1 Complete the Investment Guide</p> <p>a) Review the existing document and make revisions b) Submit the revised document for approval</p>			

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>End Product A useable Investment Guide</p> <p>2 Promote Foreign and Local Investment</p> <ul style="list-style-type: none"> a) Conduct annual review of the incentive regime and recommend improvements b) Prepare promotional materials c) Target Investors and conduct internal and external investment missions d) Conduct seminars and training programs for both staff and clients <p>End Products Policy changes which provide continual improvements in the incentive regime, materials for distribution, list of potential investors, series of meetings/missions, periodic seminars</p>			

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>places</p> <p>▷ Prepare sector profiles</p> <p>End product Up-to-date Sector Profiles</p>			
<p>Objective 2 Strengthen Investment Policies</p> <p>1 Complete the Investment code</p> <p>a) Participate in consultant s efforts to develop the code</p> <p>b) Review recommendations and support approval process of the final draft</p> <p>c) Support legislative review for passage of the code</p> <p>End Product Investment code is law</p> <p>2 As code is being prepared improve Guyana s arrangements and agreements and continue on going review</p> <p>a) Review investment arrangements</p> <ul style="list-style-type: none"> • Caricom industrial policy • Caribbean - Latin America industrial policy • FTAA investment and competition policy areas • WTO Trade Related Investment Measures (TRIMs) • GATS - general agreements on trade in service • Joint Commission • Investment Treaties <p>b) Establish consultations with customers</p> <p>c) Prepare recommendations for discussion</p> <p>d) Participate in negotiations</p> <p>e) Analyze implications and commitment</p> <p>End Product Revised arrangements and agreements</p>	<p>1 Code submitted to Cabinet</p> <p>2 Improved agreements</p>	<p>1 Observation</p> <p>2 End-of-year self evaluation</p>	<p>1 Timely passage</p> <p>2 Review of year's work on agreements shows changes/improvements and more favorable investment conditions</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>Objective 3 Define mechanisms to provide industrial support</p> <p>1 Identify development strategies such as industrial estates</p> <p>End product Report on strategies</p> <p>2 Communicate these strategies to clients and relevant agencies and develop strategies to collaborate</p> <p>End Product Meetings with clients, plans for collaboration</p> <p>3 Plan strategies to effect the necessary support from suppliers</p> <p>a) Set meetings with suppliers b) Develop strategies with each</p> <p>End product Meetings with suppliers, strategies</p> <p>4 Establish monitoring mechanisms to oversee completion of industrial sites etc</p> <p>End product Site visits, phone calls, etc</p> <p>5 Revise and effect changes to strategies as needed</p> <p>a) Meet regularly with private sector groups to review success of strategies b) Revise strategies based on feedback and rate of industry success</p> <p>End Product Revised, improved strategies of support</p>	<p>New Parks on-line</p>	<p>End-of-year space utilization analysis</p>	<p>Space utilization rate shows percent of use sufficient to fully privatize the park</p>
<p>Objective 4 Stimulate Growth of Investment</p> <p>1 Complete the Investment Guide</p> <p>a) Review the existing document and make revisions b) Submit the revised document for approval</p>	<p>1 Guide used by potential investors</p>	<p>1 User survey</p>	<p>1 Survey results show users find the guide helpful to their decision-making</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>End Product A useable Investment Guide</p> <p>2 Promote Foreign and Local Investment</p> <ul style="list-style-type: none"> a) Conduct annual review of the incentive regime and recommend improvements b) Prepare promotional materials c) Target Investors and conduct internal and external investment missions d) Conduct seminars and training programs for both staff and clients <p>End Products Policy changes which provide continual improvements in the incentive regime, materials for distribution, list of potential investors, series of meetings/missions, periodic seminars</p>	<p>Growth in investment</p>	<p>Compare end-of-year 1998 estimates of investment with 1997 and 96</p>	<p>Comparison shows growth Desired rate of growth to be determined by MTTI/ID and Go-Invest</p>

E TOURISM

Retreat Participants from Tourism

Tessa Fraser - DOT

Maureen Paul - TDO

Kenneth Bentinck - ADOT

Lesley Benjamin - R/Analyst

Angela Emmanuel - TDO

Veronica Tappin - Conf Secty

Avonie Lekha - Reg Sup (ag)

Donald Sinclair - Chairman TAB

Richard Humphrey - Pres TAG

Colette Mc Dermott - Exec Dir TAG

The following action plan, resource development plan, and monitoring/evaluation plan are the products of those listed above. While the plans do not encompass the day-to-day tasks that are required of them, they address the primary initiatives to be instituted over the coming year(s) and are designed to make significant improvements in services provided which support and promote economic growth in the tourism sector. They represent lead initiatives for the Ministry and were developed with assistance/input from two key tourism groups, the Tourism Advisory Board and the Tourism Association of Guyana.

Goal Develop policies and programs which improve and promote
Guyana's tourism sector

1997-98 Lead

Objectives 1 Improve relationships and communication with major constituencies

Strategy Conduct a dialogue and joint planning session with constituents to identify priority initiatives, develop coordinated work plans, and devise strategies to improve on-going communication and collaboration

2 Upgrade the quality of Guyana's tourism sector

Strategy Develop minimum standards for the industry and devise mechanisms for their monitoring and enforcement

3 Disseminate information about developments in the industry and activities of the Tourism Division in a timely and usable manner

Strategy Develop a tourism data base and produce reports and fact sheets on the industry based on a constituency data needs assessment

4 Conduct promotion activities resulting in economic growth in the tourism sector

Strategy Develop a promotional plan using the OAS tourism marketing plan (to be released in December of 1997) as a mechanism for coordinating promotional efforts with other tourism promotion entities, expanded participation in tourism trade shows

Immediate/Short-term Activities

- 1 Develop contacts with major constituencies and initiate dialogue about a joint planning session August, 1997
- 2 Request support from BEEP to provide assistance to the joint planning effort August, 1997
- 3 Request BEEP assistance to develop systems/skills in collection, processing and reporting of tourist information August, 1997
- 4 Request BEEP assistance to prepare draft legislation on standards for the tourism industry August, 1997

- 5 Determine the type of information desired by major constituents
September, 1997
- 6 Work with a consultant to prepare a tourism data base
September - October, 1997
- 7 Identify and attend conferences and trade shows
September, 1997 - on-going
- 8 Conduct regular meetings with major constituents
September, 1997 - on-going
- 9 Work with OAS and other tourism promotion bodies to prepare joint plans in response to the OAS marketing plan
December, 1997

Medium-term

- Activities**
- 1 Implement strategies identified in the joint planning session with other tourism promotion bodies
January, 1998 - on-going
 - 2 Advise the government regarding passage of the new standards and facilitate passage
January, 1997
 - 3 Begin dissemination of reports and fact sheets
January, 1998
 - 4 Develop tourism promotion strategy following review of the OAS marketing plan
February, 1998 -
 - 5 Conduct survey of constituencies to determine satisfaction with information and other services
May, 1998

Long-term and On-going

- Activities**
- 1 Dissemination of tourism information
 - 2 Meetings with tourism groups
 - 3 Joint planning and coordination with other tourism promotion bodies
 - 4 Tourism promotion through tourism conventions and trade shows
 - 5 Review of enforcement and effectiveness of standards
 - 6 Development of new standards as needed

Monitoring and Evaluation

- Activities**
- 1 Joint planning session
 - 2 Periodic surveys of constituencies
 - 3 Monitoring of tourism satisfaction through review of OAS on-going marketing surveys
 - 4 End of year monitoring of income from tourism

Goal Develop policies and programs which improve and promote Guyana's tourism sector

TOURISM

1997-98 ACTION PLAN

Objectives	Tasks	Person Responsible	Time Table							
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q		
1 Improve relations and communications with major constituencies <ul style="list-style-type: none"> • Tourism Association of Guyana • The Public • Regional and International Organizations such as CTO, CHA, WTO, and OAS • Media • Governmental Organizations and Institutions 	1 Identify contacts within each constituency <ul style="list-style-type: none"> a) Develop preliminary list b) Make initial contact with the organizations and contact people to discuss desired outcomes and proposed processes c) Schedule meetings End Product A mutually agreed process for improving communication and relations with each organization	Tourism PR officer	—							
	2 Implement mechanisms to facilitate consultation with the constituencies <ul style="list-style-type: none"> a) Conduct monthly meetings with Executive Members of TAG and meet with other groups as needed b) Identify and clarify roles with the various organizations and agencies c) Identify areas of collaboration (such as OAS INTDP) d) Develop mechanisms to achieve goals and objectives e) Conduct review of objectives and achievements f) Modify plans according to changing needs End Product Meetings and exchanges with primary constituents, joint plans of action	DOT/ADOT	—		—					
	3 Seek technical assistance to develop strategies with the constituents <ul style="list-style-type: none"> a) Conduct bilateral meetings with funding agencies such as BEEP and OAS b) Bring in consultant End product Funds and plans for assistance	DOT	—							
	4 Develop Communications Strategy and Procedures <ul style="list-style-type: none"> • Conduct needs assessment • Prepare a report from the analysis • Develop an action program 	Consultant			—					

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<ul style="list-style-type: none"> Identify additional staff to implement program such as research assistants Identify additional equipment and other necessary resources Train personnel to implement the program <p>End product A plan resulting in improved communications</p> <p>5 Implement the program</p> <p>End product Activities which improve communication</p>	DOT/ADOT				_____		
2 Upgrade the quality of Guyana's tourism sector by developing minimum standards for the industry and devising mechanisms for their monitoring and enforcement	<p>1 Conduct an inventory of the products and personnel</p> <p>a) Access data on the level of products offered in the accommodation sector tour guides and operatives</p> <p>b) Prepare TORs for consulting assistance</p> <p>End product Data base on the industry</p>	DOT	—					
	<p>2 Examine existing legislation to determine relevance to current development needs in tourism and develop a list of needed legislation</p> <p>a) Consult with stakeholders</p> <p>b) Develop consensus on needed changes</p> <p>End product List of legislative changes needed</p>	Consultant with assistance from tourism staff		—				
	<p>3 Draft legislation</p> <p>End Product legislation for submission to Government for passage</p>	Consultant			—			
	<p>4 Conduct national consultancy to support passage</p> <p>End Product New legislation enacted</p>	DOT			—			
3 Disseminate information about development in the	<p>1 Identify the needs of the constituencies through consultation</p> <p>a) Develop questionnaires and interview schedules</p> <p>b) Organize meetings with the constituents and other government departments</p>	R/Analyst		—				

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
industry and activities of the Tourism Division in a timely and usable manner	End product A comprehensive list of information needs 2 Acquire the necessary equipment software and personnel a) Prepare a proposal for technical assistance equipment and human resource needs b) Meet with Funding agencies to facilitate acquisition End product proposals equipment , software etc acquired	DOT/ADOT		_____				
	3 Determine the level of capability to access process and deliver needed information a) Organize meetings with the Statistical Bureau and the Caribbean Tourism Organization b) Develop strategies to access needed data systematically c) Develop formats for reports and fact sheets to be prepared d) Determine equipment software and training needs to produce reports and fact sheets End product Plans for data acquisition, list of support needs		Consultant		_____			
	4 Train personnel to conduct research and to process analyze and present information in a timely manner and usable format a) Develop a training program design b) Conduct training program End Product Training program							
	5 Pre test information output with constituencies a) Develop questionnaires and interview schedule b) Conduct survey c) Analyze data collected End Product Information reports and fact sheets that are useful to constituents							
	6 Conduct an education program on the utilization of information a) Design and conduct workshops for constituents							

Objectives	Tasks	Person Responsible	Time Table					
			1997 3 rd Q	1997 4 th Q	1998 1 st Q	1998 2 nd Q	1998 3 rd Q	1998 4 th Q
	<p>End Product Workshops</p> <p>7 Put in place a distribution system to facilitate easy access to the information</p> <p>a) Confer with constituents to develop the system</p> <p>b) Implement the system of distribution and conduct periodic checks on satisfaction of the constituents</p> <p>End Product Information Reports and Fact Sheets distributed in a timely and user friendly manner</p>							
<p>4 Conduct promotion activities resulting in economic growth in the tourism sector</p>	<p>1 Collaborate with other tourism groups to design promotional efforts based on the OAS tourism marketing plan to be completed in December of 1997</p> <p>a) Identify the role of the tourism division in implementation of the plan</p> <p>b) Seek technical assistance to design the Tourism Division's component as well as other promotional activities to be taken on by MTTI</p> <p>c) Identify resources for implementation of promotional activities</p> <p>d) Implement the plan</p> <p>End Product A coordinated promotional plan, Promotional activities</p>	<p>DOT/ADOT/TDO (marketing)</p> <p>Consultant</p>			—			
	<p>2 Continue staff development and tourism promotion activities conducted through conferences and international trade shows/markets</p> <p>a) Identify conferences and trade show opportunities for 1997-98</p> <p>b) Identify resources for attendance</p> <p>End Product Participation in conferences and travel shows</p>	<p>DOT/ADOT</p>		—				

TOURISM

RESOURCE DEVELOPMENT PLAN

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>Objective 1 Improve relations and communications with major constituencies</p> <p>1 Identify contacts within each constituency</p> <p>a) Develop preliminary list b) Make initial contact with the organizations and contact people to discuss desired outcomes and proposed processes c) Schedule meetings</p> <p>End Product A mutually agreed process for improving communication and relations with each organization</p> <p>2 Implement mechanisms to facilitate consultation with the constituencies</p> <p>a) Conduct monthly meetings with Executive Members of TAG and meet with other groups as needed b) Identify and clarify roles with the various organizations and agencies c) Identify areas of collaboration (such as OAS INTDP) d) Develop mechanisms to achieve goals and objectives e) Conduct review of objectives and achievements f) Modify plans according to changing needs</p> <p>End Product Meetings and exchanges with primary constituents, joint plans of action</p> <p>3 Seek technical assistance to develop strategies with the constituents</p> <p>a) Conduct bilateral meetings with funding agencies such as BEEP and OAS b) Bring in consultant</p>	<p>Consultant</p>	<p>BEEP</p>	<p>Prepare request for assistance</p>

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>End product Funds and plans for assistance</p> <p>4 Develop Communications Strategy and Procedures</p> <ul style="list-style-type: none"> • Conduct needs assessment • Prepare a report from the analysis • Develop an action program • Identify additional staff to implement program such as research assistants • Identify additional equipment and other necessary resources • Train personnel to implement the program <p>End product A plan resulting in improved communications</p> <p>▷ Implement the program</p> <p>End product Activities which improve communication</p>	<p>Mailing costs, printing, ads, etc</p>	<p>GOG budget</p>	<p>Include in 1998 budget request</p>
<p>Objective 2 Upgrade the quality of the tourism sector by developing minimum standards for the industry and devising mechanisms for their monitoring and enforcement</p> <p>1 Conduct an inventory of the products and personnel</p> <ul style="list-style-type: none"> a) Access data on the level of products offered in the accommodation sector tour guides and operatives b) Develop TORs for consulting assistance <p>End product Data base on the industry</p> <p>2 Examine existing legislation to determine relevance to current development needs in tourism and develop a list of needed legislation</p> <ul style="list-style-type: none"> a) Consult with stakeholders b) Develop consensus on needed changes <p>End product List of legislative changes needed</p>	<p>Consultant</p>	<p>BEEP</p>	<p>Prepare formal request</p>

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>3 Draft legislation</p> <p>End Product legislation for submission to Government for passage</p> <p>4 Conduct national consultancy to support passage</p> <p>End Product New legislation enacted</p>	<p>newspaper ads</p>	<p>GOG funds</p>	<p>Include in budget request</p>
<p>Objective 3 Disseminate information about development in the industry and activities of the Tourism Division in a timely and usable manner</p> <p>1 Identify the needs of the constituencies through consultation</p> <p>a) Develop questionnaires and interview schedules</p> <p>b) Organize meetings with the constituents and other government departments</p> <p>End product A comprehensive list of information needs</p> <p>2 Acquire the necessary equipment software and personnel</p> <p>a) Prepare a proposal for technical assistance equipment, and human resource needs</p> <p>b) Meet with Funding agencies to facilitate acquisition</p> <p>End product proposals, equipment , software, etc acquired</p> <p>3 Determine the level of capability to access, process and deliver needed information</p> <p>a) Organize meetings with the Statistical Bureau and the Caribbean Tourism Organization</p> <p>b) Develop strategies to access needed data systematically</p> <p>c) Develop formats for reports and fact sheets to be prepared</p> <p>d) Determine equipment software and training needs to produce</p>	<p>Equipment/software, etc</p> <p>Consultant</p>	<p>BEEP</p> <p>BEEP</p>	<p>Already requested</p> <p>Prepare formal request</p>

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>reports and fact sheets</p> <p>End product Plans for data acquisition, list of support needs</p> <p>4 Train personnel to conduct research and to process analyze and present information in a timely manner and usable format</p> <ul style="list-style-type: none"> a) Develop a training program design b) Conduct training program <p>End Product Training program</p> <p>5 Pre-test information output with constituencies</p> <ul style="list-style-type: none"> a) Develop questionnaires and interview schedule b) Conduct survey c) Analyze data collected <p>End Product Information reports and fact sheets that are useful to constituents</p> <p>6 Conduct an education program on the utilization of information</p> <ul style="list-style-type: none"> a) Design and conduct workshops for constituents <p>End Product Workshops</p> <p>7 Put in place a distribution system to facilitate easy access to the information</p> <ul style="list-style-type: none"> a) Confer with constituents to develop the system b) Implement the system of distribution and conduct periodic checks on satisfaction of the constituents <p>End Product Information Reports and Fact Sheets distributed in a timely and user friendly manner</p>	<p>Consultant (cont)</p> 		

TASKS	RESOURCES NEEDED	SOURCE	FIRST STEP TO ACQUIRE
<p>4 Conduct Promotion Activities Resulting in Economic Growth in the Tourism Sector</p> <p>1 Collaborate with other tourism groups to design promotional efforts based on the OAS tourism marketing plan to be completed in December of 1997</p> <ul style="list-style-type: none"> a) Identify the role of the tourism division in implementation of the plan b) Seek technical assistance to design the Tourism Division s component as well as other promotional activities to be taken on by MTTI c) Identify resources for implementation of promotional activities d) Implement the plan <p>End Product A coordinated promotional plan, Promotional activities</p> <p>2 Continue staff development and tourism promotion activities conducted through conferences and international trade shows/markets</p> <ul style="list-style-type: none"> a) Identify conferences and trade show opportunities for 1997-98 b) Identify resources for attendance <p>End Product Participation in conferences and travel shows</p>	<p>Consultant</p>	<p>BEEP or other donors</p>	<p>Prepare formal request and rationale</p>

TOURISM

MONITORING AND EVALUATION PLAN

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>Objective 1 Improve relations and communications with major constituencies</p> <p>1 Identify contacts within each constituency</p> <p>a) Develop preliminary list</p> <p>b) Make initial contact with the organizations and contact people to discuss desired outcomes and proposed processes</p> <p>c) Schedule meetings</p> <p>End Product A mutually agreed process for improving communication and relations with each organization</p> <p>2 Implement mechanisms to facilitate consultation with the constituencies</p> <p>a) Conduct monthly meetings with Executive Members of TAG and meet with other groups as needed</p> <p>b) Identify and clarify roles with the various organizations and agencies</p> <p>c) Identify areas of collaboration (such as OAS INTDP)</p> <p>d) Develop mechanisms to achieve goals and objectives</p> <p>e) Conduct review of objectives and achievements</p> <p>f) Modify plans according to changing needs</p> <p>End Product Meetings and exchanges with primary constituents, joint plans of action</p> <p>3 Seek technical assistance to develop strategies with the constituents</p> <p>a) Conduct bilateral meetings with funding agencies such as BEEP and OAS</p> <p>b) Bring in consultant</p>	<p>1 Satisfaction of the constituents</p> <p>2 Number of successful collaborations and meetings</p>	<p>1 Constituency survey</p> <p>2 Review/self-evaluation at the end of the year</p>	<p>1 Responses show satisfaction on relevant questions</p> <p>2 Review shows meetings were held as needed and that collaborations took place with positive results</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>End product Funds and plans for assistance</p> <p>4 Develop Communications Strategy and Procedures</p> <ul style="list-style-type: none"> • Conduct needs assessment • Prepare a report from the analysis • Develop an action program • Identify additional staff to implement program such as research assistants • Identify additional equipment and other necessary resources • Train personnel to implement the program <p>End product A plan resulting in improved communications</p> <p>5 Implement the program</p> <p>End product Activities which improve communication</p>			
<p>Objective 2 Develop minimum standards for the industry and devise mechanisms for their monitoring and enforcement</p> <p>1 Conduct an inventory of the products and personnel</p> <ul style="list-style-type: none"> a) Access data on the level of products offered in the accommodation sector tour guides and operatives b) Develop TORs for consulting assistance <p>End product Data base on the industry</p> <p>2 Examine existing legislation to determine relevance to current development needs in tourism and develop a list of needed legislation</p> <ul style="list-style-type: none"> a) Consult with stakeholders b) Develop consensus on needed changes <p>End product List of legislative changes needed</p> <p>3 Draft legislation</p>	<p>1 Passage of legislation</p> <p>2 Tourist satisfaction</p>	<p>1 Observations and end-of-year self-evaluation</p> <p>2 Review of OAS market survey data</p>	<p>1 Assessment shows that desired legislation was passed</p> <p>2 Review shows improvements in tourist assessments</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>End Product legislation for submission to Government for passage</p> <p>4 Conduct national consultancy to support passage</p> <p>End Product New legislation enacted</p>			
<p>Objective 3 Disseminate information about development in the industry and activities of the Tourism Division in a timely and usable manner</p> <p>1 Identify the needs of the constituencies through consultation</p> <p>a) Develop questionnaires and interview schedules</p> <p>b) Organize meetings with the constituents and other government departments</p> <p>End product A comprehensive list of information needs</p> <p>2 Acquire the necessary equipment software and personnel</p> <p>a) Prepare a proposal for technical assistance equipment and human resource needs</p> <p>b) Meet with Funding agencies to facilitate acquisition</p> <p>End product proposals, equipment, software, etc acquired</p> <p>3 Determine the level of capability to access process and deliver needed information</p> <p>a) Organize meetings with the Statistical Bureau and the Caribbean Tourism Organization</p> <p>b) Develop strategies to access needed data systematically</p> <p>c) Develop formats for reports and fact sheets to be prepared</p> <p>d) Determine equipment software and training needs to produce reports and fact sheets</p>	<p>1 Satisfaction of information users</p>	<p>1 Survey of users</p>	<p>1 Responses show users are satisfied with the type, format and timing of information</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>End product Plans for data acquisition, list of support needs</p> <p>4 Train personnel to conduct research and to process analyze and present information in a timely manner and usable format</p> <ul style="list-style-type: none"> a) Develop a training program design b) Conduct training program <p>End Product Training program</p> <p>5 Pre-test information output with constituencies</p> <ul style="list-style-type: none"> a) Develop questionnaires and interview schedule b) Conduct survey c) Analyze data collected <p>End Product Information reports and fact sheets that are useful to constituents</p> <p>6 Conduct an education program on the utilization of information</p> <ul style="list-style-type: none"> a) Design and conduct workshops for constituents <p>End Product Workshops</p> <p>7 Put in place a distribution system to facilitate easy access to the information</p> <ul style="list-style-type: none"> a) Confer with constituents to develop the system b) Implement the system of distribution and conduct periodic checks on satisfaction of the constituents <p>End Product Information Reports and Fact Sheets distributed in a timely and user friendly manner</p>			
<p>4 Conduct Promotion Activities Resulting in Economic Growth in the Tourism Sector</p> <p>1 Collaborate with other tourism groups to design promotional efforts based on the OAS tourism marketing plan to be completed in December</p>	<p>Annual income from tourism</p>	<p>Review/comparison of annual statistics</p>	<p>1998 income is higher than 1997 or 96</p>

TASKS	INDICATOR	METHOD OF EVALUATION	CRITERIA FOR SUCCESS
<p>of 1997</p> <ul style="list-style-type: none"> a) Identify the role of the tourism division in implementation of the plan b) Seek technical assistance to design the Tourism Division s component as well as other promotional activities to be taken on by MTPI c) Identify resources for implementation of promotional activities d) Implement the plan <p>End Product A coordinated promotional plan, Promotional activities</p> <p>2 Continue staff development and tourism promotion activities conducted through conferences and international trade shows/markets</p> <ul style="list-style-type: none"> a) Identify conferences and trade show opportunities for 1997-98 b) Identify resources for attendance <p>End Product Participation in conferences and travel shows</p>			

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 will be added. The Task Forces will report progress to the Steering Committee through their chairperson.

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 plans 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 this section. This action plan is synthesized on a monthly basis and can serve as a monthly agenda for Steering Committee meetings.

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 is the lead contact person for all BEEP project support. The BEEP Project staff 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.

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.

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

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
1 Request funds for remodeling	1 Review communications committee, update membership, and provide training for two members in communications	1 Request assistance to conduct information needs assessment	1 Revise Investment guide August - September, 1997	1 Develop contacts with major constituencies and initiate dialogue about a joint planning session
2 Meet with the union branch to schedule staff training sessions	2 Request assistance to develop a communication strategy	2 and to assist trade with development of their information data base, products and distribution system		2 Request support from BEEP to provide assistance to the joint planning effort
3 Request funds for training of two personnel staff in counseling skills	3 Complete formalizing work with the Advisory Committee	3 base, products and distribution system		3 Request BEEP assistance to develop systems/skills in collection, processing and reporting of tourist information
4 Implement monthly staff meetings and regular meetings for divisions and divisions and agencies	4 Seek cabinet approval for the Committee structure/mission and Stipends	4 Request training on new equipment scheduled to arrive in August		4 Request BEEP assistance to prepare draft legislation on standards for the tourism industry
5 August and September, 1997	5 Seek Cabinet approval for transfer of responsibility for LMS			
6 Oversee installation of new equipment	6 Provide dedicated phone line and computer for hot line			
7 Identify training needs in use of equipment and software and request funds				

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

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
	<ol style="list-style-type: none"> 1 Conduct a one-day session for GNBS and CAD staff to plan joint activities 2 Establish a training committee of consumer groups to determine training and technical assistance needs 3 Identify resources for the public education campaign 4 Complete work plan for the Advisory Committee 5 Convene meeting with Legal Aid Centre to determine level of collaboration and cooperation 	<ol style="list-style-type: none"> 1 Conduct base line assessment of constituency attitudes towards MTTI/FT and GEPC 2 Schedule meetings with regional and international trade agencies 	<ol style="list-style-type: none"> 1 Establish a data center at Go-Invest 2 Review current investment agreements and arrangements September - November, 1997 3 Collect raw data for the data base September - December, 1997 and on-going 	<ol style="list-style-type: none"> 1 Determine the type of information desired by major constituents 2 Work with a consultant to prepare a tourism data base September - October, 1997 3 Identify and attend conferences and trade shows September, 1997 - on-going 4 Conduct regular meetings with major constituents September, 1997 - on-going

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

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
1 Send staff for training in personnel counseling	1 Conduct surveys of NGO and consumer groups to determine training and technical assistance needs 2 Send staff from GNBS and CAD to off-shore training in communication 3 Collect information on training programs available in consumer protection 4 Begin implementation of public education campaign 5 Begin structural changes in the LMS 6 Develop hot line protocols and procedures and train hotline staff 7 Train weights and measures inspectors October-December, 1997	1 Conduct research on new strategic locations for trade reps	1 Develop formats for the different fact sheets and reports 2 Conduct a review of the incentive regime October - December, 1997	

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

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
	<ol style="list-style-type: none"> 1 Begin hot line 2 Implement the public education campaign and monitor its effectiveness 		<ol style="list-style-type: none"> 1 Establish a distribution system for fact sheets and reports 2 Complete recommendations for the investment code 	

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

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
<p>1 Conduct in-house training of division heads in counseling skills Dec 1997 - Feb 1998</p>				<p>Work with OAS and other tourism promotion bodies to prepare joint plans in response to the OAS marketing plan</p>

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION
JANUARY, 1998**

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
<p>1 Conduct staff training sessions in collaboration with the public service union Jan 1998 - June 1998</p>	<p>1 Conduct internal staff training in communication using services of the two staff trained abroad Provide communication training to members of the Advisory Committee</p> <p>2 Begin training and technical assistance for NGOs and other consumer protection organizations</p> <p>3 Compile data on consumer priority needs for standardization January-February, 1998</p> <p>4 Compile data on consumer priority needs for standardization January-February, 1998</p>	<p>1 Begin putting out trade fact sheets and reports Mid-January, 1998</p> <p>2 Conduct regular meetings with constituents and other trade organizations January, 1998 - on-going</p>	<p>1 Prepare sector profiles January - March, 1998</p> <p>2 Support passage of the new investment code January - March, 1998</p> <p>3 Conduct consultants with private sector on desired changes to investment and arrangements such as Caricom industrial policy, FTTA policy, WTO TRIMS, etc January - March, 1998</p> <p>4 Prepare promotional materials on investment and target investors January, 1998 - on-going</p>	<p>1 Implement strategies identified in the joint planning session with other tourism promotion bodies January, 1998 - on-going</p> <p>2 Advise the government regarding passage of the new standards and facilitate passage January, 1997</p> <p>3 Begin dissemination of reports and fact sheets January, 1998</p>

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION
FEBRUARY, 1998**

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
<p>1 Review results of the staff's computer training and determine the need for additional training</p>	<p>1 Provide communication training to members of the Advisory Committee</p> <p>2 Begin training and technical assistance for NGOs and other consumer protection organizations</p> <p>3 Implement new LMS program</p> <p>4 Begin monitoring hotline effectiveness February - ongoing</p>	<p>1 Conduct seminars and workshops on pertinent issues February - on-going</p> <p>2 Recommend new trade reps February - July, 1998</p>	<p>1 Prepare and distribute fact sheets and reports February, 1998 - on-going</p> <p>2 Continue development of industrial park facilities February, 1998 - on-going</p>	<p>1 Develop tourism promotion strategy following review of the OAS marketing plan February, 1998 -</p>

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION
MARCH, 1998**

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
<ol style="list-style-type: none"> 1. Monitor success of monthly staff meetings 2. Assess need for additional equipment and software 3. Request additional equipment/software as needed 4. Oversee renovations of the facility March - May, 1998 		<ol style="list-style-type: none"> 1. Begin to develop joint proposals with trade organizations March, 1998 - ongoing 	<ol style="list-style-type: none"> 1. Conduct seminars and training programs for staff and clients on the new investment code March, 1998 - on-going 	

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION
APRIL, 1998**

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
	<ol style="list-style-type: none"> 1 Access standards existing in other countries and adapt to Guyana's needs April - on-going 2 For standards not available for purchase, design new ones April - on-going 	<ol style="list-style-type: none"> 1 Work with trade reps to develop strategies for each new region April, 1998 - end-of year 		

**STEERING COMMITTEE CALENDAR FOR MANAGEMENT, MONITORING AND EVALUATION
MAY, 1998**

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism
<p>1 Conduct staff survey of satisfaction with improvements in the work environment and support services May, 1998 Every six months thereafter</p>	<p>1 Conduct constituent surveys in preparation for next planning cycle</p>	<p>1 Conduct constituent surveys in preparation for next planning cycle</p>	<p>1 Conduct constituent surveys in preparation for next planning cycle</p>	<p>1 Conduct survey of constituencies to determine satisfaction with information and other services May, 1998</p> <p>2 Conduct constituent surveys in preparation for next planning cycle</p>

Support Services	CAD/GNBS	Trade/GEPC	Investment/Go-Invest	Tourism

1 Conduct retreat