

# **GEO**

## **Guyana Economic Opportunities**

### **Private Sector Organization Action Plans**

**Prepared by:  
Gordon Studebaker,  
GEO Private-Sector Advisor**

*Submitted by:*  
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**SECTION I**

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Berbice Chamber of Commerce and Development  
Association (BCCDA)

## **I. Introduction**

Known as the “Ancient County” of Guyana because it was settled early by the Dutch to grow plantation sugar, the Berbice region today still manifests its Dutch roots through town names like Kortbraath and Sandvortt. Berbice begins at Abary on the west side of the Berbice River and extends beyond Crabwood Creek on the Corentyne River, Guyana’s border with Suriname. Of Guyana’s 10 regions, Berbice comprises region six. New Amsterdam, Coriverton, and Rose Hall are Berbice’s three main commercial centers.

The Berbice Chamber of Commerce and Development Association (BCCDA) is among the oldest commercial organizations in Guyana. Business leaders in New Amsterdam founded BCCDA in 1932 as a non-profit organization. BCCDA’s 40 members represent various sectors, including financial services, retail operations (general merchandise, hardware, and electronics), manufacturing, forest products and saw milling, furniture production, hotels, restaurants, mining, professional services, importers/exporters, and telecommunications.

Berbice’s population of more than 200,000 includes 70,000 voters, not an insignificant number in a country of 750,000. Rice and sugar dominate agriculture, though numerous small-scale farmers plant vegetables and cash crops. The tropical area grows a wide variety of fruits, many unknown to consumers in temperate climates, including: star apple; monkey apple; sapodilla; soursap; simatu; padu; plum rose; ginips; passion fruit; guava; malaka; and numerous mango varieties.

Family-owned businesses characterize Berbice’s economy. Self-employment, which includes a wide variety of occupations, plays an important socioeconomic role. Competitive wage structures, coupled with high unemployment for people between 18 and 30, offer a substantial pool of easily accessible, skilled and unskilled labor.

The Port Mourant Training School and Berbice’s Technical Institute produce more than 300 skilled graduates a year in the following fields: electricians, plumbers, carpenters, as well as those skilled in concrete and masonry work and in mechanical and electrical engineering. The University of Guyana is opening a branch in Berbice to begin offering classes in September 2000.

Foreign investors, like Canada’s Scotia Bank, United States’ Aroaima, Great Britain’s J.P. Knight, Holland’s Boskalis, and Greece’s Viceroy have found profitable environments in the hospitality of Berbice’s business community. The area’s resource base provides attractive opportunities beyond agriculture. Land and timber abound. So do aquaculture sites and sites for eco and cultural tourism (including early battlefields and historic buildings, such as the Dutch-built Fort Nassau). Mining and agro-processing are key sectors in Berbice.

The Berbice River affords an opportunity for inland deep-water port and transshipment facilities, and thus English-speaking access to MERCOSUR's gigantic transnational

markets. That means faster goods movement for ocean vessels than available through Georgetown or up the Amazon River. However, the Berbice River has also historically symbolized barriers to development in the area. An inefficient ferry system underscores transportation and infrastructure issues facing Berbice's progressive business and agricultural community.

The government has committed itself to begin construction in November of a bridge linking Berbice with Georgetown, 60 miles away. Accompanying improvements in highways will hugely advance transportation efficiency and position New Amsterdam, Berbice's prime city, as the commercial axis along with Brazil's state of Roraima as well as with the emerging Guyana Trails development, which consists of tourist-road-cultural links from Cayenne through Suriname to Guyana.

The Berbice chamber may be reached by phone (592-03-3324), by fax (592-03-5024) and by email ([mohraf@networksgy.com](mailto:mohraf@networksgy.com)).

## **II. Mission**

BCCDA's mission is to:

- Enhance entrepreneurship and total development through collaboration and communication.
- Strengthen and promote the general economic wellbeing of members and the community while strengthening the Berbice chamber itself.

## **III. Goals**

The key goals in BCCDA's action plan are:

- Make the chamber a more dynamic and appealing organization.
- Attract investment to Berbice.
- Engage the government in issues important to the chamber and the Berbice area.
- Build alliances among business, government, labor, and other interest groups.

**IV. Action Plan**

**Goal 1: Make BCCDA a more dynamic, appealing organization**

Objectives	Strategies
Build chamber’s capacity to advance the interests of its members and its geographic area in the private and public sectors—locally, nationally, and internationally	Transform the chamber into an organization capable and eager to meet the needs of its members and represent its geographic area well; see that the chamber is perceived as a force promoting competitive and responsible economic (and social) advancement.

**Action Plan Team: Dilip Singh, Anthony Johnson, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 1, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Establish alliances with similarly focused, experienced organizations willing to assist the Berbice chamber in development of an appropriate services menu, generation of revenue, construction of outreach, and representation of membership, by organizing tightly focused exchange visits and twinning with organizations in Japan, US, UK, and Canada.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Pursue exchanges and alliances with similar organizations in more developed markets that will speed achievement of BCCDA’s goals by exposing BCCDA to PSOs that have already experienced growth stages through which BCCDA will pass.</li> <li>2. Consider criteria to determine similarity of: membership, rural, farming, rice, sugar, population, industry (logging and mills), organizational objectives, resources.</li> <li>3. Explore geographic options for exchange visits: Southern United States—Texas, Louisiana; Dominican Republic; Costa Rica; Ireland.</li> </ol>			X		X	X	

Action Steps (Continued)	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
4. Develop objectives for exchange visits. Exchange information on: member services menu; revenue generation and fund raising; membership growth; outreach, publications; advocacy and lobbying; image building; optimal levels and use of staff; job descriptions; constitutions or charters; area economic development; databases; office equipment and capabilities; member profiles.		X					
5. Draft a list of objectives of proposed exchange visits, submit to GEO, and determine level of GEO support.			X				
6. Select time frame for BCCDA visit to external chamber(s) of commerce and/or other similar organizations. Coordinate with other Guyanese PSOs.				X			
7. Select BCCDA participants in accord with GEO support.						X	
8. Explore candidate destinations with GEO and determine one(s) that best fits needs of BCCDA and other Guyanese PSOs participating in exchange visits.			X				
9. Contact candidate organizations and settle on one capable and eager to establish relations with BCCDA and other Guyanese PSOs.					X		
10. Set target dates for exchange visit and work out schedule of events with GEO and host organization(s).				X			
11. Work with GEO on staff support requirements for exchange visits.			X				
12. Work out logistical issues with other participating Guyanese PSO representatives: airline reservations and tickets, visas, hotels, local transportation, responsibilities, out-of-pocket cost estimates, expense accounting and reimbursement, advances on expenses, clothing and dress suggestions, emergency contact data, medical data.					X		

Action Steps (Continued)	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
13. Prepare background information on BCCDA and its objectives, provide to host organization(s), and try to obtain same kind of info on host organization.		X					
14. Work with GEO to develop a schedule of events, from departure date and time to return date and time, and deliver to BCCDA participants, other PSOs participating, and the host organization.					X		
15. Participate in exchange visit.				X			
16. Prepare report on exchange visit for BCCDA.			X				
17. Suggest improvements that could be made to future exchange visits.						X	
18. Follow up with notes of thanks and other appropriate reinforcement to host organizations, especially following through on any agreements reached or commitments made.						X	

**Action Plan Team: Dilip Singh, Anthony Johnson, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 1, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Survey area events (sports, culture, entertainment, public service, education, church, etc.). Improve public perceptions of the chamber by offering chamber representatives to serve on boards, committees and/or otherwise assisting event sponsors.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Query event sponsors within BCCDA’s geographic area to create a calendar of upcoming events.		X					
2. Create a calendar, including contact, leadership and sponsorship information for sports, cultural, business, agricultural, community, educational, religious, and civic events.		X					
3. Determine the events on whose boards or organizing or steering committees BCCDA members should serve.				X			
4. Solicit BCCDA volunteers via an “activity sign-up” initiative to serve on the events targeted.			X				
5. Notify targeted event committees of the willingness of specific BCCDA members to serve on organizing committees.				X			
6. Set up monitoring system to maintain records of events involving BCCDA volunteers.			X				
7. Have volunteers, who help on community events, use the opportunity to promote membership in the chamber.					X		
8. Develop a continuously updated experiences sheet, such as a press release, so BCCDA can demonstrate at any time its contributions to diverse events throughout its community.			X				

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<i>Goal 1, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Improve chamber's ability to access and disseminate internal information important to members and non-members (database development, member profiles, brochures on businesses, products, services, business references, contacts, owners, experience, markets, and salesmanship assistance).				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Solicit members' advice on information they feel comfortable having included in a profile of member businesses (business name, age, location and contact information, statement on type of business and its products, services, capabilities, name(s) of principals and/or owners, and business references (e.g., banks, suppliers, customers, including telephone and fax numbers)).			X				
2. Develop a format that enables members to provide agreed-upon profile information and circulate it to members for completion.		X					
3. Survey members to develop data that allows BCCDA to keep members informed about other members and to provide non-members the composition of BCCDA membership and an accurate idea of products and services offered by BCCDA members.				X			
4. Develop and maintain member-profile data base for internal BCCDA use and from which documents for external purposes can be created, like brochures on member capabilities, breakdown of members, geographic range of BCCDA firms, expertise in types of commercial transactions					X		
5. Update profiles and data base annually.						X	

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<i>Goal 1, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Build chamber's representational capacity for members and the area by developing external data important to members and by determining best use of the data (area profile, physical, human, productive, other economic and social factors of Berbice, internet capabilities).					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members to identify information external to members' commercial operations that they believe will most help their businesses (alternate sources of supply, prospective customers, information from the internet; economic indicators like inflation, unemployment, labor pools and qualifications; quality of life factors like crime, schools, churches, restaurants, hotels and inns, theaters, cultural activities, health care).					X		
2. Prioritize data requested by members.				X			
3. Create a schedule, per member priorities, for developing BCCDA capabilities to provide members external data they requested.			X				
4. Develop in order of priority BCCDA capabilities to produce and deliver the external information members want.				X			
5. Notify membership as BCCDA builds each new IT capability for members.					X		

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<i>Goal 1, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Optimize proficiency with present technology and office equipment (upgrade skills and information technology relevant to members; internet searching; spreadsheets; Microsoft Word; computer fax capability; voice messaging.) Acquire Internet-friendly technology and training.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop survey to confirm staff and members' information technology enhancement needs, as identified in November 1999, and incorporate new needs identified.			X				
2. Incorporate staff and members' IT needs into a proposal for computer and Internet training that BCCDA will develop and submit to GEO.				X			
3. Coordinate IT training schedule with GEO and notify BCCDA members of training dates and time with as much lead time as possible.			X				
4. Integrate BCCDA sponsorship of GEO IT training for members with fundraising and membership-building initiatives.					X		

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<i>Goal 1, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Align with other chambers to explore common solutions to staff support issues faced by all chambers in Guyana . Explore preparing a proposal for a resource center for all chambers and their members that serves information needs of members, such as marketing, joint venture and investment candidates, import-export barriers, standards, environmental issues, etc.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Circulate among Guyana's other regional chambers of commerce a concept paper on preparing a proposal requesting funding for a centralized resource center for regional chambers.			X				
2. If regional chambers buy into the concept paper, work with them to develop a proposal introduction containing concrete ideas about staffing, functions, resource needs, funding and returns on investment, and duration of a resource center.					X		
3. Discuss the idea of a resource center with potential funding sources and provide them the proposal introduction.				X			
4. If funding sources seem receptive, develop a comprehensive proposal for the resource center for Guyana's regional chambers that can be adapted easily to multiple prospective funding sources.			X				
5. Make presentations to prospective funding sources.			X				

**Goal 2: Attract investment to Barbice**

Objectives	Strategies
Optimize an independent capability for the chamber to convince investors to visit Barbice.	Position Barbice as an attractive location for living, visiting, working, and investing.

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<i>Goal 2, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop profile of Barbice's strengths, weaknesses, opportunities, threats (SWOT).			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop menu of ingredients for an investment-attracting SWOT covering BCCDA's geographic area.			X				
2. Meet with GO-INVEST to discuss: (a) a BCCDA-GO-INVEST alliance to help attract external investment to Barbice; (b) BCCDA's and its region's information needs to be able to create an investment-targeting SWOT; (c) ways to obtain data needed for the SWOT; (d) an arrangement that aligns GO-INVEST and BCCDA for active initiatives to position Barbice to win investigative visits by potential investors.					X		
3. Identify additional sources from which BCCDA can obtain data necessary for an investor-targeted SWOT of Barbice.			X				
4. Create a format for a SWOT designed to position Barbice competitively for pursuing and attracting outside investment.				X			
5. Solicit BCCDA members, beyond action plan team members, to help provide aspects of the SWOT.					X		

<i>Goal 2, Action Plan 2 and Action Step</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Transform SWOT data into marketing and investment strategies and plans appropriate for Barbice's assets.						X	

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<i>Goal 2, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Select best opportunities shown in profile.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop positioning materials on Berbice's best prospects for attracting investors.					X		

<i>Goal 2, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and target investors and business partners.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Match SWOT findings with investor candidates whose needs appear to match Berbice's attractions.						X	

<i>Goal 2, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Provide targets with data and presentations aimed to compel examination of Berbice opportunities.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop strategies and communications designed to compel investor investigation of Berbice.					X		

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<i>Goal 2, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Orchestrate visits and government help.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop positive and influential roles for the government of Guyana (GOG) and GO-INVEST.				X			
2. Prepare and make presentations to airlines, hotels, and restaurants to create revenue-generating opportunities for them and incentives to prospective investors to investigate Berbice opportunities.					X		
3. Script and rehearse investor investigative visits.				X			
4. After investor inspections, follow up and respond with information that reinforces Berbice in particular and Guyana in general as a competitive place in which to invest, work, live, and vacation.					X		

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<i>Goal 2, Action Plan 7</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Make progress on development of New Amsterdam’s industrial site via preparation of business plan after SWOT study.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background information and determine present status.		X					
2. Identify people and politicians involved, supporters and opposition, and reasons.		X					
3. Examine and develop options to re-start project.		X					
4. Determine most effective way to persuade opposition.				X			
5. Determine ways to mobilize supporters and immobilize opposition.					X		
6. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio or television interviews, foreign press, mobilizing outsiders, GOG friends).				X			
7. Conduct advocacy campaign.			X				

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<i>Goal 2, Action Plan 8</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Work to ensure Guyana's national investment strategy and investment code fully consider development in rural and regional areas.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background information and determine present status of national investment strategy.		X					
2. Identify organizations, people, and politicians involved, supporters and opposition, and reasons.	X						
3. Examine options for speeding movement.		X					
4. Determine most effective way to persuade opposition.			X				
5. Determine ways to mobilize supporters and immobilize opposition.			X				
6. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio and television interviews, foreign press, mobilizing outsiders, and GOG friends).				X			
7. Implement ongoing advocacy effort to help shape the right kind of investment strategy and investment code.					X		

**Goal 3: Engage government in issues important to the chamber and the Berbice area**

Objectives	Strategies
Decentralization of some social services to make regional bodies more autonomous, such as: passport; transport and titles; death and birth certificates; port of entry customs and excise; vehicle fitness by authorized auto mechanics; and licensing of business and motor vehicles by revenue authority in each region.	Quality communications combined with heightened, regular, and responsible advocacy initiatives will increase over time the chamber’s access, exposure, and influence with respect to the government.

**Action Plan Team: Erol Azar, Sagar Lachmansing, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 3, Action Plan IA</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote increased government efficiency in the following area: customs (press for urgent resolution to bring revenue authority into force).			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Develop background information and determine present status.</li> <li>2. Identify people and politicians involved, supporters and opposition, and reasons.</li> <li>3. Determine most effective way to persuade opposition.</li> <li>4. Determine ways to mobilize supporters and immobilize opposition.</li> <li>5. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio and television interviews, foreign press, mobilizing outsiders, and GOG friends).</li> <li>6. Conduct ongoing advocacy campaign.</li> </ol>		X X X	X X				

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<i>Goal 3, Action Plan 1B</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote increased government efficiency in the following area: firearms licensing (expedite process with community and citizen involvement).		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background information and determine present status.	X						
2. Identify people and politicians involved, supporters and opposition, and reasons.	X						
3. Determine most effective way to persuade opposition.	X						
4. Determine ways to mobilize supporters and immobilize opposition.	X						
5. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio and television interviews, foreign press, mobilizing outsiders, and GOG friends).		X					
6. Conduct ongoing advocacy campaign.		X					

**Action Plan Team: Erol Azar, Sagar Lachmansing, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 3, Action Plan 1C</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote increased government efficiency in the following area: tax rates (decrease tax rates through broadening the base).				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background information and determine present status.		X					
2. Identify people and politicians involved, supporters and opposition, and reasons.		X					
3. Determine most effective way to persuade opposition.		X					
4. Determine ways to mobilize supporters and immobilize opposition.			X				
5. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio and television interviews, foreign press, mobilizing outsiders, and GOG friends).			X				
6. Conduct ongoing advocacy campaign.			X				

**Action Plan Team: Erol Azar, Sagar Lachmansing, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 3, Action Plan 1D</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote increased government efficiency in the following area: crime (increase law enforcement pay, improve equipment and training).			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background information and determine present status.	X						
2. Identify people and politicians involved, supporters and opposition, and reasons.		X					
3. Determine most effective way to persuade opposition.		X					
4. Determine ways to mobilize supporters and immobilize opposition.		X					
5. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio and television interviews, foreign press, mobilizing outsiders, and GOG friends).			X				
6. Conduct ongoing advocacy campaign.			X				

**Action Plan Team: Erol Azar, Sagar Lachmansing, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 3, Action Plan 1E</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote increased government efficiency in the following area: judicial process (push for civil small-claims court like in the US; use of lawyers unnecessary but with judgments enforceable).			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background information and determine present status.		X					
2. Identify people and politicians involved, supporters and opposition, and reasons.		X					
3. Determine most effective way to persuade opposition.		X					
4. Determine ways to mobilize supporters and immobilize opposition.		X					
5. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio and television interviews, foreign press, mobilizing outsiders, and GOG friends).		X					
6. Conduct ongoing advocacy campaign.			X				

**Action Plan Team: Erol Azar, Sagar Lachmansing, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 3, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Expedite policy of land titles and a survey of available land (inventory Berbice land, ownership, uses, crop and other production; land availability; land capabilities, write proposal to government).				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background information and determine present status.	X						
2. Identify people and politicians involved, supporters and opposition, and reasons.		X					
3. Determine most effective way to persuade opposition.		X					
4. Determine ways to mobilize supporters and immobilize opposition.		X					
5. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio and television interviews, foreign press, mobilizing outsiders, and GOG friends).			X				
6. Conduct ongoing advocacy campaign.			X				

**Action Plan Team: Erol Azar, Sagar Lachmansing, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 3, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Press for infrastructure improvements (bridge; vigorous pursuit of construction of better roads to serve agricultural areas).		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Prioritize local infrastructure deficiencies.		X					
2. Develop background information and determine present status of each deficiency.		X					
3. Develop background information and determine present status.			X				
4. Identify people and politicians involved, supporters and opposition, and reasons.			X				
5. Determine most effective way to persuade opposition.			X				
6. Determine ways to mobilize supporters and immobilize opposition.				X			
7. Explore advocacy alternatives (e.g., letters, position papers, key meetings, news releases, radio and television interviews, foreign press, mobilizing outsiders, and GOG friends).				X			
8. Conduct ongoing advocacy campaign.				X			

**Action Plan Team: Erol Azar, Sagar Lachmansing, Ramesh Maraj, Kris Persaud, Mohamed Rafik**

<i>Goal 3, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Press for improved maintenance for general transportation.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop prioritized list and detailed explanation for transportation maintenance issues.		X					
2. Develop detailed background information and determine present status of each transportation maintenance deficiency.		X					
3. Identify people and politicians involved, supporters and opposition, and reasons.			X				
4. Examine options to advance improvements.			X				
5. Determine effective ways to persuade opposition or win GOG action.				X			
6. Determine ways to mobilize supporters and immobilize opposition.				X			
7. Explore advocacy alternatives (e.g., letters, articles, position papers, key meetings, news releases, radio and television TV interviews, foreign press, mobilizing outsiders, and GOG friends).				X			
8. Conduct advocacy campaigns.					X		

**Goal 4: Build an alliance among business, government, labor , and other interest groups**

Objectives	Strategies
Create partnership in competitive advancement for Berbice with government, labor, and other groups; work to elicit more responsiveness from PSC to the needs of PSOs, including chambers and/or other bodies with regional focus.	A regular and sustained campaign that demonstrates benefits of employment and business growth will increase the chamber’s influence with government policymakers and labor unions.

**Action Plan Team: Danny Ameerally, Anthony Johnson, Kris Persaud, Mohamed Rafik**

<i>Goal 4, Action Plan IA</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify issues and/or areas where a business-government-labor alliance will advance chamber members, their employees, and the general wellbeing of Berbice: (a) BCCDA serving on state and parastatal boards.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Identify and prioritize target boards.</li> <li>2. Develop background information and determine present status of each target.</li> <li>3. Identify people and politicians involved, supporters and opposition, and reasons.</li> <li>4. Examine options to advance improvements.</li> <li>5. Determine effective ways to persuade opposition or win GOG action.</li> <li>6. Determine ways to mobilize supporters and immobilize opposition.</li> <li>7. Explore advocacy alternatives (e.g., letters, articles, position papers, key meetings, news releases, radio and television TV interviews, foreign press, mobilizing outsiders, and GOG friends).</li> <li>8. Conduct advocacy campaigns.</li> </ol>		X X X	X X X	X	X		

**Action Plan Team: Danny Ameerally, Anthony Johnson, Kris Persaud, Mohamed Rafik**

<i>Goal 4, Action Plan 1B</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify issues and/or areas where a business-government-labor alliance will advance chamber members, their employees, and the general wellbeing of Berbice: (b) permanent tripartite committees locally and nationally to examine all economic and developmental programs.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Define and explain the issue.		X					
2. Develop background information and determine present status.		X					
3. Identify people and politicians involved, supporters and opposition, and reasons.			X				
4. Examine options to advance improvements.			X				
5. Determine effective ways to persuade opposition or win GOG action.				X			
6. Determine ways to mobilize supporters and immobilize opposition.				X			
7. Explore advocacy alternatives (e.g., letters, articles, position papers, key meetings, news releases, radio and television TV interviews, foreign press, mobilizing outsiders, and GOG friends).				X			
8. Conduct advocacy campaigns.					X		

**Action Plan Team: Danny Ameerally, Anthony Johnson, Kris Persaud, Mohamed Rafik**

<i>Goal 4, Action Plan 1C</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify issues and/or areas where a business-government-labor alliance will advance chamber members, their employees, and the general wellbeing of Berbice: (c) chamber observer status at meetings and functions of local and municipal government administration.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Define and explain issue, prioritize targeted meetings.		X					
2. Develop background information and determine present status for each target.		X					
3. Identify people and politicians involved, supporters and opposition, and reasons.			X				
4. Examine options to advance improvements.			X				
5. Determine effective ways to persuade opposition or win GOG action.				X			
6. Determine ways to mobilize supporters and immobilize opposition.				X			
7. Explore advocacy alternatives (e.g., letters, articles, position papers, key meetings, news releases, radio and television TV interviews, foreign press, mobilizing outsiders, and GOG friends).				X			
8. Conduct advocacy campaigns.					X		

**Action Plan Team: Danny Ameerally, Anthony Johnson, Kris Persaud, Mohamed Rafik**

<i>Goal 4, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop capabilities to create and present to government, labor, and other interest groups top-caliber position papers supporting chamber priorities and recommendations (prepare chamber position papers on chamber priorities).					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Create a "BCCDA brand" position paper/proposal format that is flexible enough to cover most issues but is also "brand" identifiable.			X				
2. Incorporate BCCDA proposals and position papers into the brand format.			X				

## **SECTION II**

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Essequibo Chamber of Commerce and Industry (ECCI)

## I. Introduction

The Essequibo Coast has been called the Cinderella County of Guyana, a geography and people the beauty and potential of which an unkind fate kept locked away.

A drive and a boat ride at one time served as bars locking Essequibo out of sight. But no longer. Today's easier access eliminates each month more of the barriers that have imprisoned the Essequibo Coast. Ferries, though cumbersome side-load ones, transport cars and trucks from Parika across the Essequibo River to Adventure on the Northwest Guyana Coast. Planes fly daily round-trips from Georgetown to three destinations on the Coast: Hampton Court, Anna Regina and Spring Gardens. Wharves and offloading facilities exist at Riverstown and Airy Hall. High tide allows the Pomeroon River to accommodate 11-foot draft boats at Charity. And roads from wharf areas sustain heavy trucks. But bridge approaches, indeed the roadways themselves, still need improvement.

As in the Cinderella fairytale, the right visibility of the Essequibo Coast has brought heightened interest in unlocking her attractiveness for others to see. That is why Houston-based Beal Aerospace has just signed an agreement to invest hundreds of millions of dollars there. Other high-tech firms will likely follow.

The Essequibo Coast, stretching from Supenaam to Charity and including the Pomeroon River and Supenaam Creek, is predominantly agricultural. Sugar plantations, Essequibo's mainstay during its early European settlement, have vanished. Rice dominates now. Coconut, ground provision and livestock are among activities that make up the balance of local agro-industry. Besides agriculture, economic activity centers on tourism, retail, and manufacturing.

Households are estimated at 28,000, population at more than 60,000. A recent survey by the 40-member Essequibo Chamber of Commerce and Industry (ECCI) revealed an average unemployment rate around 40 percent. Seasonal activities associated with rice and other farming may push unemployment at times to more than 50 percent.

Essequibo's large amount of unoccupied and fertile lands offers opportunities in agriculture and agro-processing operations. A large, relatively young, and eagerly trainable labor pool exists, though lack of exposure to technical training, education, and information exchange impacts existing skill levels.

ECCI's members are involved in agriculture, poultry and other food production, manufacturing, fishing, financial services, tourism and hotels, furniture production, retail and general merchandise, professional services, transportation.

ECCI invites all to come and see the stunning attractiveness of Guyana's Cinderella County. The chamber is responsive and helpful. ECCI's can be reached via telephone (592-071-4310), fax (592-071-4085), or email: ([khalidh@guyana.net.gy](mailto:khalidh@guyana.net.gy)).

## **II. Mission**

ECCI undertakes to:

- Promote consistent economic growth in the entire Essequibo region.
- Place special emphasis on the social and cultural development of the community.
- Display extraordinary competence and integrity in every task undertaken

## **III. Goals**

The principal goals in ECCI's action plan are as follows:

- Strengthen human-resource development through training and educational programs.
- Expand membership and financial resources by developing an appropriate menu of services.
- Develop proficiency with enhanced technology and office equipment.
- Profile membership to enhance ECCI representational capabilities.
- Promote investment in Essequibo that diversifies the area's economic mix.
- Advocate for improvement in the following economic and social fields: forest products, rice industry, other crops and livestock, new industries, eco-tourism, sports, and culture.
- Elicit greater responsiveness by government to local issues.

#### IV. Action Plan

##### Goal 1: Strengthen human-resource development through training and educational programs

Objectives	Strategies
Improve human capital to strengthen socioeconomic fabric and to build and attract quality commercial activities.	ECCI should be a driver of Essequibo's human resource development, because an area's <i>quantity of quality human resources</i> is a primary determinant of economic and social competitiveness.

##### Action Plan Team: Khalid Hassan-071-4908, Nazir Mohammed (Sala)- 071-4863, Gene Amsterdam-071-4386

Goal 1, Action Plan 1	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Sponsor cost recoverable management and employee training programs.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Conduct interviews focusing on training needs of ECCI member firms that will lead to performance improvement and greater empowerment of employees and management.			X				
2. Survey member firms to develop ideas about formats for technical assistance sessions that address management and employee training needs and to estimate number of prospective attendees at ECCI-sponsored seminars and training sessions.		X					
3. Develop proposed curricula.				X			
4. Identify prospective sponsors, funding sources, trainers, educators, discussion and seminar leaders.				X			
5. Draft and submit proposals to local and overseas donors or other possible funding sources, seeking support for ECCI-sponsored training.					X		
6. Determine if ECCI wants to charge fees for members, possibly non-members, to attend the training sessions members requested.			X				
7. Develop schedule of training events and recruit member and non-member attendees.			X				

**Action Plan Team: Khalid Hassan-071-4908, Nazir Mohammed (Sala)- 071-4863, Gene Amsterdam-071-4386**

<i>Goal 1, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Invite speakers on topics important to members.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Prioritize topics identified by members.			X				
2. Determine availability of resource people.			X				
3. Identify speakers.			X				
4. Work with funding sources and sponsors to recruit trainers, educators, discussion and seminar leaders previously identified to support and participate in management and employee training and education sessions.				X			

**Action Plan Team: Khalid Hassan-071-4908, Nazir Mohammed (Sala)- 071-4863, Gene Amsterdam-071-4386**

<i>Goal 1, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote career guidance and development for youth.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members to develop ideas about kinds of career guidance that could benefit of Essequibo youth.	X						
2. Conduct ECCI outreach to schools, sports clubs, church and youth groups, and gangs to determine interest in career guidance and development for youth that matches self-employment and career opportunities available in Guyana.					X		
3. Depending on level of interest, create “speaker’s bureau” in ECCI for those members who wish to be available to talk with various schools and youth about careers, vocations, opportunities, educational requirements, skills, etc.				X			
4. Explore developing a “mentor program” to match the kind of career guidance that will benefit Essequibo youth.				X			
5. Organize community meetings to discuss youth issues.							
6. Explore ways to involve parents of participating youth in career guidance for their children.			X				
			X				

**Goal 2: Expand membership and financial resources by developing an appropriate menu of services**

Objectives	Strategies
Build ECCI’s capacity to serve and advance the interests of its members and the Essequibo area in private and public sectors—locally, nationally, and internationally.	ECCI should position itself as the professional organization in Essequibo most capable and eager to represent the needs of its members and the geographic area.

**Action Plan Team: Steve Hemraj-071-4699/h4988, Adrian Stuart-071-4171/78/79/4084**

<i>Goal 2, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Set up Internet services for members and the community.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Arrange for ECCI to access the Internet (find resources to pay for access).		X					
2. Identify Internet training needs of, and arrange Internet and computer training for, ECCI staff, taking into account Internet needs already identified by members.		X					
3. Use data from GEO’s member interviews in Fall 1999 to develop a menu of introductory Internet services available to ECCI membership.		X					
4. Market ECCI computer and Internet services to non-members on a fee basis.			X				
5. Explore setting up and “E-Café” in the ECCI.		X					
6. Acquire several computers to turn ECCI into an Internet services center for the community.			X				

**Action Plan Team: Steve Hemraj-071-4699/h4988, Adrian Stuart-071-4171/78/79/4084**

<i>Goal 2, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Plan and prioritize fundraising activities.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify candidate fundraising activities.		X					
2. Survey members to determine priority fundraising activities to pursue.		X					
3. Set time tables for each fundraising activity selected.			X				
4. Establish committee structure for each fundraising activity.			X				
5. Fundraising committees develop and implement plan for each activity.				X			

<i>Goal 2, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and implement a membership drive campaign.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify who should belong to ECCI, who does not, and explore with non-members why they have not joined ECCI.		X					
2. Survey current ECCI members to get better ideas about why more local businesses have not joined.	X						
3. Examine ECCI's present communications and promotion materials and make changes that may be needed to increase membership.		X					
4. Examine, and change as needed, ECCI's current menu of services/fees.			X				
5. Develop a personalized and sustainable outreach initiative, using ECCI staff and members, to recruit current non-members Essequibo businesses.		X					
6. Continue recruiting members by exploring ways to win their membership.							X

**Goal 3: Develop proficiency with enhanced technology and office equipment**

Objectives	Strategies
Acquire additional technology and office equipment and apply them to manage ECCI effectively and to provide members and non-members competitiveness and market information.	Access to, and familiarity with, global information technology must be a core strength of ECCI.

**Action Plan Team: Ganesh Persaud- 071-4292, Adrian Stuart-071-4171/78/79/4084**

<i>Goal 3, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Assist in coordinating technology training as determined by members.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Examine information uncovered during November 1999 GEO interviews with ECCI members to guide member-wide technology training.		X					
2. Circulate training topics among members to assure coverage of needs in the technology and office equipment training curricula.		X					
3. Draft and submit a specific guide for GEO to help GEO trainers identify the training that will most help ECCI members.		X					
4. Arrange with GEO the logistics to enable GEO-ECCI to engage in high-demand training sessions that meet members' needs for technology and office equipment.			X				
5. Decide if ECCI can use technology training sessions as fundraisers or membership recruitment vehicles. If so, determine fees for non-members and promotional activities.		X					

**Action Plan Team: Ganesh Persaud- 071-4292, Adrian Stuart-071-4171/78/79/4084**

<i>Goal 3, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Acquire additional PCs for Internet center and training.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Determine economic and community role for prospective, additional PCs and supporting hardware-software and try to identify the kind of equipment that would best serve the role.		X					
2. Discuss computer and Internet center needs with GEO information technology specialist .	X						
3. Given prospective computer uses, try to estimate practical user demand (e.g., career guidance, searching for buyers and suppliers, marketing and industry information, employee searches).		X					
4. Brainstorm to try to identify who might have an interest in helping ECCI acquire the computers and hardware-software needed to help ECCI meet projected demand.	X						
5. Draft a concept description along with a complete presentation to obtain needed equipment that highlights benefits to equipment provider(s).		X					
6. Decide on the most efficacious method to reach prospective providers of the equipment sought and begin communications outreach.		X					
7. Anticipate questions prospective providers may ask and prepare responses.		X					
8. Prepare follow-up in accordance with needs expressed by potential providers of the equipment.			X				

**Action Plan Team: Ganesh Persaud- 071-4292, Adrian Stuart-071-4171/78/79/4084**

<i>Goal 3, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Become adept at using technology to meet needs of members.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Include in training for ECCI's staff the applications members have identified as important to their businesses.	X						
2. Establish a technology-needs committee, which includes ECCI staff, to work with members to assure advancement of ECCI technological capabilities remains tethered to meeting members' practical needs.		X					
3. Committee members should talk with each ECCI member once every six months to stay current on member's technology needs.							X

**Goal 4: Profile membership to enhance ECCI representational capabilities**

Objectives	Strategies
Optimize advocacy capacity of ECCI by promoting members and the area with top-caliber informational and promotional materials.	ECCI should be the most reliable, responsive, and authoritative private-sector organization in the provision of member and regional data conducive to broad-based development in Essequibo.

**Action Plan Team: Khalid Hassan-071-4908, Taj Ganpat-071-4310/4478**

<i>Goal 4, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Categorize members by industry, products and services, and references.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey by interview or questionnaire members' businesses to determine their industry and identify their products and services and references.		X					

<i>Goal 4, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create promotional material highlighting member capabilities and the Essequibo region.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Obtain comparable promotional material from other organizations similar to ECCI (e.g., other chambers, investment promotion services).			X				
2. Develop appropriate promotional material highlighting what ECCI members and the region offer to business investors.				X			

**Action Plan Team: Khalid Hassan-071-4908, Taj Ganpat-071-4310/4478**

<i>Goal 4, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Establish one annual national/international event that stimulates interest in the ECCI and the region.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop a candidate list of possible and practical events that draw national or international interest to the ECCI region.		X					
2. Survey ECCI members for additional event suggestions.	X						
3. Create a committee to rank candidate events.		X					
4. Submit the possible events to a vote by the full ECCI.		X					
5. Create through the committee a critical path plan to stage the selected event.			X				
6. Carry out the event.							X

**Goal 5: Promote investment in Essequibo that diversifies the area's economic mix**

Objectives	Strategies
Position Essequibo as a desirable location for businesses with products and services not now produced or offered in Essequibo. Put the Essequibo area in play in competing for domestic and foreign investment by positioning it as a desirable place for living, visiting, working, and investing.	Ability to win compatible and competitive investment for Essequibo will be increased by advocating for government infrastructure improvements and by turning analyses of the area into effective marketing tools.

**Action Plan Team: Steve Hemraj-071-4999/h4988, Mattadeen Etwaroo-071-4910**

<i>Goal 5, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for government infrastructure improvements to ease new and existing investments.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify and prioritize practical candidate infrastructure improvements that would ease and/or encourage existing and/or new commercial investment.	X						
2. Survey ECCI members for additional suggestions on infrastructure improvements.	X						
3. Submit candidate infrastructure improvements to member vote to determine the priority projects for ECCI advocacy campaigns.		X					
4. Select a team for each priority infrastructure improvement advocacy issue.			X				
5. Develop a profile for each advocacy target (e present status; history; people, politicians, businesses involved, pro and con, reasons for support or opposition, estimates of motivation; responsible government agency and officials; role of regional government; ways to reach and influence opponents, including use of outsiders; methods to mobilize supporters and immobilize opponents; alternative advocacy methods [letters, articles, reports, TV and radio interviews, news releases, use of intermediaries, circulation of position papers, meetings, informal advocacy]).				X			
6. Create a critical-path plan for, and conduct the advocacy campaigns.						X	

**Action Plan Team: Steve Hemraj-071-4999/h4988, Mattadeen Etwaroo-071-4910**

<i>Goal 5, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and target specific investors whose interests align with the region’s asset, particularly those preferring alliances and mergers.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop a menu of ingredients for an investment-attracting SWOT covering the geographic area encompassed by ECCI.		X					
2. Meet with GO-INVEST to discuss: (a) an ECCI-GO-INVEST alliance to help attract external investment to Essequibo; (b) ECCI’s and its region’s information needs to be able to create an investment-targeting SWOT; (c) ways to obtain data needed for the SWOT; and (d) an arrangement that aligns GO-INVEST and ECCI for active initiatives to position Essequibo to win investigation by potential external investors.		X					
3. Identify additional sources from which ECCI can obtain data necessary for an investor-targeted SWOT of Essequibo.		X					
4. Create a format for a SWOT designed to position Essequibo competitively for attracting outside investment.		X					
5. Solicit ECCI members beyond action plan team members, to help provide aspects of the SWOT.			X				
6. Create a committee structure to identify and target establishment of new commercial activity in the ECCI region.		X					
7. Transform SWOT data into marketing and investment strategies and plans appropriate for Essequibo’s assets.				X			

Action Steps (Continued)	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
8. Select best potential investment opportunities shown by SWOT profile.					X		
9. Develop positioning materials on Essequibo’s best investor-attracting prospects.					X		
10. Match SWOT findings with investor candidates whose needs appear to match what Essequibo offers.						X	
11. Develop strategies and communications designed to compel investor investigation of Essequibo.						X	
12. Contact targets with data and presentations to earn their examination of Essequibo opportunities.						X	
13. Orchestrate visits and government help, including developing a positive and influential role for GOG and GO-INVEST.							X
14. Prepare and make presentations to airlines, hotels, and restaurants to create revenue-generating opportunities for them and incentives to prospective investors to investigate Essequibo opportunities.					X		
15. Script and rehearse investor investigative visits.							X
16. After investor inspections, follow up and respond with information that reinforces Guyana in general and Essequibo in particular as a competitive place in which to invest, work, live, and vacation.							X

**Action Plan Team: Steve Hemraj-071-4999/h4988, Mattadeen Etwaroo-071-4910**

<i>Goal 5, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Establish partnerships with other international bodies like chambers of commerce and trade-promotion councils.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop rationale for promoting exchanges and partnerships with like organizations in more-developed markets.			X				
2. Develop criteria to determine similarity of organizations (membership, rural, farming, rice, sugar, population, industry (logging and mills), organization objectives, resources.		X					
3. Develop geographic options (e.g., Southern United States—Texas, Louisiana; Dominican Republic; Costa Rica; Ireland).	X						
4. Define objectives of exchange visits and exchange information on: member services menus; revenue generation and fund raising; membership growth; outreach, publications; advocacy and lobbying; image building; optimal levels and use of staff; job descriptions; constitutions or charters; area economic development; databases; office equipment and capabilities; and member profiles.	X						
5. Draft a description of a proposed exchange visit, submit to GEO and determine level of GEO support for exchange visits.	X						
6. Try to coordinate with other Guyana chambers and GEO convenient time frames for ECCI visit(s) to external chamber(s) of commerce and/or other similar organizations.		X					
7. Select ECCI participants in accord with GEO support .		X					
8. Explore visit destinations with GEO and determine one that best fits needs of ECCI and other Guyanese PSO's participating in the exchange visits.		X					
9. Work with GEO on contacting candidate organizations to find one capable and eager to establish relations with ECCI and other Guyanese PSOs.		X					

Action Steps (Continued)	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
10. Work with GEO to set target dates for exchange visit and work out schedule of events with host organization.		X					
11. Determine GEO staff support requirements required of ECCI.		X					
12. Work out logistical issues with ECCI and other participating Guyanese PSO representatives (e.g., airline reservations and tickets, visas, hotels, local transportation, responsibilities, out-of-pocket cost estimates, expense accounting and reimbursement, advances on expenses, clothing and dress suggestions, emergency contact data, medical data).		X					
13. Prepare background information on ECCI and its objectives; provide to host organization(s) and try to obtain for ECCI same kind of data on host.		X					
14. Work with GEO to prepare schedule of events, from departure date and time to return date and time and deliver to ECCI, other participants and the host.		X					
15. Participate in exchange visit.			X				
16. Prepare report on all aspects of exchange visit for ECCI members.				X			
17. Debrief ECCI participants—prepare questionnaire on exchange visit for ECCI to solicit views and improvements that could be made to future exchange visits and submit results to GEO.				X			
18. Follow up with notes of thanks and other appropriate reinforcement to host organizations, especially following through on any agreements reached or commitments made .				X			

**Action Plan Team: Steve Hemraj-071-4999/h4988, Mattadeen Etwaroo-071-4910**

<i>Goal 5, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Attend international conferences and fairs conducive to social and economic advancements in Essequibo.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify and prioritize a range of conferences and fairs that seem to bring together or offer commercial opportunities both competitive and compatible with Essequibo’s economic and social attributes and objectives.			X				
2. Draft rationales for attending the targeted conferences and fairs.				X			
3. Submit to ECCI members for vote of which conferences/fairs ECCI should target to attend.				X			
4. Cost out ECCI attendance.				X			
5. If beyond ECCI budget, identify prospective funding sources and draft and submit proposals requesting funding assistance that demonstrate benefits to funding sources.				X			

**Goal 6: Advocate for improvement in the following economic and social fields: forest products, rice industry, other crops and livestock, new industries, eco-tourism, sports, and culture**

Objectives	Strategies
ECCI should be a force promoting top-quality, widespread, competitive, and responsible economic and social advancement.	ECCI should position itself and its membership as aggressive, authoritative, and reliable promoters of economic development that is competitive as well as compatible with Essequibo’s assets.

**Action Plan Team: Steve Hemraj-071-4999/h4988, Paul Rebeiro-0714768/4048: F02-65478**

<i>Goal 6, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Prioritize the top issues for each sector listed.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop from member-area surveys/interviews prioritized suggestions for: improving overall wellbeing of Essequibo’s forest products, rice, and general agricultural and livestock industries; attracting new industries; developing eco-tourism; and improving Essequibo’s cultural and athletic attributes.		X					
2. Target non-member recipients of the questionnaire and decide which to do in person, by telephone phone, or through physical distribution.	X						
3. Explore incorporating this survey into membership-building campaigns.		X					
4. Explore matching members with targeted non-members to discuss improvements covered in the questionnaire.		X					
5. From results of survey, determine ECCI’s top advocacy objectives for advancing the overall well-being of the industries and activities targeted by ECCI.		X					

**Action Plan Team: Steve Hemraj-071-4999/h4988, Paul Rebeiro-0714768/4048: F02-65478**

<i>Goal 6, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Work with each sector to address the issues they identified as requiring improvements.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Share results and conclusions of ECCI industry-activity, quality-of-life survey with sectors and activities covered (forest products, agriculture {rice, livestock}, athletics, culture).			X				
2. Ensure ECCI's top advocacy objectives align with the needs and activities of targeted industries.		X					
3. Frame each advocacy objective according to: present status; history; people, politicians, businesses involved; pro and con; reasons for support or opposition; estimates of motivation; responsible government agency and officials; role of regional government; ways to reach and influence opponents, including use of outsiders; methods to mobilize supporters and immobilize opponents; alternative advocacy methods [letters, articles, reports, TV and radio interviews, news releases, use of intermediaries, circulation of position papers, meetings, informal advocacy]).				X			

<i>Goal 6 Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate strongly to the government on plans that address these issues.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop and implement critical path plans and campaigns for each ECCI advocacy objective identified under this goal.			X				

**Goal 7: Elicit greater responsiveness by government to local issues**

Objectives	Strategies
Obtain support of government for improvements supportive of commercial development that advances the social and economic wellbeing of the residents of Essequibo.	Quality communications combined with heightened, regular, and responsible advocacy initiatives will over time increase the Chamber’s access, exposure to and influence on GOG.

**Action Plan Team: Ahmad Ally—071-4877, Mohamed Nazmul-071-4947**

<i>Goal 7, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Prioritize local issues that require government involvement.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members, maybe non-members (as a way to build ECCI membership) to determine if additional local issues exist that require government involvement. 2. Work with those surveyed to prioritize local issues in need of government involvement.	X						

**Action Plan Team: Ahmad Ally—071-4877, Mohamed Nazmul-071-4947**

<i>Goal 7, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and present strategic position papers demonstrating the cost benefit to government and the community as a whole, such as infrastructure development, technical and other areas of cooperation.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Frame each prioritized advocacy objective according to: present status; history; people, politicians, businesses involved; pro and con; reasons for support or opposition; estimates of motivation; responsible government agency and officials; role of regional government; ways to reach and influence opponents, including use of outsiders; methods to mobilize supporters and immobilize opponents; alternative advocacy methods [letters, articles, reports, TV and radio interviews, news releases, use of intermediaries, circulation of position papers, meetings, informal advocacy]).</li> <li>2. Develop for authorities, officials, and opinion leaders ECCI position papers explaining cost-benefit analyses of government responsiveness to specific issues.</li> <li>3. Identify responsible officials who should benefit from presentations on issues highlighted in ECCI's position papers.</li> <li>4. Explore packaging issues as advocacy objectives, framing each as such, and developing, implementing, and coordinating critical path plans and campaigns to accomplish ECCI's objectives.</li> </ol>			X				

### **SECTION III**

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Forest Products Association of Guyana (FPA)

## I. Introduction

The Forest Products Association (FPA), founded in 1944, is a non-governmental trade and advocacy organization representing Guyanese firms.

FPA's objectives include the following:

- To protect, promote and develop the common interest of Guyana's forestry sector.
- To collect and circulate to members statistics and other data relating to any forest product or other industries that may affect the forestry sector.
- To promote, support, or oppose legislative or other measures affecting the sector and interests of its members.
- To protect and further the rights and privileges of the businesses of its members.
- To form a representative body for intercommunication in disputes affecting the forestry sector or the interest of its members.
- To promote training for its members and other persons in the forestry sector to ensure sustainable development of the forestry sector.
- To advise and assist members on issues of marketing and financing.
- To negotiate funding from agencies to improve services offered to members.

FPA's activities include collaboration with the Guyana Forestry Commission (GFC) for the sustainable management of the industry and the development of national regulations for certification. FPA regularly lobbies on behalf of members.

Membership in FPA totals 62 domestic and foreign firms accounting for approximately 90 percent of Guyana's formal forestry sector. Membership is open to any person, firm or company resident in Guyana engaged in obtaining, producing, converting, selling or storing forest products. Application for membership is made to FPA's Executive Committee, which consists of 14 members elected at annual general meetings plus FPA's Executive Director.

Member subscriptions and voluntary contributions fund FPA. Past assistance has been received from the Canadian International Development Agency's Futures Fund and from the United States Agency for International Development. Assistance has consisted of technical assistance and equipment. FPA maintains a permanent staff of two.

FPA is located in Georgetown, Guyana, at 157 Waterloo Street, North Cummingsburg. It can be reached via telephone (592-02-69848), facsimile (592-02-62832), or email ([fpasect@sdpn.org.gy](mailto:fpasect@sdpn.org.gy)).

## II. Mission

FPA's mission is to strengthen itself and promote the general economic and social wellbeing of FPA members and the industry through effective advocacy, representation, and marketing; and to promote sound forest management.

### **III. Goals**

The principal goals in FPA's action plan include the following:

- Develop accepted national standards for certification.
- Create mechanisms to establish Guyana forest products in world markets.
- Achieve sound environmental management of Guyana's forests.
- Promote economic viability of the industry and its members through more effective advocacy.
- Promote human resources development in the industry.
- Build FPA's financial self-sustainability.
- Position FPA member firms to facilitate joint ventures and attraction of investment.
- Access funds on competitive borrowing terms for FPA member firms.
- Achieve proficiency in information technology.
- Expand membership.

**IV. Action Plan**

**Goal 1: Develop accepted national standards for certification**

Objectives	Strategies
Broaden international opportunities for Guyana’s forest and wood products.	FPA should be a responsible, aggressive, authoritative and reliable promoter of Guyana’s timber industry domestically and internationally.

**Action Plan Team: John Willems, Toni Williams, Simon Armstrong, David Klautky**

<i>Goal 1, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Solicit technical assistance to work with a national committee to assess the present code of practice according to national certification criteria (coordinate with PERFOR program of UNDP where practical).	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Advocate stronger working relationships between FPA and GFC to help GFC understand GFC and industry needs, and monitor effectively implementation of the code of practice.	X						
2. Define and identify (and assure legitimacy of) organizations and groups asserting the right to set or establish international criteria.	X						
3. Undertake advocacy initiatives and work to improve relationships with organizations like Iwokrama, Global Forrest Watch, Survival International, and Conservation International.	X						

**Action Plan Team: John Willems, Toni Williams, Simon Armstrong, David Klautky**

<i>Goal 1, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Work with GFC to conduct workshops to sensitize producers to the implications of certification (coordinate with PERFOR program of UNDP where practical).	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Advocate for establishment of FPA-GFC alliance to assist producers in adopting simple and effective forestry resource management procedures .	X						
2. Encourage members to make meaningful contributions to UNDP-sponsored workshops on certification and code of practice.	X						
3. Discuss and circulate positive and negative profiles within the code of practice and the international criteria for certification.	X						

<i>Goal 1, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate training for implementation of the improved code of practice.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Distribute new code of practice to all producers.		X					
2. Use local institutions to promote to industry on-the-job training and adoption of the concepts embodied in the code of practice.				X			
3. Work with UNDP and GOG to assure industry awareness of improved code of practice and implications of progressing towards certification.				X			
4. Assure industry awareness of how applying code of practice advances firms towards certification.				X			

**Action Plan Team: John Willems, Toni Williams, Simon Armstrong, David Klautky**

<i>Goal 1, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Work with GFC to establish a national standards for certification (with PERFOR).	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Designate a working group in FPA and advocate creation of working groups in GFC and other relevant organizations to establish a certifying body.	X						
2. Develop national standards for certification.				X			
3. Sensitize producers on national standards and their use for certification.					X		

Goal 1, Action Plan 5	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for creation of supply-expanding resources (e.g., plantations, silviculture programs) and for more forestry research.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Advocate for GFC or GOG funding or sponsorship of research into indigenous fast-growth species amenable to plantation harvesting.			X				
2. Align with qualified research organization to help FPA advocate for and support GFC and GOG efforts to expand utilization of forest resources.				X			
3. Explore preparing a proposal for establishing in GFC a research department to work on forest density issues with Tropenbos and other involved organizations.				X			

**Goal 2: Create mechanisms to establish Guyana forest products in world markets**

Objectives	Strategies
Expand marketing opportunities for FPA’s members and the industry.	Establish “Guyana Wood” as a top brand in U.S., Canada, the E.U., etc.

**Action Plan Team: Toni Williams, Kurt Kisto, David Persaud, Anil Chand, John Willems**

<i>Goal 2, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Push for commercial inventory of forest resources and values (TA).			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Explore applicability and feasibility of satellite technology; if applicable, develop an FPA advocacy initiative that builds GOG’s awareness of the technology’s benefits relative to other forest inventory techniques.		X					
2. If satellite technology is employed, advocate for unquestioned expertise in analysis of Guyana’s forest and its canopy.			X				
3. Align with GOG to identify funding for satellite inventory, if applicable, and explore funding options and various satellite firms.			X				

**Action Plan Team: Toni Williams, Kurt Kisto, David Persaud, Anil Chand, John Willems**

<i>Goal 2, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Obtain assessment of wood properties and their potential uses in markets (coordinate through CPEC).		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Align with IAST (Institute of Applied Science and Technology) to identify technical properties of Guyana's wood varieties or approach TRADA (Timber Research and Development Agency) for the same purposes.		X					
2. Explore alliances with universities having top-quality forestry programs.					X		
3. Query institutions-organizations abroad to see if they have identified technical properties of more than the 25-plus commercial species now known to exist in Guyana (e.g., TRADA, Oxford Industry Institute and "Prospect" software).		X					
4. Explore on-line information available.		X					
5. Acquire Tropenbos analyses of Guyana's forest resources.	X						
6. Identify wood experts in developed markets and economies.				X			

**Action Plan Team: Toni Williams, Kurt Kisto, David Persaud, Anil Chand, John Willems**

<i>Goal 2, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote development of lesser known species based on inventory and mechanical properties.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Conduct market research that matches inventories, production capabilities, and marketing strategies.</li> <li>2. Advocate for GFC sponsorship of video productions for industry promotion.</li> <li>3. Try to develop within FPA capabilities to advise on mechanisms and techniques for promoting products of FPA members (e.g., brochures, firm profiles and special expertise, promoting development with use of “Fanshaw” possibilities).</li> <li>4. Try to define and penetrate “yellow-pine” market in Caribbean countries and advocate for creation of a private-sector marketing council and explore other alternatives for enhancing FPA’s capacity to help members market products.</li> </ol>	X	X		X			

<i>Goal 2, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote value-added activities in the forest products sector.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Advocate for and promote attraction of investment and joint ventures.</li> <li>2. Advocate for more widespread production of value-added products.</li> <li>3. Undertake census of saw-milling capabilities; machinery productivity and condition; types of equipment, ages, remaining life spans; capabilities for producing consistent dimensions; etc. (relate this to a national forest plan).</li> </ol>		X			X	X	

**Action Plan Team: Toni Williams, Kurt Kisto, David Persaud, Anil Chand, John Willems**

<i>Goal 2, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Undertake exchange visits with organizations and firms engaged in similar aspects of the forest products industry as FPA members.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Examine candidate areas and submit suggestions to GEO for possible funding of exchange visits (Brazil, Bolivia, Chile, Malaysia, Caribbean countries).	X						

<i>Goal 2, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek assistance in sending FPA and industry representatives to trade fairs (members identify which ones) with GEO support.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify trade shows, fairs, and expositions at which attendance will most benefit Guyana's forest products industry.	X						
2. Draft proposals for potential funding sources, showing cost-benefit to Guyana's forest products industry.		X					
3. Explore industry-improving relationships with universities, multilateral organizations, laboratories, and other possible allies.					X		

**Action Plan Team: Toni Williams, Kurt Kisto, David Persaud, Anil Chand, John Willems**

<i>Goal 2, Action Plan 7</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify additional sources for acquisition by members of state-of-the-art equipment and production technology.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Investigate origins and sources of present base of industry equipment (countries, companies {e.g., Klaus Gennerich}) and look for supplier competitive advantage because of long-term familiarity with Guyana's forest industry resources. 2. Try to identify best producers and sellers of tropical forest harvesting-production machinery.			X				
				X			

<i>Goal 2, Action Plan 8</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Link with international organizations that enhance Guyana's forest products industry.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Explore linkages with forest products associations of other nations, with multinational firms in the forest products industry, and with universities, environmental groups, laboratories, and multilateral organizations.					X		
2. Use industry exchange visits to promote international linkages.			X				
3. Target linkages first in markets important to Guyana's forest products industry.			X				
4. Develop communications that represent FPA, its members and the overall industry at its highest level.				X			

**Goal 3: Achieve sound environmental management of Guyana's forests**

Objectives	Strategies
Assure industry's engagement in relevantly sustainable forest management practices.	Members of FPA should be leaders in relevantly sustainable management of Guyana's forest and position themselves as a model of environmental conscientiousness.

**Action Plan Team: John Willems, Toni Williams, Dharamdeo Sawh, Simon Armstrong**

<i>Goal 3, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for a national forest inventory.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Define "relevantly sustainable" and build a case for acceptance of the concept.	X						
2. Align with GOG, members, and other organizations to develop census of Guyana's forest products industry (including firms, trees, human resources and their capabilities, equipment and its capabilities).			X				
3. Develop for GOG a concept paper discussing satellite applications for forest inventory and familiarize FPA members with the technology.			X				
4. Request that Iwokrama make available to FPA the inventory data in its possession and also examine data held by GFC.		X					
5. Investigate availability of historical data about volumes of wood species exported over a period of time to specific destinations and see if figures are available on annual extraction of specific species.			X				
6. Equate forecastable forest yields with available human resources and present harvesting techniques.						X	

**Action Plan Team: John Willems, Toni Williams, Dharamdeo Sawh, Simon Armstrong**

<i>Goal 3, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Work with members to assure reduced impact harvesting techniques and to evaluate current practices.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Promote reduced impact harvesting techniques through seminars, training, and other mechanisms of professional assistance.	X						
2. Encourage member involvement and support in GOG technical assistance on reduced-impact logging.	X						

**Goal 4: Promote economic viability of the industry and its members through more effective advocacy**

Objectives	Strategies
Broaden markets of Guyana's forest products industry and win government of Guyana's commitment to the importance of the industry to all Guyanese.	Responsible, regular, and sustained campaigns demonstrating the sustainability of harvesting and business practices of Guyana's forest products industry, combined with campaigns showing the impact of the forest products industry on employment, foreign exchange generation, and over all advancement in Guyana, will increase receptivity to FPA's advocacy efforts on a broad scale.

**Action Plan Team: Kurt Kisto, RD Khan, Brian Gittens, SK Chan**

<i>Goal 4, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Enhance FPA's capacity to provide technical and professional assistance to members by identifying and addressing members' needs.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members, maybe non-members, to identify kinds of professional and technical assistance that will improve performance of individual firms and the industry.		X					
2. Compile findings within technical assistance categories, develop proposals requesting technical assistance, and submit proposals to prospective funding agencies and sponsors.				X			
3. Arrange and schedule technical assistance so that FPA and its membership can optimize its benefits (e.g., fees to non-members).			X				
4. Align GEO assistance to FPA with assistance offered by donors and other organizations (e.g., EU, DFID, CEPEC, UN, IDB, NGOs).			X				

**Action Plan Team: Kurt Kisto, RD Khan, Brian Gittens, S.K. Chan**

<i>Goal 4, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Provide members a wide range of industry and competitiveness information, including developing Internet proficiency as a core member service.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members to determine kinds of industry and competitiveness information by individual markets that will benefit FPA members.		X					
2. Establish a competitiveness committee within FPA.				X			
3. Determine which information in step 1 is of a one-time nature and which is of an ongoing nature.			X				
4. Explore most efficient ways to collect and disseminate the data within FPA resources			X				
5. Develop and implement format for gathering and distributing data.				X			

<i>Goal 4, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and present to GOG FPA positions on issues vital to members and industry.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify and prioritize issues through a member-industry survey		X					
2. Design and implement advocacy initiatives that address members' concerns. Introduce a basic format for constructing and conducting advocacy initiatives (e.g., issue status, business-citizen-politician supporters and opponents, methodology for reaching-persuading opponents, ways to immobilize opponents and mobilize supporters, selecting advocacy techniques from among alternatives).			X				
3. Advocate for national land policy that boosts economic development.		X					

**Action Plan Team: Kurt Kisto, RD Khan, Brian Gittens, SK Chan**

<i>Goal 4, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek industry and economic expert(s) to assess economic viability of Guyana's forest sector (CPEC).	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Determine ingredients FPA believes impact economic viability of Guyana's forestry sector, maybe through survey of members, discussions with forest products producers in other countries.	X						
2. Explore aligning with GOG to help sponsor an assignment that involves expert assessment of industry competitiveness and sustainability.	X						
3. Lacking GOG assistance, explore other sponsorships of an assessment of industry competitiveness.	X						

**Goal 5: Promote human resources development in the industry**

Objectives	Strategies
Expand the pool of qualified labor for the forest products industry while strengthening social and economic fabric of Guyana.	FPA and its members should position themselves as a significant force in human resource development, not only because that will give it access to Guyana's best labor, but the quantity and quality of a country's human capital is a primary determinant of economic and social competitiveness.

**Action Plan Team: SK Chan, Guy Perry, Anthony Ameerally**

<i>Goal 5, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Assess industry needs.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Inventory job categories within the industry.			X				
2. Develop basic standards of skills, knowledge, and education for each category.				X			
3. Try to estimate demand for those jobs among industry firms.			X				
4. Advocate with GOG and educational and vocational organizations to develop or adapt curricula to meet estimated industry demands.				X			
5. Seek private sponsorship for human-resources training and skills upgrading.			X				

<i>Goal 5, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop training programs that match needs.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Work with GOG and educational and vocational institutions to design curricula that address industry needs, as identified in Goal 4, Action Plan 1.					X		

**Action Plan Team: SK Chan, Guy Perry, Anthony Ameerally**

<i>Goal 5, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify trainers.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Probe industry sources, government, multilaterals, NGOs, etc., to identify a pool of trainers qualified to upgrade human resources skills in line with industry requirements as determined by industry census.				X			
2. Explore alternatives for funding the training.				X			

<i>Goal 5, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Conduct training.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Rely on in-house and in-industry training expertise where possible.						X	
2. Schedule training that FPA orchestrates, as opposed to curricula taught in educational or vocational organizations, to maximize benefits to members and FPA (in addition to the FPA programs carried out with CPEC).		X					

**Action Plan Team: SK Chan, Guy Perry, Anthony Ameerally**

<i>Goal 5, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Evaluate training.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey industry firms and participants after training to judge impact and improvements that could be introduced. Survey participants immediately and survey firms after participants have been back on the job long enough for firms to evaluate impact of training.						X	
2. Make appropriate recommendations.						X	

<i>Goal 5, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek technical assistance on alternative business models, considering Guyana's cultural, social, and economic situation.					X		

**Goal 6: Build FPA's financial self-sustainability**

Objectives	Strategies
Transform FPA into a financially self-sufficient association.	FPA should explore and pursue a range of initiatives to move it towards financial self-sufficiency so that FPA can better advocate for, and represent, its members.

**Action Plan Team: SK Chan, Brian Gittens, RD Khan, Doodnauth Narine, John Willems**

<i>Goal 6, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and pursue revenue-generating activities (e.g., dinners, membership fees, grants, and more financial members).		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Promote endowments for FPA.				X			
2. Use exchange visits and institutional alliances to explore relevant revenue generating activities of similar associations in other countries.		X					
3. Solicit revenue, generating suggestions by surveying members.		X					
4. If not already operating, establish committee to prioritize proposed revenue-generating initiatives and use member committee structure to plan and carry out revenue-raising initiatives selected.			X				
5. Explore charging fees to non-members for FPA-sponsored technical assistance.		X					

**Action Plan Team: SK Chan, Brian Gittens, RD Khan, Doodnauth Narine, John Willems**

<i>Goal 6, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Investigate FPA's menu of services and make changes as appropriate.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Assign FPA staff to undertake an initiative that allows FPA to arrange and offer foresters to develop management plans for individuals and firms.			X				
2. Survey members and other industry firms to identify additional services that create value for their enterprises.		X					
3. Explore service menus on exchange visits.		X					
4. Create a candidate list of new services and test acceptance-usage by members.				X			
5. Survey members annually to ensure freshness of services.		X					

<i>Goal 6, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Examine fee and service possibilities for non-members.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify industry components not now belonging to FPA.		X					
2. Undertake a personalized campaign to find out why they are not FPA members.			X				
3. Query the organizations about how FPA could create value for them.			X				
4. Explore feasibility of creating fee-generating charges for services provided non-members (e.g., for joint venture or investment advice, for site evaluations).		X					

**Goal 7: Position member firms to facilitate joint ventures and attraction of investment**

Objectives	Strategies
Push for government policies and undertake initiatives that position Guyana's forest products industry and firms in the most competitive light possible.	FPA should aggressively advocate for the right mix of government policies and industry and firm practices if Guyana's forest products industry is to compete realistically for domestic and international joint ventures and investment.

**Action Plan Team: Kurt Kisto, Toni Williams, David Klautky, Shaik Naimatali, Francois Gerin**

<i>Goal 7, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for an enabling environment (e.g., incentives, transparency, investment code, judicial environment, political stability, security of tenure).	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. A comprehensive census of the domestic industry will provide basic data to facilitate an FPA advocacy initiative for the kind of economic-government-social environment that will improve prospects for attracting top-quality investment and joint ventures.		X					
2. Advocate for a GOG investment-attraction plan (code) specifically addressing characteristics of the forestry sector (e.g., standard, transparent conditions for obtaining a lease or concessions),			X				
3. Advocate for GOG-sponsored fiscal incentives relating to the type of investment (e.g., creating value-adding enterprises or developing heavy infrastructure [roads/bridges] could qualify for reductions in corporation taxes).			X				
4. Advocate for a special legislative-judicial branch to deal with legal issues pertaining to business (presently, same magistrates deal with criminal, civil and commercial issues).	X						
5. Advocate for transparent presentation of the Labor Act of Guyana to prospective investors.		X					

**Action Plan Team: Kurt Kisto, Toni Williams, David Klautky, Sheik Niamatali, Francois Gerin**

<i>Goal 7, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Assist companies to attract investment and venture capital.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Upgrade members' skills in introducing, portraying, and representing industry companies in recognition of globalization, liberalization and the resulting increased competition.		X					
2. Improve members' capabilities to prepare professional profiles that both identify firms' local situation but also meet standards for international acceptance.		X					
3. Advocate for FPA-GOG review of financial and fiscal laws and regulations to ensure a transparent system to investors, particularly relating to repatriation of funds, dividend payments, fiscal incentives for dividends reinvested in the company or in Guyana.		X					
4. Build firm and industry competitiveness through development of more thorough product and resource knowledge.		X					
5. Introduce initiatives involving the industry and GOG components that reinforce professionalism and competence of Guyana wood products firms (improving human resources, alacrity to assume open responsibility and accountability for managing forest resources).		X					
6. Advocate industry and GOG adoption of standards that help Guyanese firms determine credentials, background, and payment record of foreign customers.		X					

**Goal 8: Access funds on competitive borrowing terms**

Objectives	Strategies
Obtain financing for industry firms that aids, not harms, national and international competitiveness.	Pursue a series of advocacy initiatives targeting governments, financial institutions, donor organizations, and industry groups, domestic and foreign, that broaden awareness in Guyana of the contributions of competitive borrowing terms to development of the forest products industry and the country.

**Action Plan Team: Kurt Kisto, Toni Williams, Dharamdeo Sawh, Sheik Niamatali, Brian Gittens**

<i>Goal 8, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for more access by business to various financial and equity instruments.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Advocate for hard-currency borrowing facilities tied to a portion of a firm's hard-currency generation and with rates related to international borrowing costs.	X						
2. Advocate for location in Guyana of representatives of recognized international stock brokers/investment bankers.			X				
3. Prepare an FPA position paper exploring pros and cons of allowing foreign brokerages or investment bankers to operate in Guyana.			X				
4. Push for competitive interest rates on hard currency deposits.	X						
5. Explore creation of an export-loan facility and for borrowing instruments and receivables financing at competitive rates that are related to legitimate contacts or orders.				X			

**Action Plan Team: Kurt Kisto, Toni Williams, Dharamdeo Sawh, Shaik Naimatali, Brian Gittens**

<i>Goal 8, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Encourage attraction of merchant and investment banks and brokers.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop a standardized profile for member firms and the overall industry that addresses and meets international banking needs and standards.					X		
2. Survey members who would like to be included in an FPA industry profile that will be circulated to merchant and investment banks, brokerages, and prospective joint-venture partners.				X			
3. Compile profile of FPA participants in a top-caliber information document.					X		
4. Develop a target list of recipients of FPA's industry profile.						X	
5. Test target's receptivity and eagerness.						X	
6. Develop strategy in accord with receptivity eagerness of targets.						X	

Goal 8, Action Plan 3	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for creation of a development bank.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Align with Guyana Manufacturers Association on this initiative.	X						
2. Advocate for mechanisms that allow qualified borrowers additional opportunities to borrow funds at rates that promote firm competitiveness in the international forest products industry.	X						
3. Prepare a presentation for GOG comparing cost of capital for forest products industry firms in competitor countries.				X			
4. Package FPA's advocacy initiative within the Goal 3 format.				X			

**Goal 9: Achieve proficiency in information technology**

Objectives	Strategies
Help members become more effective competitors, nationally and internationally, and use FPA's proficiency in information technology to attract new members.	Office technology and equipment, along with proficiency in using them, expands FPA's awareness and communications regarding opportunities for members, makes FPA more attractive to potential new members, and reflects an image of top-flight professionalism.

**Action Plan Team: Anil Chand, Francois Gerin, Dharamdeo Sawh**

<i>Goal 9, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Become adept at using technology to provide marketing information to members.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Survey members to ascertain the type of information that will most help them.</li> <li>2. Use survey results to identify specialized Internet sites that staff regularly browses and relays to members pertinent information obtained from the sites.</li> <li>3. Use survey results to subscribe to specialized publications, like those, for example, where tenders are advertised.</li> <li>4. Query industry organizations and associations in other countries to find out the information they provide to industry firms and gather and distribute to FPA members applicable information.</li> </ol>		X X X		X			

**Action Plan Team: Anil Chand, Francois Gerin, Dharamdeo Sawh**

<i>Goal 9, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and maintain a home page (Interlink).	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Explore obtaining GEO support for developing an FPA Internet home page.		X					
2. If GEO's support is not feasible, develop other options for developing FPA home page.		X					
3. Examine industry web sites in other countries.		X					
4. Select the most applicable information from web sites examined.		X					
5. Survey FPA members to obtain data needed for an FPA homepage.	X						
6. Design the web site with funding source assistance (working with Interlink).	X						
7. Include a regular and sustainable maintenance capability for the home page.	X						

<i>Goal 9, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Raise computer proficiency of members and staff.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify improvements that will benefit FPA staff.		X					
2. Survey members to determine the kinds of additional computer proficiencies that will add to member firms' competitiveness.	X						
3. Draft and submit to GEO a request that describes specific needs of staff and members to improve their computer proficiencies and solicits GEO sponsorship for the training.		X					
4. Conduct training and evaluation, immediately upon completion and subsequently six months after completion.			X				

**Goal 10: Expand membership**

Objectives	Strategies
Increase the number of FPA members.	FPA should continue outreach to members and non-members across all aspects of the forest products industry, to ascertain needs and interests and construct a set of value-added products and services that meets the needs and interests identified.

**Action Plan Team: David Persaud, RD Khan, Doodnauth Narine, Brian Gittens**

<i>Goal 10, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Expand outreach (e.g., newsletters, media releases, public relations campaign, promote benefits); align this action plan with Goal 6, Action Plan.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Identify key contacts in potential member firms.</li> <li>2. Conduct a contact initiative of non-members to gain an understanding of why they have not joined and what it will take for them to join.</li> <li>3. Design and implement a personalized membership drive that focuses on overcoming non-member objections to joining (Step 2, Goal 6, Action Plan 3).</li> <li>4. Examine improving FPA’s current outreach instruments and initiatives and introduce improvements and/or new products as appropriate.</li> <li>5. Explore how FPA executives can become more active (without being more burdened) in communicating with members and improving their intelligence-gathering skills.</li> </ol>		X	X				

**Action Plan Team: David Persaud, RD Khan, Doodnauth Narine, Brian Gittens**

<i>Goal 10, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Re-evaluate menu of services.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members and other industry firms to determine the most desired value-added services FPA can offer.		X					
2. Use exchange visits with similar organizations to explore a mix of services that make FPA an attractive and effective organization.				X			
3. Ensure a service mix most matching members' needs and design effective delivery mechanisms and adequate job descriptions.				X			
4. Assure freshness of services via annual member surveys.					X		

<i>Goal 10, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create a more professional physical office environment.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Strengthen identity of FPA (e.g., establish FPA offices in a dedicated location).				X			
2. Develop objectives about images FPA wants its dedicated offices to convey and design the offices accordingly.		X					
3. Assure FPA's dedicated headquarters is designed as member-friendly.				X			

**Action Plan Team: David Persaud, RD Khan, Doodnauth Narine, Brian Gittens**

<i>Goal 10, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Plan and create a member-friendly reference and research library.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use FPA's strategic plan to introduce the association to similar associations in other countries.		X					
2. Survey members about materials they want in a reference and research library.	X						
3. Explore linkages with organizations in other countries that may help FPA acquire reference materials important to members.	X						
4. Develop an ongoing maintenance and updating plan for the library, including a budget and a physical layout.	X						

## **SECTION IV**

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Guyana Manufacturers' Association (GMA)

## **A. Introduction**

Founded in 1963 as the Guyana Light Industries Employers Association, the organization re-registered in 1967 as the Guyana Manufacturers' Association (GMA). GMA has established itself as the organization recognized by private firms and Guyana's government as the body for consultation on matters regarding Guyana's manufacturing sector.

GMA's representation of members extends beyond government. It maintains strong ties with Guyana's other private sector organizations as well as with regional and international organizations to deliver a comprehensive menu of services to its members. A 21-member Executive Committee, along with professional staff, carries out member objectives between GMA's Annual General Meetings. GMA's President heads the Executive Committee. Three Vice Presidents, a Coordinator of the Sub-sector Committees and GMA staff assist the President in managing GMA's operations.

GMA's President carries responsibility for government-industry liaison, investment promotion and development finance. Each GMA Vice President is responsible for one of the following areas: finance, administration, and institutional strengthening; strategic planning and policy development; fund-raising and public relations.

Sub-sector committees, or technical working groups, respond to specific needs of members in their respective sub-sectors. Reports of, and issues facing, sub-sector firms provide the bases from which GMA develops policies to meet members' needs. Often these issues involve development of policies to address availability and deployment of financial and human/natural resources. GMA also works with sub-sector firms to help members find, or gain access to, new markets or to conduct research or feasibility studies which may advance members' businesses and/or the manufacturing industry as a whole.

The sub-sector committees are: agro-processing; textiles and apparel; printing and packaging; construction and engineering; chemicals and pharmaceuticals; minerals and related industries; forestry and wood products; and services. While sub-sector chairmen facilitate the work of these committees, a coordinator reports directly to the Executive Committee on the progress of the committees' work.

GMA provides more than industry advocacy. It coordinates access to in-plant technical assistance, arranges participation in trade missions and product promotions, helps members deal with information technology issues, and assists members in positioning themselves to attract investment.

GMA is headquartered in Georgetown, Guyana, at 157 Waterloo Street, North Cummingsburg. GMA may be contacted by telephone (592-2-74295), fax (592-2-56615), or email ([gma@sdp.org.gy](mailto:gma@sdp.org.gy)).

## **II. Mission**

GMA's mission is as follows:

- Envisioning an economically strong Guyana in which manufacturing and services sectors play a major role.
- Provide an institutional capacity to initiate, advocate, and promote policies for the development and growth of manufacturing and related services

## **III. Goals**

The goals in GMA's action plan include the following:

- Initiate and implement skills development.
- Increase manufacturing sector's contribution to GDP.
- Promote opportunities for access to affordable financing.
- Advocate policies and programs that strengthen manufacturing.
- Strengthen commitment and be more action-oriented.
- Accelerate membership growth.
- Diversify and grow GMA revenues.
- Build proficiency in information technology.
- Develop capabilities to conduct market and product research.
- Build national, regional, and international linkages among organizations.

**IV. Action Plan**

**Goal 1: Initiate and implement skills development**

Objectives	Strategies
Expand supply of entry and mid-level employment candidates qualified to work in member firms.	Shrinking pool of labor qualified for employment in member firms harms competitiveness of Guyana's manufacturers; investment in training today will boost Guyana's manufacturers tomorrow.

**Action Plan Team: Clem Duncan, Ronald Webster, Norman McLean**

<i>Goal 1, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Undertake analyses of members' needs.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop questionnaire for members.		X					
2. Identify areas and skill-development needs.			X				
3. Examine future product demands to estimate producer supply needs for given skills.				X			
4. Develop training approach and methodology.							
5. Work with GEO project on coordinating training, technical assistance and efforts to obtain funding that addresses skill needs defined.					X	X	

**Action Plan Team: Clem Duncan, Ronald Webster, Norman McLean**

<i>Goal 1, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop training programs to meet needs.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify particular skills areas where training gaps exist. 2. Develop curricula that address skills gaps. 3. Determine teaching aids needed. 4. Develop suggested lesson plans. 5. Cost out training programs and draft proposals to secure funding.				X	X X X	X	

<i>Goal 1, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek trainers and identify existing training programs.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify resource persons. 2. Establish corrective needs and understanding of those needs. 3. Identify appropriate training programs. 4. Link resource persons to specific programs. 5. Estimate costs of training. 6. Draft proposals seeking funding to cover costs of funding that meets needs.				X X X X	X X		

**Action Plan Team: Clem Duncan, Ronald Webster, Norman McLean**

<i>Goal 1, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify trainees and conduct training.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Select trainees from GMA members. 2. Establish a training environment. 3. Carry out the training. 4. Examine cost effectiveness of training. 5. Measure post-training production impacts,				X X		X X	X

<i>Goal 1, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Evaluate training effectiveness and make necessary changes.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Indicate training standards/proficiency levels. 2. Measure variance of trainees from standards established. 3. Establish appropriate new standards. 4. Formulate productivity rating.						X	X X X

**Goal 2: Increase manufacturing sector's contribution to GDP**

Objectives	Strategies
Further expand Guyana's manufacturing sector as a major generator of wealth and job creation throughout the country.	Transform GMA members to knowledge-based manufacturers with respect to managerial, technological, financial, and operational dexterity, manufacturing techniques, cost and pricing analysis, and domestic and international markets and opportunities.

**Action Plan Team: Mohabir Singh**

<i>Goal 2, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Position manufacturers to attract joint-venture investments.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Complete a census of Guyana's manufacturing sector (firms, products, age, domestic and/or foreign markets, contact information, employees, and other ingredients designed to merit initial attraction of prospective joint venture interests).				X			
2. Explore upgrading members' skills in introducing, portraying, and representing sector companies in recognition of increased competition resulting from generally more open global markets.					X		
3. Improve members' capabilities to prepare professional profiles that identify firms' local situation and meet standards for international acceptance.					X		
4. Advocate for a GMA-GOG review of financial and fiscal laws and regulations that ensure transparency for prospective investors.		X					
5. Pursue initiatives that reinforce professionalism and competitiveness of Guyana's manufacturing sector.			X				
6. Develop approaches that help members evaluate prospective joint venture partners.				X			

**Action Plan Team: Mohabir Singh**

<i>Goal 2, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Exploit export opportunities.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Include in the sector census data developed in Goal 2, Action Plan 1 questions on members' target markets, obstacles perceived to hamper penetration of the markets, and the kind of information members need that they believe will help them break through the obstacles.				X			
2. Within GMA internal resource constraints, develop systems for gathering and delivering to members as much market information as possible that meets their need.				X			

<i>Goal 2, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Attend expositions in key markets.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify trade shows, expositions and other events that offer the best opportunities for generating knowledge that enhances competitiveness of Guyana's manufacturing sector.		X					
2. Draft cost-benefit proposals for attending targeted events and submit to prospective funding sources, including GEO.			X				

**Action Plan Team: Mohabir Singh**

<i>Goal 2, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Assist members to become more effective salesmen.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Incorporate this action plan into action steps of Goal 1 that deal with enhancing skills of employees of member firms.					X		

<i>Goal 2, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Optimize productivity, human-resource, and machinery capacity.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Investigate origins and sources of present base of sector equipment (countries and companies) and search for supplier competitive advantages due to long-term relationships with Guyanese manufacturing firms.				X			
2. Try to identify the best producers, sellers, and brokers of manufacturing machinery and equipment that matches needs of Guyana's firms.					X		

**Goal 3: Promote opportunities for access to affordable financing**

Objectives	Strategies
Obtain interest-rate levels that make borrowing a contributor to competitiveness and growth.	Commercial, consumer, and personal access to competitive financing rates is vital to expanding business growth, economic opportunities, and societal stability for all Guyanese citizens.

**Action Plan Team: A. Sattaur Gafoor, Mohabir Singh**

<i>Goal 3, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Push rapidly for association with an established development bank.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Promote alliances and linkages with other firms that offer prospects for joint ventures or equity injections.	X						
2. Advocate for approval of these arrangement by Guyana’s central bank.		X					
3. Conduct a symposium to build awareness of the mechanisms for attracting and consummating joint-venture agreements and equity financing.	X						
4. Evaluate receptivity of manufacturing sector to the subject matter discussed in the symposium.			X				

**Action Plan Team: A. Sattaur Gafoor, Mohabir Singh**

<i>Goal 3, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for greater opportunities for Guyanese to participate in global securities and equities markets.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Try to arrange, perhaps sponsor, seminars in business centers around Guyana that address issues associated with stock markets and various financial instruments.		X					

<i>Goal 3, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Encourage mechanisms for equity financing.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Implementing this action step depends on local business receptivity to planned seminar on topics of joint ventures and equity financing. If initial reaction is favorable, then GMA will explore arranging additional seminars around the country.		X					

**Goal 4: Advocate policies and programs that strengthen manufacturing**

Objectives	Strategies
Win government commitment to growing Guyana's manufacturing sector and expanding exports of manufactured goods.	Quality communications combined with heightened, regular, and responsible advocacy initiatives will over time increase GMA access and exposure to, and influence on, key Government policymakers.

**Action Plan Team: Clinton Williams**

<i>Goal 4, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create and coordinate a cadre of aggressive industry representatives to engage government in adopting relevant policies and programs.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Formulate as much as possible a standardized approach for maximizing GMA's advocacy impact on issues important to members.		X					
2. Develop a prioritized target list of GMA advocacy issues.		X					
3. Conduct and coordinate GMA's advocacy campaigns using ingredients including: defining current status; identifying business-citizen-politician supporters and opponents; methodology for reaching and persuading opponents; ways to immobilize implacable foes and mobilize supporters; exploring advocacy alternatives (e.g., letters, calls, meetings, GMA position papers, news releases, and press conferences, key-person media interviews, ways to enlist domestic, maybe the foreign press or other influential outsiders).			X				

**Goal 5: Strengthen commitment and be more action-oriented**

Objectives	Strategies
Instill, from executives through the membership, deep commonality of purpose and incentive to act on issues important to Guyana's manufacturing sector.	Successful organizational activism, for virtually all purposes, requires planning and preparation, civic responsibility, member unity and coordination, willingness or motivation to act, continuity and sustainability of action, recognition of the importance of compromise, and religious allegiance to follow through.

**Action Plan Team: Ramesh Dookhoo, Clinton Williams**

<i>Goal 5, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Conduct team-building and conflict-resolution sessions.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Query members to identify issues and barriers, including competition among members producing the same or substitute products, blocking progress of individual firms and industry sub-sectors.	X						
2. Judge if and how obstacles identified hamper GMA effectiveness as the body representing Guyana's entire manufacturing sector.			X				
3. Explore member receptivity to participating in GMA-wide team-building and conflict-resolution technical assistance that would strengthen GMA's ability to act more cohesively on sector-wide issues.			X				
4. If response and interest merit it, work with GEO and other prospective funding sources to develop appropriate technical assistance.					X		

**Action Plan Team: Ramesh Dookhoo, Clinton Williams**

<i>Goal 5, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Assure more effective outreach by the executive to the general membership.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Establish regularized mechanism(s) for GMA’s executives to communicate more clearly more often about value-added activities and initiatives of GMA.			X				
2. Develop a set of responsibilities for sub-sector chairman.			X				

**Goal 6: Accelerate membership growth**

Objectives	Strategies
Grow membership via an array of cohesive strategies and initiatives.	GMA should position itself as the professional organization in Guyana most capable and eager to represent the needs of the spectrum of manufacturers—locally, nationally, regionally, and internationally.

**Action Plan Team: Ramesh Dookhoo**

<i>Goal 6, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Strengthen GMA's image.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify non-member.	X						
2. Try to determine why they have not joined.		X					
3. Design and implement a personalized member-recruiting drive based on building GMA value-added services.			X				
4. Create a marketing plan using print-voice-visual media.			X				
5. Explore with Guyana's other PSOs ways of apportioning dues to members of multiple PSOs.				X			
6. Invite non-members to participate in GMA technical assistance sessions.		X					

**Action Plan Team: Ramesh Dookhoo**

<i>Goal 6, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create greater and broader awareness of membership benefits.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Compile promotional material highlighting GMA achievements.			X				
2. Provide members full information on GMA’s current representational initiatives and incorporate it into a GMA marketing campaign.		X					
3. Provide information about GMA and industry issues on the horizon.		X					
4. Use exchange visits with organizations similar to GMA to explore introducing new or modifying existing services.				X			
5. Survey members, at least annually, about the quality and mix of GMA member services.		X					

<i>Goal 6, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Engage in promotional activities that generate interest in joining GMA.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Charge a GMA membership-building committee to design (within GMA resource constraints) a sustainable drive to build interest in GMA.		X					
2. Promote GMA training sessions to non-members.		X					
3. Build alliances with Guyana’s other PSOs.	X						

**Goal 7: Diversify and grow GMA revenues**

Objectives	Strategies
Transform GMA into an organization of sustainable financial self-sufficiency.	GMA should explore, develop, and pursue a range of initiatives designed to put it on a path of financial self-sufficiency that enables the association to better advocate for, and represent, its members and its industry.

**Action Plan Team: Norman McLean**

<i>Goal 7, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Sponsor more revenue-earning activities throughout the country, such as exhibitions, dinners, training programs and publications.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Aim to enhance GMA’s computer and Internet proficiency to levels at which sector firms not Internet-literate will come to rely on GMA through membership for market data (refer to Goal 8).			X				
2. Identify candidate fundraising and revenue-generating activities through membership survey.			X				
3. Use members/committees to prioritize revenue-producing activities to pursue.			X				
4. Explore establishing committee structure to carry out each revenue initiative .			X				
5. Explore broadening promotion of GMA-sponsored seminars and technical assistance and assessing fees for non-member attendance (Like GMA-GEO Internet training).		X					

**Goal 8: Build proficiency in information technology**

Objectives	Strategies
Acquire necessary technology and develop expertise in exploiting it for members' benefit in provision of competitiveness and market information.	Improved office technology and equipment expands GMA and member awareness and competitive knowledge regarding industry opportunities, strengthens GMA's attractiveness to potential new members, and reflects an image of state-of-the art professionalism.

**Action Plan Team: Lionel Kandasammy, M.S. Ally**

<i>Goal 8, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Expand capacity to provide members additional market, competitiveness, supplier, buyer, joint venture, and training data.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members to identify competitiveness and market-data needs and their interest in the Internet to help GMA develop ideas about members' computer and Internet needs.		X					
2. Orchestrate technical assistance that introduces members to the competitive advantages associated with Internet literacy.				X			
3. Explore GEO's sponsorship of technical assistance that meets computer training needs of GMA staff .			X				
4. Explore creation of a technology-needs committee, including GMA staff, to work with members help them remain technologically competitive.			X				

**Action Plan Team: Lionel Kandasammy, M.S. Ally**

Goal 8, Action Plan 2	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and maintain home page.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background information on members for inclusion in a GMA web site (e.g., type of business, products-services offered, exporter).		X					
2. Obtain home-page design expertise to help GMA create an attractive, easily maintained home page.			X				
3. Consider maintenance arrangements for GMA's home page.			X				

Goal 8, Action Plan 3	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote internationally the capabilities of the manufacturing sector.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use exchange visits to explore approaches that may improve GMA's international promotion of Guyana manufacturing.				X			
2. Target trade shows, missions, expositions, and fairs that give Guyana an international platform.			X				
3. Talk with foreign suppliers of machinery to identify possible new external markets.				X			
4. Use GMA's web site as a quality doorway to Guyana's manufacturing capabilities and expertise.					X		
5. Build alliances with relevant outside organizations and possible multipliers (like universities and manufacturing umbrella organizations in other countries).				X			

**Goal 9: Develop capabilities to conduct market and product research**

Objectives	Strategies
Provide members data on international markets, products, and competitiveness.	GMA should possess as a core institutional strength the capability to be a top-class, aggressive, authoritative, and reliable promoter of Guyana's manufacturing industry, both domestically and internationally.

**Action Plan Team: Ron Webster, George Jardim, Cinton Williams**

<i>Goal 9, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Retain a research economist in the secretariat.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Draft and submit proposal for prospective funding sources that explains uses, benefits, advantages, and costs of housing a research economist as a part of GMA staff .					X		

<i>Goal 9, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Incorporate market and product data into advocacy initiatives benefiting members.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Incorporate into GMA advocacy drives as much specific and detailed data as possible that supports the members' position and objective.	X						
2. Use data included in advocacy campaigns to build a solid base of sector information that can be applied to bolster Guyana's manufacturing sector in multiple ways.		X					

**Goal 10: Build, national, regional, and international linkages among organizations**

Objectives	Strategies
Establish institutional linkages that strengthen GMA as an organization and create opportunities for members.	Establishing and maintaining (in target markets) linkages with multiplier organizations that are grounded in mutual advantage will lead to an array of business-advancing opportunities unavailable otherwise, and will help GMA to position Guyana as country with a progressive social and economic environment.

**Action Plan Team: Jocelyn Dow**

<i>Goal 10, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Network with sister organizations.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Draft proposal to participate in GEO-sponsored exchange visits to like organizations in other nations.		X					
2. Include in GMA's objectives for exchange visits discussions for creating mechanisms for regular interchange of information.		X					
3. Explore using GMA's strategic plan to build a network of mutually beneficial alliances with foreign organizations.			X				

**Action Plan Team: Jocelyn Dow**

<i>Goal 10, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Engage in exchange visits.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Draft and submit to GEO a proposal showing the benefits of GMA participation of exchange visits GEO may sponsor.		X					
2. Consider developing a three-to-five-year plan proposing a series of candidate exchange visits that would most help members address needs they identified in earlier action steps; submit the plans to prospective funding sources.			X				

<i>Goal 10, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Strengthen relationships with international organizations and diplomatic missions.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify international organizations and diplomatic missions in Guyana and prioritize their potential importance to GMA members.		X					
2. If not already done, create a mechanism through which GMA can approach international organizations and diplomatic missions for the purpose of promoting stronger relationships with GMA and generating opportunities abroad for GMA members.		X					
3. Create a schedule and scheme for conducting and sustaining image-boosting, business-boosting campaigns with foreign organizations and diplomatic missions.			X				
4. Use (develop if not available) profiles of GMA members and Guyana's manufacturing sector for sector promotion.					X		

**SECTION V**

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Linden Chamber of Industry, Commerce, and Development  
(LCICD)

## **I. Introduction**

The Linden Chamber formed in 1962. Its membership consists of 25 businesses: hotels, wholesalers and retailers selling general merchandise, poultry producers, general contractors, timber harvesters and sawmills, furniture makers, restaurants, pharmacies, bakeries, recreational-amusement park operators, and farmers producing citrus, avocado, coconut and cash crops.

The city of Linden, with a population of some 50,000 amidst surrounding Amerindian settlements, sits on both sides of the black-water Demarara River, 65 navigable miles from the river's mouth on the Atlantic Ocean at Georgetown, the capital of Guyana. Tidal impact permits sailing to Linden of ships with 19-foot draft. The Soesdyke road, the best open highway in Guyana, connects Linden to Georgetown with a drive of ninety minutes.

Five piling-supported wharf facilities jut from Linden's 2.5 miles of riverfront, three from the McKenzie bank and two from Wismar side. While the wharves are operational, all need upgrading. Omai Gold, a foreign investor, owns a wharf on the Wismar bank. The Guyana National Industrial Corporation owns another. Wharves also serve Linden's remaining bauxite and aluminum industries.

Timber, gold, and bauxite-aluminum, even balata traders, gave birth to Linden. Rockcliff Hamilton, a lumberman, also operated a railroad allowing porknockers—gold prospectors—to bypass rapids on the upper Demarara that, around the turn of the last century, blocked access to Guyana's interior. McKenzie and Wismar, a jump-off point to Guyana's plentiful interior resources, were the names assigned to the communities out of which the town, now the city of Linden, emerged.

In 1925, bauxite and aluminum industries arrived in Linden. Alcan bought the operations in the late 1940s. Employment peaked around 6,000. But Guyana's government caved into now-abandoned, post-colonial trends sweeping newly independent countries in the 1960s. Guyana nationalized bauxite-aluminum production in 1971. Ten years later, an industry that provided jobs and income for the previous five and a-half decades, and produced at one point 90 percent of the world calcine market, lost its ability to compete. Sales fell and layoffs began. Today, bauxite employment numbers a little over a thousand.

Linden remains the overland gateway to the interior and to new trade opportunities. Three-hundred-and-sixty miles of under-developed road link Linden and coastal Guyana with the town of Lethem, the English-speaking gateway to MERCOSUR, a trading block encompassing 230 million consumers producing and consuming almost a trillion dollars of goods and services.

MERCOSUR is the main reason that Guyana's government now stands firmly behind completing a quality roadway from Linden to Lethem. And Linden is well positioned to contribute to, and take advantage of, business and industry that will flow from the Linden-Lethem road, even though Linden, like so many urban centers in emerging economies, still suffers from infrastructure inadequacies.

Linden remains the repository of managerial and engineering skills in Guyana. Power shortages are being addressed, with a planned capacity build-up to 27 megawatts, while the community at peak now utilizes only 5 to 7 megawatts. A ready labor pool, both skilled and unskilled, exists, despite Linden's 76 adult unemployment rate. Of the 4,000 working, many remain under-employed. Guyana's government is committed to advancing development in Linden. So are the EU, the U.S., and multilateral institutions. New roads are under construction. The government is pursuing re-privatization of the bauxite-aluminum industry and seeking new levels of input from Lindeners.

The Linden Chamber of Industry, Commerce, and Development (LCICD) and the people of Linden are a story of human resilience. The area has been down, but it is coming back. And its people are looking forward, looking for new, mutually beneficial opportunities arising from new structures in today's more closely interconnected economy. LCICD may be contacted by telephone (592-04-6494), fax (592-04-6694), or email ([steve@guyana.net.gy](mailto:steve@guyana.net.gy)).

## **II. Mission**

LCICD's mission is to:

- Strengthen and promote the general economic and social wellbeing of members and the community while strengthening the Linden Chamber itself.
- Make sharing, cooperation, and mutual support hallmarks of the chamber.

## **III. Goals**

The principal goals in LCICD's action plan include the following:

- Strengthen the chamber institutionally.
- Promote investment in Linden.
- Completion of the road to Brazil.
- Strengthen partnerships with PSOs throughout Guyana.
- Build working relationships with the media.

**IV. Action Plan**

**Goal 1: Strengthen the chamber institutionally**

Objectives	Strategies
Establish the chamber as a well-recognized, respected leader in advocacy and promoting opportunities for its members and the Linden area.	Make the Linden Chamber an organization capable and eager to respond to market and competitiveness needs of its members. Quality communications, combined with heightened, regular, and responsible advocacy initiatives, will, over time, increase the Chamber’s access and exposure to, and influence on, the government.

**Action Plan Team: Steve Bovell, Cy Nicholson, Vivien Munroe, James Park**

<i>Goal 1, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Acquire enhanced technology and office equipment, along with usage proficiency, to provide members competitiveness and market information.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Incorporate LCICD’s Strategic Plan into a proposal seeking outside provision of computer and related office equipment.	X						
2. Have LCICD executive review proposal.	X						
3. Identify prospective supporters and explore with them receptivity about proposal objectives.	X						
4. Submit and amend proposals until computer gear and office equipment are obtained.			X				
5. Create proposal to obtain staff help for LCICD (e.g., CESSO, Peace Corps, VSO).			X				

<i>Goal 1, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Build financial resources to achieve self-sufficiency by identifying and pursuing revenue-generating activities (e.g., appropriate services, luncheons, additional financial members, subscriptions, etc.).						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use member surveys, member committees, and exchange visits to develop and implement ideas that generate revenue for LCICD .				X			
2. Hold annual luncheon with guest speaker, report on LCICD progress for last year.		X					
3. Start membership and subscription drive to attract businesses in the area.						X	
4. Explore charges or fees for training sessions.			X				

<i>Goal 1, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and prioritize issues requiring government assistance; create supporting advocacy proposals and strategies to expand influence on government.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop position papers and advocacy proposals to advance following issues: 1. Improved infrastructure (improve primary roads first; assure reliable and safe supplies of water and electricity). 2. GOG provision of technical training (furniture making, small-business management and planning). 3. Privatization of Linmine ASAP (hampered by insecure power). 4. GOG help in assuring proper medical care and facilities. 5. Widening of tax net and improvement in collection procedures for rates and taxes (local) and federal taxes. 6. Duty-free concession for new businesses. 7. Lowering of interest rates by GOG (nationwide). 8. Completion of the road to Brazil. 9. Help from GOG in attracting business to port of Linden (improve port facilities).		X		X X X X	X X	X X	

<i>Goal 1, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Assure an effective organizational structure for the chamber.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Review and discuss LCICD structure at AGM.				X			
2. Use exchange visits and Internet relationships to explore structures that might be more effective for LCICD membership.				X			
3. Explore changing LCICD registration from “Friendly Society” to limited liability and registering with international organizations.			X				
4. Tie in with campaign for computer equipment a drive to find low-cost/no-cost ways to staff LCICD with qualified personnel.				X			

**Goal 2: Promote investment in Linden**

Objectives	Strategies
Develop a heightened ability to reach and convince competitive and compatible investors to visit Linden .	Position Linden as a location desirable for living, visiting, investing, and working.

**Action Plan Team: Steve Bovell, Joseph Downes, Cy Nicholson, Valerie Sharpe**

<i>Goal 2, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Target specific infrastructure improvements in Linden proper that encourage private investment (e.g., roads, linkages with other areas, electricity, water, telecommunication).				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. List LCICD priorities for Infrastructure improvement (e.g., main roads, secondary roads, Linmine privatization, Brazil road completion, port improvements, health care system).</li> <li>2. Explain status of projects.</li> <li>3. Identify responsible agencies and officials.</li> <li>4. Determine if infrastructure improvement will lead to increased GOG revenue (because business climate will improve).</li> <li>5. Provide any additional background information or issue history that may help frame the issue so LCICD has a better chance of accomplishing its goal.</li> <li>6. Identify who else is involved (e.g., influential people, politicians—local or national).</li> <li>7. Determine from above information the steps LCICD should take to move this issue in the way LCICD wants.</li> <li>8. Identify those who oppose LCICD’s position and reasons.</li> <li>9. Determine where the regional government is on this issue.</li> <li>10. Determine whom Supports LCICD and reasons.</li> <li>11. Determine how LCICD can reach the opposition.</li> <li>12. Determine to whom will the opposition listen.</li> </ol>		X					

Action Steps (Continued)	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
13. Determine the best way to mobilize supporters.			X				
14. Determine best way to immobilize opposition.			X				
15. Determine if LCICD should write letters, script telephone calls, prepare a LCICD position paper, meet with opinion leaders, write letters to the editor, write articles, take out paid advertisements, do a series of new releases to the press, do radio or television interviews, write petitions, use outsiders or go through friends of GOG who are also friends of LCICD.			X				
16. Determine if LCICD effort should appear broad-based, or more than it is.			X				

<i>Goal 2, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Press for investment incentives that apply beyond manufacturing and are fair to both local and foreign investors.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. List current investment incentives.		X					
2. Examine investment incentives of competitor countries.				X			
3. Submit to GOG suggestions for additions to its tax incentive regime that might make Guyana a more competitive place for investment and add to GOG revenues.				X			

<i>Goal 2, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Broaden access to credit at competitive rates.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Advocate for some form of “disaster-area designation” for Linden as a path to winning special incentives for attracting jobs and investment.					X		
2. Explore creation of a special Linden division within GO-INVEST.				X			
3. Decide which opportunities to push (e.g., manufacturing, tourism, farming, wood products, handicrafts, poultry raising and processing).			X				
4. Use unemployment levels, size of labor force, labor skills, population, and other considerations to promote Linden’s special need to attract jobs.			X				

<i>Goal 2, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Push for an industrial zone.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Explore with relevant GOG agencies their views on creation of an industrial zone in Linden.			X				
2. Advocate for GOG to set aside land for industrial zone with necessary infrastructure adjacent to a free zone.					X		
3. Travel to examine free zones and industrial zones in competitor countries.					X		
4. Look for foreign investors interested in MERCOSUR.					X		
5. Relate advocacy to the special incentives for Linden.					X		
6. Construct an advocacy initiative to demonstrate to GOG the potential benefits of an industrial zone on Linden, the Brazil highway project, and GOG revenues, mainly through analyses of industrial zones and free zones in other emerging markets.					X		

<i>Goal 2, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Support a national investment code that addresses the wellbeing of the entire country.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Work with the Private Sector Commission to identify aspects of the proposed National Investment Code (NIC) that would most work for LCICD's area and offer suggestions for improvements.			X				
2. Review pledges of Presidential retreat at Pegasus.		X					
3. Put NIC on the agenda for next meeting of regional chambers and decide how to proceed.			X				

<i>Goal 2, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Action Plan 6: Develop into an investment marketing strategy an analysis of Linden's strengths and weaknesses					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Examine aspects of geographic competitiveness (e.g., personal safety, open government, entrepreneurial environment, private-sector led development, supportive local and national governments (duties, licensing and permit processes), productive and healthy labor force, competitive wage structures, physical environment, social environment, competitive infrastructure (utilities, communications, ports, harbors, roads, storage), acceptable legal systems, acceptable payments and collection systems, growing internal or regional markets, acceptable health care, acceptable schools and education system, acceptable food production and distribution).</li> <li>2. Identify firms operating internationally in similar socioeconomic environments.</li> <li>3. Create, probably in alliance with GO-INVEST, a strategy for communicating with firms whose needs may match with Linden's SWOT.</li> <li>4. Develop a series of qualifying communications initiatives to contact decision makers in target firms.</li> <li>5. Develop with GO-INVEST a thorough program of invitations to prospective investors, conducting investigative visits, and engaging in reinforcing follow-up.</li> </ol>			X	X	X	X	

**Goal 3: Completion of the road to Brazil**

Objectives	Strategies
Work with involved government and non-government agencies and officials to advance the Brazil-road project.	Press for completion of the road to Brazil's frontier because it will expand opportunities in the Linden area by bringing new jobs and businesses to Guyana's citizens while generating added revenue for government.

**Action Plan Team: Basil Jaipaul, Neville Whyte, Mortimer Yearwood**

<i>Goal 3, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Support government and private sector initiatives to complete the road.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Query Ministry of Works to determine status.	X						
2. Create an advocacy action plan for LCICD based on findings with respect to the road project's status.			X				
3. Frame LCICD's advocacy initiative within a standardized format the chamber will develop, involving considerations of: current status; businesses, politicians, and interest groups with a stake; their positions; strategies about how to build influence with GOG; how to mobilize supporters and immobilize opponents; deciding on use of intermediaries; selecting the right advocacy methods (e.g., press conferences, articles and letters to the editor, position papers, meetings, telephone calls, speeches, meetings, media interviews, media advertising).			X				

<i>Goal 3, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Obtain an economic assessment of the road's impact on Linden							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop data on prospective freight and traffic movement between Linden and Lethem (e.g., tons of freight, number of trucks, containers, ships and crews, stay-over points for drivers, housing demand, hotel demand, restaurants, vehicle maintenance). 2. Propose to GOG, GEO, other possible funding sources a study of impact on Linden. 3. Use data to sensitize LCICD's business area to possible new opportunities. 4. Use data as part of campaign to attract investment to area.				X			
					X		
					X		
					X		

<i>Goal 3, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote development of an economic base that flows from the above economic assessment.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Match Linden's prospective situation, resulting from the highway's impact, with possible job-transferring investment, using the same approach as that in Goal 2.						X	

**Goal 4: Strengthen partnerships with PSOs throughout Guyana**

Objectives	Strategies
Advance Linden's and Guyana's competitive advancement through PSO partnerships.	Actions and communications demonstrating the chamber's responsible, innovative, and active advocacy on behalf of its members will encourage alliances with PSOs.

**Action Plan Team: Basil Jaipaul, Steve Bovell, James Park:**

<i>Goal 4, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Maintain and strengthen links with regional chambers via regular meetings with them.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Share LCICD strategic plan with other PSOs.	X						
2. Explore quarterly meetings with all regional chambers.	X						
3. Align with other PSOs for multiple-chamber issues (e.g., Brazil Road).		X					
4. Hold joint travel, joint training sessions with other PSOs.				X			
5. Send LCICD newsletter to other PSOs.					X		
6. Use exchange visits to explore how chambers in other countries relate with their counterpart organizations.					X		

<i>Goal 4, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Undertake joint advocacy initiatives, like promoting legislation that adds to overall competitive development and employment.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Meet with PSOs to identify and prioritize joint advocacy initiatives (e.g., land ownership).				X			
2. Work out system where certain PSO assume responsibility for designing certain advocacy initiatives.					X		

<i>Goal 4, Action Plan 3 and Action Steps</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Participate in joint training with PSOs.			X				

**Goal 5: Build working relationships with the media**

Objectives	Strategies
Improve understanding of needs of the media to improve coverage of Linden area in general and of chamber specifically.	Uncovering more effective ways to work with media can aid social and economic advancement in Linden.

**Action Plan Team: Basil Jaipaul, Kent Vincent, Neville Whyte**

<i>Goal 5, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Construct new relationships with the media.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Promote regular interchanges between media and LCICD, preferably monthly, but no less than quarterly.			X				
2. Provide media LCICD positions.					X		
3. Share LCICD strategic and action steps with media through a press briefing.		X					

<i>Goal 5, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek technical assistance on methods and practices of working with the media.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Draft proposals to obtain technical assistance on how LCICD may improve its media relations initiatives.			X				

<i>Goal 5, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Improve chamber press releases.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Explore preparation and handling of press releases on exchange visits.				X			
2. Include press release preparation in requests for technical assistance .		X					

<i>Goal 5, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create, prioritize, and implement a menu of new initiatives to expand radio-television-print coverage of Linden.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. LCICD meeting with media to determine media interests (e.g., GTV, Starbroek, Chronicle, GBC radio).				X			
2. Explore with media how its reporters can be sensitized to the needs of Linden.				X			
3. Develop from above two the menu; promote some regular interchange between Linden residents and reporters and representatives of the media.					X		
4. Try to established hot lines with media organizations.						X	

## **SECTION VI**

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Rupununi Chamber of Commerce and Industry (RCCI)

## I. Introduction

Lethem sits near the northwest corner of Guyana. It is the gateway to the stunningly beautiful Rupununi Savannah. It is the English-speaking doorway to MERCOSUR, the South American powerhouse trading block of Argentina, Brazil, Paraguay, and Uruguay. MERCOSUR's market of 230 million consumers, producing and consuming annually nearly a trillion dollars of goods and services, could one day make Guyana the Ireland of South America, transforming a long-suffering economy into booming growth and opportunity because of language and inclusion in an adjacent trading block.

Lethem has grown over the past 20 years from a frontier settlement into a border trading center of 3,500 people. A soon-to-be constructed bridge from the Brazilian side of the Takatu River will put in place the final segment providing unbroken, top-quality highway passage from Lethem to the dynamic city of Boa Vista, 125 kilometers away in Brazil's Roraima State. Ongoing meetings between Guyana's and Brazil's business and government representatives aim at improving the 360 miles of under-developed roads linking the Boa Vista-Lethem corridor with Linden and Georgetown, Guyana's capital on the Atlantic Ocean. A completed road will cut almost two weeks of transport time from Boa Vista-bound freight.

Growing external tourism, deepening commercial links between Lethem and Brazil, in particular Boa Vista, the 55,000-person capital city of Roraima State, and the necessity of improved road links with coastal Guyana, underlay formation of the Rupununi Chamber of Commerce (RCCI). RCCI's membership of more than 30 businesses consists primarily of ranchers, farmers, hotel and inn operators, craft producers, and merchants. They have come together because of early and strong common interest in protecting their virgin environment as new tourism and business opportunities arrive on the horizon.

RCCI has begun exploring the creation of a high-quality industrial zone and a free-trade zone. The chamber is exploring sites now with a goal of establishing a model production zone that provides much-needed jobs while still serving to maintain Rupununi's truly pristine beauty at the same time.

Indeed, Guyana's trade with Brazil and MERCOSUR offers amazing opportunities. But Lethem and the entire Rupununi abound with scenery and nature that will soon position it as a premier eco-tourism destination. The harpy eagle, the world's largest eagle, lives in the Rupununi. So does the giant otter. Bird species abound. Rivers and lakes contain numerous game-fish species. Flora and fauna demand scientific investigation. Ranches afford diverse horseback riding adventures. And the world renowned Rupuni Rodeo, along with world class crafts, like the hammocks produced by Amerindians and sold around the globe under the brand name Rupununi Weavers, offer unique experiences and products. Rupununi hospitality cannot be topped.

RCCI is headquartered at the Savannah Inn in Lethem. RCCI may be contacted via telephone (592-072-2035) or email ([rweavers@mail.gol.net.gy](mailto:rweavers@mail.gol.net.gy)).

## **II. Mission**

RCCI's mission is to strengthen and promote the economic, social, and cultural wellbeing of its members and community, while also strengthening the Rupununi Chamber of Commerce and Industry itself.

## **III. Goals**

The principal goals in RCCI's action plan include the following:

- Advocate for strengthened land tenure, usage, and development.
- Completion of Lethem-Georgetown highway.
- Revitalization of agriculture and ranching.
- Attraction of investment to Rupununi.
- Protection of natural resources for conservation and tourism.
- Preparation of Lethem for township.
- Declaration of a free-trade zone in the Rupununi.
- Strengthen business-to-business and government-to-government relations with Brazil and Boa Vista.
- Representation on regional government boards and committees.
- More government support of local businesses and initiatives important to RCCI.
- Development of the Lethem industrial site.
- Make RCCI a dynamic and attractive organization.
- Build RCCI's financial resources.

#### IV. Action Plan

##### Goal 1: Advocate for strengthened land tenure, usage, and development

Objectives	Strategies
More equitable, more transparent, and more internationally competitive property rights, laws, and systems.	Use alliances with Guyana's other private sector organizations interested in land tenure, land usage, land development, and property rights to develop sound positions supporting stronger property rights, and develop and implement action plans that advocate to the government the benefits to Guyana of strengthened property rights.

##### Action Plan Team: Duane Defreitas

<i>Goal 1, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Align with other chambers and organizations to create a nationwide advocacy drive to strengthen land tenure, usage, development and property rights.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop an advocacy campaign promoting longer leases, automatic lease renewal for legitimate and law-abiding entities, and at costs that allow the farming/ranching industry to develop and be competitive.					X		
2. Use descriptions and problem definitions to create a position paper.			X				
3. Circulate position paper to other chambers and organizations to try to build consensus on coordinated advocacy approach.				X			
4. Undertake advocacy campaign (e.g., identify allies and opponents, assess how to mobilize supporters and immobilize opponents, consider using influential outsiders, assess alternative advocacy methods).				X			

**Action Plan Team: Duane Defreitas**

<i>Goal 1, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate that government expand citizen's property ownership so that more capital is attracted to housing, farming, and ranching .						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Advocate for creation in hinterland areas of land settlement and development programs tied to making the land productive within a defined period of time, with productivity or lack of it related to cost of lease.					X		
2. Advocate that GOG relate lease fees to land or farm-animal productivity.					X		
3. Advocate that lease fee increases not exceed the devaluation in devaluation situations.					X		

<i>Goal 1, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Include in RCCI's advocacy initiative an examination of the impact of private ownership of land on stimulating borrowers' collateral capacities, generating more private-sector income, and expanding government revenues.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop case studies of competitor countries that illustrate benefits and drawbacks in the farming-ranching communities of longer leases and higher percentages of privately owned property (e.g., Brazil, Venezuela, U.S., Cuba).				X			

**Goal 2: Completion of Lethem-Georgetown highway**

Objectives	Strategies
Advance completion of a Highway that boosts competitiveness of Guyana and meets the needs of users, destinations, and proximate communities.	A highway connection between Georgetown and Brazil will expand economic opportunities throughout Guyana through new jobs, new businesses, and additional revenues for government and will materially impact Lethem.

**Action Plan Team: Colin Edward**

<i>Goal 2, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Work with involved government and non-government agencies and organizations, including those in Brazil, to advance government and private-sector efforts to complete the highway.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Engage Ministry of Works to determine status.</li> <li>2. Create an advocacy action plan for assuring RCCI an active voice in shaping the road project to work best for Guyana and the area represented by RCCI.</li> <li>3. Base RCCI advocacy initiative on findings on the road project's status, considering involvement of other chambers and private sector organizations.</li> <li>4. Frame RCCI's advocacy initiative within a standardized format the chamber will develop, involving considerations of: current status; businesses, politicians, and interest groups with a stake; their positions; strategies about how to build influence with GOG; how to mobilize supporters, and immobilize opponents; decide on use of intermediaries; selecting the right advocacy methods (e.g., press conferences, articles and letters to the editor, position papers, meetings, phone calls, speeches, meetings, media interviews, media advertising).</li> </ol>		X					

**Action Plan Team: Colin Edward**

<i>Goal 2, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop concrete approaches to help the Rupununi capture benefits of the road.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop data on prospective freight and traffic movement between Georgetown and Lethem-Boa Vista (e.g., tons of freight, number of trucks, containers, ships and crews, stay-over points for drivers, housing demand, hotel demand, restaurants, vehicle maintenance).		X					
2. Initiate contacts with business and government organizations in external border towns-cities, which have been involved in cross-border, trade-enhancing developments, to improve understanding of pro and con issues affecting areas, businesses, and citizens.			X				
3. Incorporate above information in a proposal to prospective funding sources (e.g., GOG, GEO, EU) seeking assistance in promoting business development in Lethem.					X		
4. Use data to sensitize RCCI's business area to possible new opportunities arising from completion of a highway.				X			
5. Use data as part of an advocacy campaign to attract investment to area.						X	

**Goal 3: Revitalization of agriculture and ranching**

Objectives	Strategies
Boost competitiveness and income of Rupununi residents engaged in agriculture and ranching. Improve border security and decrease rustling	RCCI should be an effective force pushing for advancement of the Rupununi’s agriculture and ranching industries.

**Action Plan Team: Duane Defreitas**

<i>Goal 3, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Survey agriculture and ranching operators to identify objectives, problems, and possible solutions.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify farmers-ranchers who are likely candidates for inclusion in a survey.	X						
2. Identify from a core of survey candidates the issues that impact them most negatively, with particular emphasis on marketing.	X						
3. Conduct as wide a survey as possible of key issues confronting Rupununi’s farmers and ranchers.	X						

**Action Plan Team: Duane Defreitas**

<i>Goal 3, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Use survey findings to construct concrete approaches to solving issues vital to farmers and ranchers.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop information obtained from farmers and ranchers into an area-wide database to help RCCI build an informed advocacy campaign to influence GOG policies and programs that can improve farm and ranch operations.	X						
2. Use the advocacy initiative to promote GOG policies/programs that lead to concrete improvements for farmers and ranchers.	X						

<i>Goal 3, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Assist Rupununi Livestock Producers Association (RLPA) to develop for prospective funding sources proposals and requests for assistance that are tailored to operational needs of Rupununi farmers and ranchers.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Incorporate survey findings and advocacy objectives into an advocacy drive aimed at helping RLPA obtain outside assistance to fund and develop best-practices advisory assistance for farmers and ranchers in the operating areas now hampering their economic performance.				X			

**Action Plan Team: Duane Defreitas**

<i>Goal 3, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote initiatives that aid technical aspects of ranching (e.g., herd and pasture management, animal husbandry, health and diet).				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use farmer and rancher surveys to help identify specific technological advancements that will improve farming and ranching.	X						
2. Include in surveys questions seeking a description of each respondent's current operations, code them, and use them to obtain views from experts.	X						
3. Include findings in funding source proposals designed to obtain assistance that farmers and ranchers specify.			X				
4. Orchestrate provision of quality advisory assistance.						X	
5. Use advisory assistance to continue to reinforce RCCI.						X	
6. Evaluate impact of advisory assistance and provide feedback to funding sources and instructors.						X	

<i>Goal 3, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Orchestrate provision of quality advisory assistance.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Position RCCI as the coordinator of advisory services provided by external organizations.			X				
2. Publicize coordination of advisory services to reinforce significance of RCCI.			X				

**Action Plan Team: Duane Defreitas**

<i>Goal 3, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Explore technology and Internet tools that might help in revitalization.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Address in farmer and rancher surveys technological or Internet considerations that might improve farm or ranch operations.	X						
2. Work with GEO to obtain computer, information technology, and Internet assistance that addresses specific needs of farmers and ranchers at training sessions conducted for all members.		X					
3. Coordinate computer and Internet training with RCCI members and non-members and use the training as a vehicle to reinforce RCCI as an effective, member-driven organization.		X					
4. Evaluate impact of training and assistance and provide GEO suggestions for improvements.			X				

<i>Goal 3, Action Plan 7</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Encourage GOG to undertake regular border patrols.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop rationales to support RCCI advocacy for more regular and more effective border patrols.				X			
2. Work with GOG and other organizations in a sustained advocacy campaign to improve border-patrol effectiveness.						X	

**Action Plan Team: Duane Defreitas**

<i>Goal 3, Action Plan 8</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Help GOG acquire more equipment and technology for surveillance, transportation, and communication.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Estimate equipment and technology resources needed to make border patrols more effective.				X			
2. Create and submit to GOG decision-makers a concept paper that spells out equipment requirements, usage, maintenance, costs, and replacement that would be involved in extending and sustaining more effectively the rule of law along the Guyana-Brazil border.				X			

<i>Goal 3, Action Plan 9</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote cooperation and coordination between the governments of Guyana and Brazil.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Prepare positions and proposals so that they may also be shared with Brazilian counterparts to both RCCI and GOG.							X
2. Work with Boa Vista Chamber of Commerce on development of a joint advocacy strategy that focuses on issues important to both to Guyana and Brazil's state of Roraima.		X					

**Goal 4: Attraction of investment to Rupununi**

Objectives	Strategies
Position Rupununi to compete for domestic and foreign investment and win investigative visits from prospective investors. Build, as much as possible, an independent capability to promote investment in RCCI area	Position Rupununi area as a location desirable for living, visiting, working, and investing.

**Action Plan Team: Ahrens Landry**

<i>Goal 4, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
SWOT analysis of members and area to create tools to construct presentations designed to attract compatible and competitive investment for the Rupununi.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop menu of ingredients for an investment-attracting SWOT covering RCCI's geographic area.		X					
2. Meet with GO-INVEST to discuss: (a) an RCCI- GO-INVEST alliance to help attract external investment to the Rupununi; (b) RCCI's and the region's information needs to create an investment-targeting SWOT; (c) obtaining data needed for a SWOT; and (d) an arrangement that aligns GO-INVEST-RCCI for initiatives to position Rupununi to win investigative visits by potential investors.					X		
3. Identify additional sources from which RCCI can obtain data necessary for an investor-targeted SWOT of Rupununi.			X				
4. Create a SWOT format designed to position Rupununi competitively for pursuing and attracting outside investment.				X			
5. Solicit RCCI members, beyond action plan team members, to help provide aspects of the SWOT.					X		

**Action Plan Team: Ahrens Landry**

<i>Goal 4, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create partnership with government in investment promotion.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop an advocacy campaign to establish an effective partnership with GO-INVEST for attracting investment to Rupununi.			X				
2. Share SWOT menu of ingredients with GO-INVEST as a vehicle to open advocacy drive.			X				
3. Advocate for specific reciprocal-corresponding actions by GO-INVEST within mutually agreed timeframes and offer the same from RCCI.					X		
4. Develop appropriate-acceptable role for GOG in investment promotion activities.						X	

<i>Goal 4, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and target investors who match SWOT findings.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use SWOT findings to match up with needs of potential investors.					X		
2. Target as prospective investors firms from more developed markets with established operations in emerging markets, especially with operations in Central American and Caribbean countries.						X	

**Action Plan Team: Ahrens Landry**

<i>Goal 4, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop communications program to approach prospective investors.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Package SWOT material into modular presentations that can be sent to prospective investors who show sufficient interest in investigating investment opportunities in Rupununi.					X		

<i>Goal 4, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create presentations that compel investigative visits by potential investors.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Wrap investment-seeking presentations in strategies that position Rupununi (and Guyana) at the highest realistic level of competitiveness.					X		
2. Build specific agendas into presentations (what investors will see, when, with whom and where they will stay, and how they will be moved around).						X	
3. Develop a plan of confidence-building, relationship-building steps that reinforce Guyana with prospective investors as country whose investment opportunities merit exploring.						X	

## Action Plan Team: Ahrens Landry

Goal 4, Action Plan 6	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Prepare for and orchestrate investor visits.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop positive and influential roles for GOG and GO-INVEST.						X	
2. Prepare and make presentations to airlines, hotels, and restaurants to create revenue-generating opportunities for them and incentives to prospective investors to investigate Rupununi opportunities.						X	
3. Script and rehearse investor investigative visits.						X	
4. Research participants and their firms.						X	
5. Pay particular attention to logistics, accommodations, meals, in-country travel, and prior relationships.						X	
6. Implement strategies that maintain regular and important contacts with prospective investors right up until their arrival.					X		
7. After investor inspections, follow up and respond with information that reinforces Rupununi in particular, and Guyana in general, as a competitive place in which to invest, work, live, and vacation.							X
8. Repeat process continually.							X

**Goal 5: Protection of natural resources for conservation and tourism**

Objectives	Strategies
Maintain Rupununi's uniqueness and help draw quality tourism.	Develop and promote conservation initiatives that aim at bringing sustainable and desirable economic gains to the Rupununi.

**Action Plan Team: Dian Mcturk, Shirley Melville, Sandy/Duane Defreitas**

<i>Goal 5, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Use SWOT results to identify natural endowments, what is threatened, and what can be responsibly included in tourism promotion (including cultural tourism).					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Estimate best prospects for nature or eco-tourism, including development of raw land to joint ventures with owners of present eco-tourism facilities.					X		
2. Develop profiles of each prospect (e.g., site description, topography, infrastructure and utilities, dimensions, travel time, building or zoning restrictions, type of animals and vegetation, labor force, history, opponents to development and strategy for successful advocacy, proximate activities).						X	
3. Describe general area attributes and address any trouble spots.					X		

**Action Plan Team: Dian Mcturk, Shirley Melville, Sandy/Duane Defreitas**

<i>Goal 5, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Determine who is responsible for preserving various endowments and resources identified.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify organizations and groups with stakes in preserving or enhancing Rupununi's natural endowments and resources.			X				

Goal 5, Action Plan 3	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Form alliances with Amerindians and also groups and organizations having goals similar to RCCI's.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop strategies for building alliances with interested parties and advocate for their inclusion in RCCI efforts to promote simultaneously conservation and tourism						X	

**Action Plan Team: Dian Mcturk, Shirley Melville, Sandy/Duane Defreitas**

<i>Goal 5, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Work closely on conservation and tourism with GOG where possible; where not, create and submit to GOG position papers with concrete preservation, development, and promotion schemes and maintain advocacy campaigns.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Keep GOG current on RCCI tourism-development and conservation plans and activities.</li> <li>2. Maintain an ongoing strategy of transparency and openness in RCCI's conservation and tourism initiatives.</li> <li>3. On issues where GOG is unresponsive to conservation or tourism, employ RCCI's advocacy format (e.g., frame RCCI's advocacy initiative within a standardized format of the chamber, involving considerations of: current status; businesses, politicians, and interest groups with a stake; their positions; strategies about how to build influence with GOG' how to mobilize supporters, and immobilize opponents; deciding on use of intermediaries; selecting the right advocacy methods (press conferences, articles and letters to the editor, position papers, meetings, phone calls, speeches, meetings, media interviews, media advertising.).</li> </ol>				X			
					X		
						X	

**Goal 6: Preparation of Lethem for township**

Objectives	Strategies
Achieve township status for Lethem.	Township status for Lethem will enhance its influence within Guyana's government system.

**Action Plan Team: Tyrone Foo**

<i>Goal 6, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify responsible officials and determine qualifications, process, and application procedures.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Determine and explain process necessary for Lethem to achieve township status.				X			

<i>Goal 6, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Implement course of action in concert with process and procedures.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop proposal advocating township that is in concert with established GOG procedures.					X		
2. Develop rationales to overcome likely objections to Lethem Township and submit them to GOG decision makers.						X	
3. Develop advocacy strategy (within RCCI advocacy format) to run until township status is achieved.							X

**Goal 7: Declaration of a free trade zone in the Rupununi**

Objectives	Strategies
Establishment of the Rupununi as a competitive location in which to explore business opportunities.	As the English-speaking gateway to MERCOSUR, a free-trade zone in the Rupununi will bring competitive advantage to firms operating in it, generate new tax revenue for GOG, enlarge Rupununi employment, and lead to new business opportunities for Guyanese entrepreneurs

**Action Plan Team: Mohamed Khan**

<i>Goal 7, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Determine who in GOG possesses responsibility for free-zone creation.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Determine from responsible GOG organization precise status and/or process for creating a free-trade zone in the Rupununi.			X				

**Action Plan Team: Mohamed Khan**

<i>Goal 7, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify supporters, opposition, their motivation, ways to communicate with them and to mobilize and immobilize them, outside allies, and public relations measures.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Employ RCCI's advocacy format (e.g., frame RCCI's advocacy initiative within the standardized format of the chamber, involving considerations of: current status; businesses, politicians, and interest groups with a stake; their positions; strategies about how to build influence with GOG; how to mobilize supporters, and immobilize opponents; deciding on use of intermediaries; selecting the right advocacy methods (press conferences, articles and letters to the editor, position papers, meetings, phone calls, speeches, meetings, media interviews, media advertising).				X			

**Action Plan Team: Mohamed Khan**

<i>Goal 7, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Draft and submit to responsible GOG entity a concept paper showing potential benefits and problems of free-trade zones.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Include background data from experiences of other free-trade zones. Include coverage of government experiences.				X			
2. Include both benefits and drawbacks for GOG, considering tax revenues, tax holidays, workforce skills training, and multiplier impacts, among other factors.				X			

<i>Goal 7, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Incorporate concept paper into a sustainable advocacy campaign that will build support for the free-trade zone.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop a systematized, long-term advocacy initiative that draws on the evidence of the contributions of free-trade zones to sustainable development (e.g., Costa Rica, El Salvador, Dominican Republic) in emerging markets.						X	

**Goal 8: Strengthen business-to-business and government-to-government relations with Brazil and Boa Vista**

Objectives	Strategies
Boost commercial relations with two-sided benefits that lead to growth in quality of life, employment, skills, profit, and revenue for governments.	Guyana's economy and its small population means that growing commercial relations with wealthier and larger Brazil (and MERCOSUR) will bring larger proportional gains to Guyana.

**Action Plan Team: Mohamed Khan**

<i>Goal 8, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Suggest and identify joint initiatives with Boa Vista Chamber of Commerce.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use the growing level of trade, the Georgetown-Lethem road, and the Brazilian Bridge across the Takatu as rationale for strengthening and diversifying ties with Boa Vista Chamber of Commerce.		X					
2. Explore and determine tasks each chamber can pursue simultaneously with its respective government and develop joint advocacy campaigns and work plans that advance each chamber's membership.			X				
3. Advocate for a tri-chamber (including Linden chamber) overland trip from Georgetown to Boa Vista to develop unified approaches to advocating for the right kind of progress on the road, meeting with interested parties along the way, and strengthening commercial and personal relationships with the Boa Vista chamber's 4,000 members.	X						
4. Hold tri-chamber meeting in Boa Vista to develop an agenda for cooperation.				X			
5. Conduct regular exchange meetings to strengthen commercial ties and assure progress on mutual objectives.						X	

**Action Plan Team: Mohamed Khan**

<i>Goal 8, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Participate in trade shows and exchanges with Boa Vista Chamber of Commerce.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Examine membership of each chamber and target trade shows and exchange visits that offer opportunities for acquiring knowledge that can be shared among members of both chambers.				X			
2. Cost out participation in prioritized trade shows and show benefits derived from sharing knowledge with members in both chambers.					X		
3. If cost exceeds resources of RCCI, RCCI should explore funding from external or donor sources.					X		

**Action Plan Team: Mohamed Khan**

<i>Goal 8, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and submit to GOG, key Guyanese and non-Guyanese business people, and the Boa Vista Chamber of Commerce rationales and proposals for building stronger ties between Guyana and Brazil.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use findings from an RCCI SWOT to highlight opportunities in Rupununi and to promote broader commercial ties between RCCI area and Brazil.					X		
2. Pinpoint obstacles hampering greater development of commercial ties.					X		
3. Work with Boa Vista Chamber of Commerce and GOG and the government of Brazil to reduce barriers to stronger commercial ties between Rupununi and Roraima State.						X	
4. Mutually develop position papers and recommended courses of action to enhance commercial and cultural ties between Rupununi and Roraima.					X		

**Goal 9: RCCI representation on regional government boards and committees**

Objectives	Strategies
Improve government responsiveness and overall performance by advocating greater openness and involvement of business and private parties.	A better-informed commercial sector will generally lead to better government decisions in terms of economic, social, and cultural advancement.

**Action Plan Team: Harold Daguiar**

<i>Goal 9, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
RCCI holds quarterly meeting with Regional Democratic Council (RDC).			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop rationale giving RDC incentive for holding quarterly meeting with RCCI.		X					
2. Meet with RDC to explore holding quarterly meetings.							
3. If RDC responds negatively to RCCI overtures, build advocacy campaign around RCCI's rationale for holding the meetings in the first place. Employ RCCI's advocacy format (e.g., RCCI position; current status; businesses, politicians, and interest groups with a stake; their positions; strategies about how to build influence with GOG; how to mobilize supporters, and immobilize opponents; deciding on use of intermediaries; selecting the right advocacy methods (press conferences, articles and letters to the editor, position papers, meetings, phone calls, speeches, meetings, media interviews, media advertising).		X	X				
4. Define and prioritize objectives for each meeting with the RDC				X			

**Action Plan Team: Harold Daguiar**

<i>Goal 9, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and submit to GOG a proposal suggesting involvement of RCCI in local and regional government meetings.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Target and prioritize local and regional government meetings.				X			
2. Prepare documents showing benefit of RCCI attendance at meetings.				X			
3. Develop background information and determine present status of each target.							
4. Identify people and politicians involved, supporters and opposition, and reasons.			X				
5. Examine options to advance position in RCCI's favor for gaining attendance.			X				
6. Determine most effective way to persuade opposition or convince GOG if resistance is met at RDC level.				X			
7. Determine ways to mobilize supporters and immobilize opposition.				X			
8. Explore advocacy.				X			
9. Conduct advocacy campaigns until RCCI is allowed to attend local and regional government meetings.				X			

**Goal 10: More government support for local businesses and initiatives important to RCCI**

Objectives	Strategies
Obtain additional support from GOG for commercial operations and initiatives that add to the economic and social development of the Rupununi area.	Quality communications, combined with heightened, regular, and responsible advocacy initiatives will over time increase RCCI's access to, exposure to, and influence on government.

**Action Plan Team: Tyrone Foo**

<i>Goal 10, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop capabilities to create and present to GOG well-thought out and compelling position papers on a range of priorities.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members, maybe non-members (as a way to build RCCI membership), to determine if additional local issues exist that require government involvement.		X					
2. Work with survey participants to prioritize local issues in need of government involvement.		X					
3. Develop an "RCCI brand" of proposal that represents high quality in terms of facts and rationales.			X				
4. Submit to relevant GOG decision-makers RCCI position papers on each issue of a local nature important to RCCI and its members.					X		
5. Depending on GOG reaction, decide on follow-up advocacy initiatives for each position paper.					X		

**Action Plan Team: Tyrone Foo**

<i>Goal 10, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Build sustainability into all RCCI advocacy campaigns.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Plot out each advocacy initiative to carry it through to completion.		X					

<i>Goal 10, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Frame all advocacy initiatives in a standard framework .							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Create a foundation for each RCCI advocacy initiative involving the following considerations: present status; history; people, politicians, and businesses involved; both pro and con; reasons for their support or opposition; estimates of motivation; responsible GOG officials; pressure points; role of regional government; ways to reach and influence opponents, including using outsiders; how to mobilize supporters and immobilize opponents; alternative advocacy methods.		X					
2. Advocate that RDC be more supportive of local businesses (e.g., patronizing local businesses).		X					

**Action Plan Team: Tyrone Foo**

<i>Goal 10, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate that GOG help the area covered by RCCI acquire state-of-the-art telecommunications (e.g., radios, phones, TVs, Internet).				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Obtain demographic data on Rupununi .			X				
2. Use data to develop a set of reasons and justifications for advocating that GOG assist in speeding availability in Rupununi of more modern telecommunications.				X			
3. Frame advocacy plan in aforementioned RCCI format and undertake advocacy initiative.				X			

**Goal 11: Development of the Lethem industrial site**

Objectives	Strategies
Designation by GOG of an industrial site.	Development of an industrial site that is environmentally friendly and reinforces Rupununi as a desirable location for visiting, living, investing, and working.

**Action Plan Team: Mohamed Khan**

<i>Goal 11, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Draft a concept paper for an industrial site, run it by RCCI members for changes, and finalize.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify case studies on development of several very successful industrial sites, as well as some failures, in emerging countries.			X				
2. Use the case studies to develop a concept paper advocating development of an industrial site in Lethem.			X				
3. Include possibilities on Brazilian participation.			X				

**Action Plan Team: Mohamed Khan**

<i>Goal 11, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Submit concept to responsible GOG decision-makers.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Submit RCCI's concept paper on a Rupununi industrial site to GOG decision-makers and other influential Guyanese .				X			
2. Develop an advocacy campaign that flows from RCCI's concept paper and aims to move GOG to positive and concrete actions on an industrial site in the Rupununi.				X			

<i>Goal 11, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Include in draft ideas on location, utilization, recruitment, and ways to avoid conflict with eco-tourism and environmental preservation.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop several alternatives for locating a Lethem industrial site.			X				
2. Propose setting the highest, most competitive environmental standards for the industrial site.			X				
3. Develop strategies to assure that environmentally concerned groups/organizations are familiar with the high standards for Lethem industrial site.			X				

**Goal 12: Make RCCI a dynamic and attractive organization**

Objectives	Strategies
Strengthen RCCI's advocacy for its members and geographic area and build and deliver a menu of appropriate services.	Transform RCCI into an organization capable and eager to meet the advocacy, market, and competitiveness needs of its members. Develop chamber assets, use technology to advance members and area, and enhance RCCI's awareness and communications skills so that it is better able to pursue opportunities for members, increase its attractiveness to non-members, and reflect an image of first-rate professionalism.

**Action Plan Team: Shirley Melville, Ahrens Landry**

<i>Goal 12, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Acquire, and become proficient in, technology and office equipment and ensure efficient and impartial chamber administration.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop proposal to obtain computer and related-technology office equipment.	X						
2. Develop survey to confirm members' information technology needs, as identified so far, and incorporate any new needs identified.	X						
3. Incorporate staff and members' IT needs into a proposal for computer and Internet training that RCCI will develop and submit to GEO.	X						
4. Coordinate IT training schedule with GEO and notify RCCI members of training dates with as much lead time as possible.		X					
5. Evaluate impact of Internet and computer training and provide results to GEO.			X				
6. Integrate RCCI sponsorship of GEO IT training for members with fundraising and membership building initiatives.			X				
7. Assure that benefits from all RCCI initiatives are equitably filtered throughout the membership.							X

**Action Plan Team: Shirley Melville, Ahrens Landry**

<i>Goal 12, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Provide market support for members; for example, by arranging training, exchanges, and study trips.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Participate in GEO-sponsored exchange visits with similarly focused organizations (e.g., rural, ranching, peanuts, other farming).					X		
2. Develop through membership surveys ideas about the various kinds of training and exchange and study trips that members believe will benefit them.		X					
3. Solicit sponsorship for exchanges and study trips that are beyond resources of RCCI.		X					
4. Arrange to bring in experts to talk with members about particular problem areas or other topics of special interest.				X			
5. Provide RCCI members comprehensive reports on training, exchange visits, and study trips.						X	
6. Establish for arriving visitors a convenient information center(s) making available material on area attractions (e.g., tours, accommodation, transportation, sights, and other attractions).					X		

**Action Plan Team: Shirley Melville, Ahrens Landry**

<i>Goal 12, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Arrange and coordinate operational advice and assistance for general business and agriculture, including practices relating to pesticides, insecticides, fertilizers, yields, fish and food processing, marketing agricultural products, equipment maintenance, and quality control.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. After surveying members, maybe non-members, to identify the kinds of needs described above, develop for donors and GOG proposals advocating training assistance in the areas members report they need most.				X			

**Action Plan Team: Shirley Melville, Ahrens Landry**

<i>Goal 12, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop a program of partnering with organizations and businesses with interests similar to RCCI and its members.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Pursue exchanges-alliances with similar organizations in more developed markets to speed achievement of RCCI's goals by exposing it to private sector organizations that have already experienced growth stages through which RCCI will pass.			X				
2. Develop criteria to determine similarity in terms of: membership, rural, farming, ranching, population, industry, organizational goals, and resources.	X						
3. Explore geographical for exchange visits: Southern United States—Texas, Louisiana; Georgia; Dominican Republic; Costa Rica; Ireland.		X					
4. Develop objectives for exchange visits. Exchange information on: services menu; revenue generation and fund raising; membership growth; outreach; publications, advocacy and lobbying; image building; optimal levels and use of staff, job descriptions; constitutions or charters; area economic development; databases; office equipment and capabilities; and member profiles.		X					
5. Draft a list of objectives of proposed exchange visits, submit it to GEO, and determine level of GEO support.	X						
6. Select timeframe for visit to external chamber(s) of commerce and/or other similar organizations. Coordinate with other Guyanese PSOs.		X					
7. Select RCCI participants in accord with GEO support.		X					
8. Explore candidate destinations with GEO and determine one(s) that best fits needs of RCCI and other Guyanese PSOs participating in exchange visits.		X					
9. Contact candidate organizations and settle on one capable and eager to establish relations with RCCI and other Guyanese PSOs.		X					

Action Steps (Continued)	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
10. Set target dates for exchange visit and work out schedule of events with GEO and host organization(s).		X					
11. Work with GEO on staff support requirements for exchange visits.			X				
12. Work out logistical issues with other participating Guyana PSO representatives (e.g., airline reservations and tickets, visas, hotels, local transportation, responsibilities, out-of-pocket cost estimates, expense accounting and reimbursement, advances on expenses, clothing and dress suggestions, emergency contact data, medical data).				X			
13. Prepare background information on RCCI and its objectives, provide to host organization(s), and try to obtain same kind of info on host organization.						X	
14. Work with GEO to develop schedule, from departure date and time to return date and time; deliver to RCCI participants, PSOs participating, and host.			X				
15. Participate in exchange visit.				X			
16. Prepare report on exchange visit for RCCI members.					X		
17. Suggest improvements that could be made to future exchange visits.			X				
18. Follow up with notes of thanks and other reinforcement to host organizations, especially following through on agreements reached or commitments made.					X		

**Action Plan Team: Shirley Melville, Ahrens Landry**

<i>Goal 12, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Offer business-specific Internet training.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use interviews and surveys to determine needs of RCCI staff and members for business-specific Internet needs; identify specific businesses of members.		X					
2. Present findings to GEO to determine if GEO can provide the training requested		X					
3. Coordinate the training GEO provides.			X				
4. Evaluate GEO training and provide results to GEO.				X			
5. Pursue other funding sources for training GEO cannot provide.				X			

<i>Goal 12, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Obtain more-frequent and more-informed media coverage of events of interest to RCCI, its members, and the region.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify top issues of concern to RCCI and develop RCCI positions on each issue.			X				
2. Arrange to meet with Guyana print, television and radio media to explore improved and more frequent coverage.				X			
3. Continue to meet regularly with media and continue advocacy campaign for fair coverage until objectives are attained.							X
4. Focus advocacy on media decision-makers.				X			

**Goal 13: Build RCCI's financial resources**

Objectives	Strategies
Create financial self-sufficiency for RCCI.	RCCI will develop and pursue a range of initiatives designed to attain financial self-sufficiency so that the chamber may better advocate for, and represent, its members and local area.

**Action Plan Team: Harold Dagular**

<i>Goal 13, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop menu of services appropriate for the chamber's members and other commercial enterprises in the area.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Poll members to decide what services they believe are value-adding and/or beneficial.</li> <li>2. Examine service menus of organizations hosting exchange visits to generate ideas about RCCI services that will work for members.</li> <li>3. Meet with non-member businesses to determine services that might induce them to join RCCI.</li> <li>4. Seek support from GEO for technology, computer, and Internet training that (a) addresses needs of members and (b) helps RCCI develop computer and Internet services that add value for members.</li> </ol>		X	X				

**Action Plan Team: Harold Dagular**

<i>Goal 13, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Build and maintain an active drive to recruit new financial members.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify key contacts in non-member firms.		X					
2. Conduct a contact initiative targeting non-members to gain an understanding of why they have not joined and what it will take for them to join.			X				
3. Design and implement a personalized membership drive that focuses on overcoming non-member objections to joining.		X		X			
4. Examine improving RCCI's current outreach instruments (e.g., brochures) and initiatives and introduce improvements and/or new products as appropriate.				X			
5. Explore how RCCI executive can become more active (without being more burdened) in communicating with members and improving RCCI's intelligence-gathering capabilities.				X			
6. Use exchange visits with external chambers to develop additional approaches to building RCCI membership.			X				
7. Continue membership drive continuously .							X

**Action Plan Team: Harold Dagular**

<i>Goal 13, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and implement consistent revenue-generating activities that deliver value to members.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members to identify candidate fundraising activities.		X					
2. Determine at a member meeting priority ranking for fundraising activities selected by members and designate a member to be responsible for each activity.			X				
3. Assign members responsibility for fundraising activities and for constructing committees to implement fundraising activity.			X				
4. Committees develop plans and timetables and circulate them among members for improvement suggestions.				X			
5. Committees implement plans to attain goals of fundraising activities.				X			

## **SECTION VII**

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Tourism and Hospitality Association Of Guyana (THAG)

## **I. Introduction**

The Association was established in January 1992 by a number of persons working in Guyana's tourism industry. Initially called the Tourism Association of Guyana (TAG), its main aim eight years ago was to lobby the Government of Guyana to create a Tourism Board as a legal entity. In early 1999, TAG evolved into the Tourism and Hospitality Association of Guyana (THAG) in recognition of the breadth and depth of the tourism industry.

THAG's lobbying for establishment of a tourism board finally seems to have born fruit. The government now recognizes the industry's contributions to advancing the wellbeing of all Guyanese. It is likely government will establish the much-sought tourism board some time this year.

THAG has steadily pursued partnership with the GOG in developing and expanding the many aspects of the tourism industry, in marketing the generic tourism market as well as positioning individual members locally, regionally and internationally, and in introducing and maintaining the highest standards with operators in the industry.

THAG boasts a current membership of over 60 establishments, which includes tour operators, resorts, hotels, restaurants, local and international airlines, nightclubs, the entertainment industry, the taxi association, and advertising agencies.

THAG is headed by a president, who is elected at the annual general meeting. Also elected are a vice president and three executive committee members. Executive committee members head subcommittees on marketing, safety and standards, and fundraising and financing. THAG's secretariat is headed by an association executive director/secretary. The executive director is responsible for day-to-day organization of the Association, sits on the boards of various committees, and organizes and participates in trade shows locally and overseas. THAG's permanent staff also includes an executive officer, who assists the executive director by taking responsibility for advertising and marketing of the THAG promotional concession at Guyana's international airport. The executive officer also is responsible for marketing and distribution of the visitor-guide magazine "Explore Guyana". The secretariat also includes an administrative officer.

THAG and the Ministry of Trade, Tourism and Industry (MTTI) have today built a strong alliance to promote and develop Guyana's many natural and cultural attributes as tourism destinations. An effective THAG-GOG working relationship has been achieved, which is expanding industry momentum and awareness across Guyana. THAG fully intends to continue nurturing its alliance with GOG.

THAG's offices are in Georgetown, at 157 Waterloo Street, North Cummingsburg, Georgetown. THAG may be reached by telephone (592-02-50807), facsimile (592-02-50817), or email ([tag@solutions2000.net](mailto:tag@solutions2000.net)).

## **II. Mission**

THAG is a non-profit, private sector-led organization dedicated to being a catalyst in sustainable tourism development by fostering professionalism and quality service, providing benefits to members, representing member interests, and collaborating with the government and influencing its tourism policies.

## **III. Goals**

The principal goals in THAG's action plan include the following:

- Campaign for completion and implementation of a tourism board and for an important role for THAG.
- Advocate for THAG-MTTI partnership in sensitizing government to tourism's role in advancing Guyana.
- Strengthen cohesiveness of THAG and increase and broaden its membership.
- Work with Amerindian communities in THAG's efforts to develop Guyana tourism.
- Expand Internet proficiency for THAG and its members.
- Ensure THAG contributions to processes of attracting joint ventures and investment that advance Guyana's development.
- Promote domestic tourism.
- Ensure tourism industry implementation of safety and standards.
- Advocate for regular meetings with media to ensure portrayal of the best possible image of Guyana.
- Work with MTTI to develop programs on tourism education in schools.
- Work with Ministry of Foreign Affairs to establish tourism information desks in all embassies and consulates.
- Partner with Bureau of Standards and MTTI's Department of Tourism to improve the standards of health and hygiene.

#### IV. Action Plan

##### Goal 1: Campaign for completion and implementation of a tourism board and for an important role for THAG

Objectives	Strategies
Promote passage of legislation that creates an effective tourism board.	Creation of a transparent tourism board promoting responsible and sustainable competitiveness of Guyana's tourism product is critical to generating flows of tourists and tourism investment that will expand government revenue, create jobs, and grow foreign exchange while building vital backward linkages that advance the wellbeing of all Guyana's citizens and that position Guyana as a competitive nation to visit and in which to live, work, and invest.

##### Action Plan Team: To be determined

<i>Goal 1, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Write a position paper illustrating advantages of tourism boards in competitor countries.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Speed process of legislation-implementation by determining reasons legislation has been delayed.		X					
2. Examine foreign competitors, using development organizations and tourism associations, to identify those with effective tourist boards (criteria: active, successful tourism promotion and positioning programs as determined by size and growth of tourism industry, including both tourism traffic and tourism investment).			X				
3. Interview members of tourism boards in competitor countries.			X				
4. Compare competitor countries with and without tourism boards and incorporate analyses and comparisons into THAG's position paper.			X				
5. Determine how the position paper should be packaged.			X				
6. Decide to whom the position paper should be presented and how it should be presented for greatest impact.			X				
7. Decide to whom the position paper should be distributed.			X				

**Action Plan Team: To be determined**

<i>Goal 1, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Arrange for expert to explain to government and stakeholders the organization, operations, and impact of an effective tourism board.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Determine criteria for choosing expert.			X				
2. Establish THAG committee mechanism for selecting expert.			X				
3. Identify experts meeting criteria.			X				
4. Draft proposal to fund cost of bringing an expert and submit to funding sources.		X					
5. Draft proposed agenda for visit by expert.		X					
6. Interview of proposed experts by THAG committee.			X				
7. THAG committee suggests expert, subject to funding agency's approval		X					
8. Arrange transportation and schedule for expert.			X				

**Goal 2: Advocate for THAG-MTTI partnership in sensitizing government to tourism's role in advancing Guyana**

Objectives	Strategies
Engage government in responsible and competitive tourism development.	A responsible, regular, and sustained campaign demonstrating tourism's positive impact on employment, overall economic activity, and government revenues will increase THAG's influence with government policy-makers and help government grasp the value of a globally competitive tourism industry.

**Action Plan Team: To be determined**

<i>Goal 2, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Demonstrate to Cabinet advantages and impacts of tourism development in competitor countries.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Prepare an analysis of tourism's impact in Caribbean Basin countries.	X						
2. Examine global growth trends and forecasts for the next decade.	X						
3. Turn above analyses into a THAG communication illustrating tourism's impact and suggesting the potential impact on Guyana in terms of exports created (dollar amount of revenue generated), jobs, income, taxes, investment, and linkages.		X					
4. Determine to whom THAG's analyses should be presented and to whom it should be distributed.	X						
5. If THAG's presentations are well received, THAG should prepare to provide follow-on advice on concrete initiatives that THAG, GOG, and other involved parties can take to advance competitive and compatible tourism.	X						

**Action Plan Team: To be determined**

<i>Goal 2, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Undertake exchange visits of THAG members and top level ministerial delegations to explore tourism contributions to overall development in Caribbean Basin countries and possibly other relevant destinations.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Select from analyses of tourism's impact on competitor countries several candidates whose tourism development experiences appear to be analogous to the kind of tourism development sought by THAG and GOG.		X X					
2. Discuss with GEO and determine its support for funding an exchange visit of key THAG, industry, and GOG representatives.							
3. Develop proposal for GEO, maybe for other prospective funding sources, that provides rationale for tourism industry exchange visit(s), including exchange destination alternatives; discuss the case for an exchange visit to each.			X				
4. Negotiate with GEO (assuming GEO advisory and financial support) to select exchange visit destinations.			X				
5. Develop detailed plans for accomplishing, carrying out, and following up exchange visits.			X				

**Action Plan Team: To be determined**

<i>Goal 2, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Complete and present to Cabinet an assessment of tourism's actual and potential impact and contributions to Guyana's social, economic, and political wellbeing and to the country's overall growth and competitiveness.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Incorporate this action plan into the presentation examining tourism's impact on competitor countries (Goal 2, Plan 1); or create a new presentation that incorporates data collected in earlier action steps but develops new or additional rationales that are likely to demonstrate tourism's impact to cabinet members.			X				

<i>Goal 2, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Align THAG with government, private stakeholders, and experts to identify and diversify areas and opportunities most favoring quality tourism development.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Create a THAG-GOG structure and implement joint plans to inventory and profile specific opportunities GOG favors for tourism development; relate this step to Goal 6, Action Plan 2: profiling and inventorying sites with potential for tourism development.						X	
2. Work with establishments in the tourism industry and land owners to assure private-sector inclusion in tourism opportunities targeted for development.					X		

**Action Plan Team: To be determined**

<i>Goal 2, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Co-formulate strategies and action plans for attracting tourism traffic and investment.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop the inventory and profiles (Guyana's present position) in Goal 2, Action Plan 4, into THAG-GOG positioning tools designed to boost development of tourism opportunities targeted.					X		
2. Segment the opportunities targeted, identify prospective developers, and use matching positioning strategies to attract investors/developers.					X		
3. Employ competitive approaches to motivate prospective tourism developers, investors, and credible multipliers to investigate opportunities in Guyana.						X	

<i>Goal 2, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Align THAG, GOG, and experts to assure tourism development and improvement opportunities for privately owned sites and existing facilities.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Work closely with GOG as an advocate to ensure inclusion of non-government opportunities and private businesses in development of Guyana's tourism products and services.							X

**Goal 3: Strengthen cohesiveness of THAG as an organization, including increasing membership and creating a members' benefits package**

Objectives	Strategies
Enhance THAG's representational, service, and advocacy capacity.	THAG should continue outreach to members and non-members of all industry components to ascertain needs and interests and construct a menu of services addressing needs and interests identified.

**Action Plan Team: To be determined**

<i>Goal 3, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Undertake team-building initiatives.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Utilize team-building techniques to advance THAG's advocacy capacity.				X			
2. Survey THAG membership to determine number of members who would participate in facilitated technical assistance designed to strengthen the association's ability to work as a unified team for common objectives.		X					
3. Draft and submit to GEO a short proposal requesting technical assistance in the form of an expert in helping dues-dependent organizations become more effective through team-building.			X				

**Action Plan Team: To be determined**

<i>Goal 3, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Provide members data on international markets, competitiveness, and products.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members to determine industry information they believe most helpful to their own businesses and to Guyana's overall tourism industry.		X					
2. Identify sources of data, determine frequency of availability and costs of collection, and reach a member-driven consensus on timing and the industry information that will be collected and distributed to members.			X				
3. Improve mechanisms to collect and disseminate tourism industry data that can help THAG members and Guyana's tourism industry, as well as strengthen the relationship between THAG and GOG.				X			

<i>Goal 3, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop menu of services and benefits to address member and industry needs.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. List services THAG currently provides members and survey members to identify services that should be added or deleted.		X					
2. Examine services THAG can provide with its resources, assure THAG members' awareness of resource constraints, and assure delivery systems exist for services THAG can provide that meet member's needs.			X				
3. Examine alliances with similar organizations in other countries to supplement THAG's capacity to deliver services that members request.				X			

**Action Plan Team: To be determined**

<i>Goal 3, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and implement outreach and communications to attract new members and expand impact.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify non-members.	X						
2. Determine from THAG members why more tourism and related businesses have not joined.	X						
3. Examine THAG's present communications and promotional materials and make changes that may attract new membership.	X						
4. Develop personalized and sustained outreach initiatives, using THAG staff, members, and multipliers to recruit tourism-industry non-members.			X				

**Goal 4: Work with Amerindian communities in THAG's efforts to develop Guyana tourism**

Objectives	Strategies
Involve Amerindians in advancing responsible, sustainable, and competitive development of Guyana's tourism and eco-tourism products.	Amerindians should be beneficiaries of, and participants in, expanding eco-tourism, and also an important ingredient for attracting additional overall tourism traffic.

**Action Plan Team: To be determined**

<i>Goal 4, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Organize workshops (TA) in Amerindian villages to build communities' knowledge of the process and the benefits of tourism development and what it entails, as well as what communities can and need to do to position themselves for responsible tourism development.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Examine current links with Amerindians, their representatives, and associations that are advocating for Amerindian interests.				X			
2. Select the strongest links to explore Amerindian tourism wants and needs that are compatible with Amerindians objectives and sensitive to Amerindian culture and environment.					X		
3. Open THAG technical assistance and training courses to Amerindians.			X				
4. Develop proposals, maybe in partnership with Amerindians, for funding THAG-sponsored workshops specifically targeting Amerindian needs.					X		

**Action Plan Team: To be determined**

<i>Goal 4, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Involve indigenous peoples in exchange visits.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Invite Amerindians to participate in THAG exchange visits.			X				
2. When tourism experts, developers, or investors visit Guyana, try to arrange exchanges with Amerindian representatives.					X		
3. Incorporate elements in THAG exchange visits that are tailored to addressing issues important to Amerindians.			X				

**Goal 5: Build Internet proficiency for THAG and its members**

Objectives	Strategies
Acquire technology, and expertise in exploiting it, that strengthens THAG's capabilities to provide members and non-members competitiveness and market information.	Access to, and familiarity with, global information, communications, and research technology must comprise a core strength of THAG.

**Action Plan Team: To be determined**

<i>Goal 5, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek technical assistance to develop an Internet site highlighting Guyana's tourism product, Guyana's tourism industry, and THAG, and including provision for agreed-upon maintenance (coordinate with CPEC where helpful).			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Draft a proposal to GEO specifying technical assistance THAG needs in computers and the Internet.		X					
2. Work out with GEO the THAG participants and other details.			X				

**Action Plan Team: To be determined**

<i>Goal 5, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek technical assistance for web-site development for individual members.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members, maybe non-members, to see who wants to participate in THAG training for developing and maintaining web sites.		X					
2. Work with GEO to get web-site construction included in computer and internet technical assistance.			X				

**Action Plan Team: To be determined**

<i>Goal 5, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek technical assistance for Internet seminars (e.g., what is it, how to use it and get the best out of web sites, Internet marketing, purchasing on the web, etc.).		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Include this in the Internet training proposal to GEO, and include coverage of Internet marketing and differentiation.		X					

**Goal 6: Ensure THAG contributions to the processes of attracting joint ventures and investment that advance Guyana's development**

Objectives	Strategies
Advocate national policies and undertake initiatives that position Guyana's tourism product and potential in the most realistically competitive light.	While developing to the highest degree possible an independent capability to promote responsible development of Guyana tourism, THAG must also aggressively advocate for the right mix of government policies and practices if the social and economic benefits of tourism are to accrue to all of Guyana.

**Action Plan Team: To be determined**

<i>Goal 6, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Strengthen THAG to have as much independent capability as possible to develop and promote sustainable and ecologically sound tourism.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use the data, presentations, and advocacy initiatives of preceding action plans to build an effective alliance with GO-INVEST.					X		
2. Use the list of THAG's top priorities, combined with supporting material provided to members, to continue to tactfully accelerate a more constructive role for government in aiding Guyana through aiding tourism development.						X	
3. Take the lead on investor recruitment, but invite government to play a partnership role.						X	

**Action Plan Team: To be determined**

<i>Goal 6, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Seek technical assistance to help identify sites and develop profiles and inventory of potential sites for tourism development.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Coordinate this Action Step with Goal 2, Action Plan 4 (profiling opportunities).				X			
2. Survey THAG members and non-members to see if they are interested in seeking foreign investment or joint-venture partners.			X				
3. Work out with GOG the areas, and the specific sites within the areas, it wants most to develop for the tourism industry.				X			
4. Work with GEO, maybe other funding sources, to obtain technical assistance to profile the foreign investment and joint-venture opportunities identified and to rank them in terms of marketability.					X		
5. Segregate for each tourism category the top sites or existing facilities.					X		
6. Incorporate the top sites, between 10 and 20 in number, into a campaign to bring to Guyana competitive and compatible investors.						X	

**Action Plan Team: To be determined**

<i>Goal 6, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Help prepare local tourism businesses to attract joint ventures.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use profiling of facilities and sites to explain the process of obtaining joint-venture partners or attracting foreign investment.						X	
2. For those for whom a joint venture or foreign investment seem possible, include their facilities and sites in campaigns to attract foreign investment.						X	
3. In the process of bringing prospective foreign investors to Guyana, help facility and site owners prepare presentations and prepare for scrutiny by foreign investors.						X	

**Action Plan Team: To be determined**

<i>Goal 6, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate government development of a competitive investment-incentive regime and recognition of the critical part a regime plays in attracting foreign investment.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Examine tourism investment incentives and their impact in competitor countries.					X		
2. Determine key government officials who support and oppose (and reasons why) an investment-incentive regime competitive enough to draw the interest of potential foreign investors.					X		
3. Determine key business-sector allies of THAG who have better access to supporters and opponents of a competitive investment regime.					X		
4. Determine outside experts who might influence government.					X		
5. Develop a sustainable advocacy campaign on as many fronts as possible that will identify on opponents and procrastinators.						X	
6. Script meetings, calls, letters, articles to newspapers and magazines.					X		

**Action Plan Team: To be determined**

<i>Goal 6, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Heighten government participation in bringing tourism investment and tourists to Guyana.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Meet as frequently as practical with GOG, maybe establish joint committees.							X
2. Use case studies to demonstrate effective partnerships between governments and tourism industry components in building tourism traffic and investment.						X	
3. Include government in THAG-GEO exchange visits to expose government to the same information on competitiveness.				X			
4. Solicit government's direct involvement in tourism-building initiatives.							X

**Goal 7: Promote domestic tourism**

Objectives	Strategies
Increase capacity for conducting programs that position Guyana's tourism product to expand domestic tourism.	Develop for target domestic markets well-thought-out, tightly focused activities that highlight and expand awareness among Guyanese of domestic tourism attractions and destinations.

**Action Plan Team: To be determined**

<i>Goal 7, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Partner with MITTI and tourism board to design, implement, and fund a strategic tourism marketing plan targeting domestic tourism.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop marketing program for Guyana tourism that aims to boost domestic tourism by identifying, evaluating, and promoting the present tourism product.			X				
2. Develop plan for television-broadcast coverage to promote the industry.		X					
3. Review results from preceding action plans to determine additional data needed to be able to talk about such aspects as total rooms available, room quality, rates, facilities and amenities, transportation, sights, activities, and travel times and modes for each tourism facility.		X					
4. Solicit member and non-member input for tourism marketing initiatives.	X						

**Action Plan Team: To be determined**

<i>Goal 7, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Position THAG and the tourism board to become, and to be seen as the authoritative information sources on domestic tourism opportunities in Guyana.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use an inventory of Guyana's tourism product, THAG's member services, and the country-wide marketing plan to demonstrate that the tourism board and THAG are the point organizations concerning the tourism industry in Guyana.			X				
2. Develop routine mechanisms for distributing news about THAG, Guyana tourism, tourism investment, and GOG actions to advance Guyana tourism.		X					

<i>Goal 7, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Focus "fam" initiatives on "domestic multiplier fams"			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Apply earlier action steps to develop hyper-active "fam" initiatives that cover different aspects of Guyana domestic tourism and are compatible with Guyana's tourism product.				X			
2. Work with local airlines and hotels to price and package "fams" in a very competitive range.					X		
3. Structure "fams" to stimulate competition among local travel agents					X		

**Goal 8: Ensure tourism industry implementation of safety and standards**

Objectives	Strategies
Produce a total quality product in the tourism industry that is recognized as such.	Use tourism board to upgrade and maintain acceptable safety and standards throughout the tourism industry.

**Action Plan Team: To be determined**

<i>Goal 8, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Offer technical assistance in basic safety and standards (e.g. service areas, operations, maintenance, food preparation).		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Draft proposal seeking funding for technical assistance in helping the tourism industry in attaining globally competitive levels of safety and standards.			X				
2. Plan technical assistance sessions and curricula on safety and standards, participate in coordination and selection of industry experts by funding agencies, and work out technical assistance logistics.			X				

**Goal 9: Advocate for regular meetings with media to ensure portrayal of the best possible image of Guyana**

Objectives	Strategies
Build positive public awareness of Guyana's tourism product.	Ongoing communication with the media will lead to fairer portrayal of the tourism product.

**Action Plan Team: To be determined**

<i>Goal 9, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify media and key media personnel and create mechanism for regular meetings.	X						

**Goal 10: Work with MTTI to develop programs on tourism education in schools**

Objectives	Strategies
Promote awareness of tourism's value to Guyana's development and job opportunities in the industry.	Build a partnership with MTTI and Ministry of Education to include tourism and related subjects in secondary school curricula.

**Action Plan Team: To be determined**

<i>Goal 10, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Arrange presentations and/or draft proposal for MTTI and Ministry of Education to start process of relevant curricula development.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify qualified and experienced academics who can relate to GOG benefits of including tourism-related curricula in the secondary school system.					X		
2. Compare tourism-related curricula in competitor countries and present findings to GOG.					X		

**Goal 11: Work with Ministry of Foreign Affairs to establish tourism information desks in embassies and consulates**

Objectives	Strategies
Increase tourism awareness by making visitors to consulates and embassies more aware of Guyana's tourism product.	Using foreign consulates and embassies as promotional points will lead to increased tourism traffic.

**Action Plan Team: To be determined**

<i>Goal 11, Action Plan 1</i> and Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Draft a proposal to Ministry of Foreign Affairs outlining workings of the program and benefits to Guyana.			X				

**Goal 12: Partner with Bureau of Standards and MTTI's Department of Tourism to improve the standards of health and hygiene**

Objectives	Strategies
Assure health, hygiene and well-being of tourist/visitors.	Advocating stringent rules and regulations governing health and hygiene will broaden the appeal and enjoyment of the tourism product.

**Action Plan Team: To be determined**

<i>Goal 6, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Present to GOG comparative data on competitor countries' health and hygiene standards.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Obtain comparative data and include it in presentation to GOG.		X					
2. Develop with BS and MTTI a common approach to improving industry-wide health and hygiene standards.		X					
3. Survey industry to identify needs.	X						
4. Undertake technical assistance and other initiatives to achieve the required standards.		X					

**SECTION VIII**

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Upper Corentyne Chamber of Commerce and Industry  
(UCCCI)

## **I. Introduction**

The Upper Corentyne Chamber of Commerce and Industry (UCCCI) was formed early in 1998 in answer to a call from the business community of the Upper Corentyne area to encourage the growth and prosperity of private enterprise. UCCCI is located in the town of Corriverton, in the Berbice region of the Republic of Guyana.

The greater part of the area serviced by UCCCI borders the western side of the Republic of Suriname, a former Dutch Colony known as Dutch Guiana. UCCCI's service area extends some 70 miles, from Wellington Park to Oreallao on the Corentyne River. Guyana, the only English-speaking country in South America, is also the only English-speaking country bordering the huge markets of MERCOSUR.

UCCCI's membership numbers 55 and is increasing. Members are engaged in various fields of commerce and industry, including financial services, rice, sugar, logging, saw milling, other kinds of agriculture, a variety of retail stores, eco-tourism and hotels, restaurants, and professional services. Business establishments are concentrated in the coastal area, leaving the hinterlands mostly unspoiled.

Foreign investors, like Canada's Scotia Bank, Aroaima from the U.S., Great Britain's J.P. Knight, Holland's Boskalis, and Viceroy from Greece have found profitable environments in the warm hospitality of Berbice's business community.

The Berbice River separates most of Berbice from the rest of Guyana. An inefficient ferry system underscores transportation and infrastructure issues facing Berbice's progressive business and agricultural community. Government has committed to constructing a bridge linking Berbice with Guyana's capital of Georgetown, located on the Atlantic Ocean 60 miles away. Accompanying improvements in highways and roads would hugely advance transportation efficiency and allow farmers and shippers in UCCCI's service area faster road times to Georgetown and foreign markets.

Berbice's Port Mourant Training Centre and the New Amsterdam Technical Institute produce graduates skilled in various trades. Further, the University of Guyana is opening a branch later this year at John's Ville on the Corentyne, which will assist in educating young people in many fields. These institutions assure a fresh stream of entrants into local work forces.

UCCCI is located in the Berbice Region of Guyana, in the city of Corriverton (Village 78), in Suite 104 of Parasram's Plaza. UCCCI may be reached by telephone (592-039-2340), fax (592-039-2413), or email ([savvanan@networksgy.com](mailto:savvanan@networksgy.com)).

## **II. Mission**

UCCCI's mission is to strengthen and promote the economic wellbeing of its members and its community while also strengthening the Upper Corentyne Chamber of Commerce and Industry itself.

### **III. Goals**

The principal goals in UCCI's action plan include the following:

- Strengthen the chamber institutionally.
- Promote access to competitive interest rates.
- Build financial resources.
- Engage government and public utilities in local initiatives to enhance public wellbeing.
- Improve the chamber's ability to work with the media.
- Improve responsiveness to inquiries from foreign investors.
- Strengthen property rights legislation.

#### IV. Action Plan

##### Goal 1: Strengthen the chamber institutionally

Objectives	Strategies
Strengthen the chamber's advocacy for its members and geographic area, build and deliver a menu of appropriate services, and create financial self-sufficiency.	Transform the UCCCI into an organization capable of meeting the advocacy, market, and competitiveness needs of its members. Develop chamber assets; use technology proficiency to advance interests of members and the area; build the chamber's awareness and communications skills so that it is better able to pursue opportunities for members; increase the chamber's attractiveness to non-members; and reflect an image of first-rate professionalism

##### Action Plan Team: Mohabir Ganga (039-2461); Mohamed Haleem (039-2290/2335); Mirza Sahadat (039-2293)

Goal 1, Action Plan 1	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Acquire, and become proficient in, enhanced technology and office equipment; improve chamber administration.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Incorporate UCCCI's strategic plan into proposals seeking provision of computer and related office equipment (e.g., printer, scanner, copier, fax, Internet, phone).	X						
2. Have UCCCI executive review proposal.	X						
3. Identify prospective supporters and explore with them receptivity about proposal objectives.		X					
4. Submit and amend proposals until computer gear and office equipment are obtained.		X					
5. If UCCCI needs additional staff, create proposal to obtain staff help for UCCCI (e.g., CESSO, Peace Corps, VSO).				X			
6. Develop UCCCI staff structure that best addresses members' needs.						X	
7. Explore introducing a newsletter for UCCCI members.			X				

**Action Plan Team: Mohabir Ganga (039-2461); Mohamed Haleem (039-2290/2335); Mirza Sahadat (039-2293)**

<i>Goal 1, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Provide market support for members via technical assistance, exchanges, and study trips.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members to determine if technical assistance and advisory needs match those identified in November 1999.	X						
2. Structure member technical assistance and advisory needs into specific requests for GEO, maybe other potential providers.	X						
3. Schedule technical assistance sessions far enough in advance that UCCCI and its members can take full advantage of them for promotional aims.		X					
4. Survey attendees after technical assistance sessions to determine value to members.			X				

<i>Goal 1, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop or acquire capability to offer operational advice and assistance for general business and agriculture—including practices relating to pesticides, insecticides, fertilizers, yields, fish and food processing, marketing agricultural products, equipment maintenance, and quality control.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members to assure familiarity and knowledge of specific needs.	X						
2. Package needs into proposals requesting assistance and submit to prospective providers.				X			

**Action Plan Team: Mohabir Ganga (039-2461); Mohamed Haleem (039-2290/2335); Mirza Sahadat (039-2293)**

<i>Goal 1, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and pursue services and new services that meet members' needs, attract additional financial members, and generate revenue .					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use member surveys, member committees, and exchange visits to develop and implement ideas that generate services, members and revenue for UCCCI. 2. Start membership and subscription drive to attract businesses in the area. 3. Explore charging fees to non-members for UCCCI technical assistance sessions.	X			X			

<i>Goal 1, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop a program of twinning and partnering with organizations and businesses with interests similar to UCCCI and its members.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey membership to identify their businesses, products, services, and capabilities. 2. Contact similarly focused umbrella organizations in more developed economies to explore twinning and exchanges visits. 3. Explore partnering with other Guyana organizations (e.g., GMA) in the provision of technical assistance to UCCCI members.		X			X		

**Action Plan Team: Mohabir Ganga (039-2461); Mohamed Haleem (039-2290/2335); Mirza Sahadat (039-2293)**

<i>Goal 1, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Offer business-specific Internet technical assistance.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Tie this action step with those for Goal 1, Action Plan 1 (technology proficiency).	X						
2. Work with GEO to develop practical Internet training for UCCCI staff.		X					
3. Explore with GEO, maybe other prospective providers, provision of Internet skill-building sessions for UCCCI's full membership that deal anonymously with specific needs identified by members.		X					
4. Try to develop Internet technical assistance that, through UCCCI, involves some one-on-one advice for UCCI members.			X				

**Goal 2: Promote access to competitive interest rates**

Objectives	Strategies
Obtain commercial financing that does not diminish business competitiveness.	Develop for government and for Guyana's financial institutions an initiative profiling commercial and agricultural low-interest loan alternatives from other markets.

**Action Plan Team: Jadoonauth Persaud (039-2700, fx-2404); Seepaul Sampat (039-2321/038-2679)**

<i>Goal 2, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Push for the creation of a national development bank.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Explore a UCCCI alliance with GMA, the lead organization for creation of a workable national development bank.	X						
2. If an alliance becomes reality, work out with GMA a role for UCCCI that best supports mutual objectives.		X					
3. Advocate for support from other PSOs if a widely based advocacy campaign becomes part of a GMA-UCCCI strategy.		X					

**Action Plan Team: Jadoonauth Persaud (039-2700, fx-2404); Seepaul Sampat (039-2321/038-2679)**

<i>Goal 2, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Acquire film presentations and other materials about business and agriculture low-interest loan programs of financial institutions and cooperatives in other markets and develop that data into a UCCCI position paper(s).						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Explore with multilateral agencies, governments, and agriculture organizations acquisition of materials showing impacts of low-interest agricultural loans in competitor countries.					X		
2. Use materials to show GOG and Guyana Central Bank impacts of targeting low-interest loans at specific segments of economies, at depressed industries, or for purposes of offsetting impacts of disasters.						X	
3. Compare reserve requirements in Guyana with those in other economies to see if a case can be made for advocating lowering of reserve requirements by Guyana Central Bank.						X	
4. Advocate creation within a national development bank of a special capability encouraging entrepreneurship.	X						
5. Explore advocacy of a small business-lending program within GOG that offers competitive interest rates.					X		
6. Advocate with GOG equity of reserve requirements and tax treatment among all financial institutions.						X	

**Action Plan Team: Jadoonauth Persaud (039-2700, fx-2404); Seepaul Sampat (039-2321/038-2679)**

<i>Goal 2, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote adoption by GOG of effective crop insurance programs.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Obtain and develop profiles of crop insurance programs in competitor countries.					X		
2. Create from profiles a presentation to GOG's Minister of Crops, Fisheries and Livestock and other involved GOG parties.					X		
3. Have UCCCI members review presentation.					X		
4. Advocate that GOG and Guyana's farmers develop and implement planting and reaping cycles that are conducive to successful crop insurance coverage.					X		
5. Partner with GOG to create a mechanism to assure progress on introducing and administering a GOG crop insurance program (maybe a committee of GOG and agriculture grower-producer-marketing associations).						X	

**Goal 3: Build financial resources**

Objectives	Strategies
Transform the chamber into a financially self-sufficient organization.	UCCCI will develop and pursue a range of initiatives designed to put it on a path of financial self-sufficiency so that the chamber may better advocate for, and represent, its members and its local area.

**Action Plan Team: Leslie Bissoondial (039-2303); Neville Budhan (038-2283); Seepaul Sampat (039-2321/038-2679)**

<i>Goal 3, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop menu of services appropriate for the chamber's members and other commercial enterprises in the area.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Survey members and non-members to determine menu of services in demand.	X						
2. Request participation in GEO-sponsored exchange visits to organizations with similar memberships to explore services they provide and mechanisms they use to assure delivery.		X					
3. Construct a menu of UCCCI services available to members and to non-members and put in place effective delivery systems.			X				
4. Develop materials that reflect UCCCI's capabilities, list its services, note its objectives, etc.				X			
5. Assess impact on UCCCI services annually.						X	

**Action Plan Team: Leslie Bissoondial (039-2303); Neville Budhan (038-2283); Seepaul Sampat (039-2321/038-2679)**

<i>Goal 3, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Build and maintain an active drive to recruit new members.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify non-members.	X						
2. Survey current ECCI members to identify reasons why more local businesses have not joined.		X					
3. Examine UCCCI's present communications and promotion materials and make changes that may lead to increased membership.		X					
4. Examine, and make changes needed in, UCCCI's current menu of services and fees.			X				
5. Develop a personalized and sustained outreach initiative, using UCCCI staff and members, to recruit non-members doing business in Upper Corentyne.		X					
6. Continue recruiting new members by exploring what UCCCI could do to win their membership.						X	
7. Strengthen current membership through regular communications that seek to identify new needs of members.						X	

**Action Plan Team: Leslie Bissoondial (039-2303); Neville Budhan (038-2283); Seepaul Sampat (039-2321/038-2679)**

<i>Goal 3, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and implement consistent revenue-generating activities that deliver value to members.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Identify candidates for new fundraising activities.		X					
2. Let membership decide which candidate activities to pursue to raise funds.			X				
3. Examine current fundraising activities to see if improvements might be introduced (e.g., gym khana, barbecue, horse racing, cricket, family-fun day, raffles).		X					
4. Set timetables for each fundraising activity selected.				X			
5. Set up a committee structure for each fundraising activity.			X				
6. Charge fundraising committees with developing and implementing plans for each activity.			X				

**Goal 4: Engage government & public utilities in local initiatives to enhance public well-being**

Objectives	Strategies
Obtain support of government and utilities for commercial development that adds to the economic and social progress of the Upper Corentyne area.	Quality communications, combined with heightened, regular, and responsive advocacy initiatives, will over time increase the Chamber's access, exposure, and influence on government and public utilities firms.

**Action Plan Team: David Subnath (038-2221); Mohoyadeen Sahadat (039-2282); Mirza Sahadat-Senior (039-2293)**

<i>Goal 4, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop initiatives, that include the Private Sector Commission, to weaken Guyana's phone monopoly, that advocate license arrangements for Upper Corentyne telecommunications, and that promote competitiveness of business.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
<ol style="list-style-type: none"> <li>1. Advocate that GTT rescind 20-year prohibition against other parties' laying of copper or other communications lines.</li> <li>2. Work with GOG to introduce more equitable handling of freight trucks and their cargo for ferry crossings from Amsterdam to Rossignol; eliminate "rounding-up", examine different rate charges for different kinds of cargo.</li> <li>3. Explore with GOG its partial or complete privatization of the water-production sector in Berbice with the aim of attracting local investors that will ensure adequate collection of fees and maintenance of the water system.</li> </ol>			X	X	X		

**Action Plan Team: David Subnath (038-2221); Mohoyadeen Sahadat (039-2282); Mirza Sahadat-Senior (039-2293)**

<i>Goal 4, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Request consultation with government regarding harbor location and bridge construction. Advocate for an airport feasibility study.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop background data to see if UCCCI can demonstrate desirability of a feasibility study for enlarging air transport facilities in Upper Corentyne for people and freight movement to and from Georgetown, projected growth for the area, comparative cost figures for air and surface travel, time, etc. 2. Develop data into presentation exploring pros and cons of airport feasibility study. 3. Draft a request for consultations with proper GOG officials. 4. Establish communications with Bridge Review Committee.					X		
	X					X	

<i>Goal 4, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Address crime: review law enforcement management structures and introduce civilian oversight; advocate for forensic lab and Department of Public Prosecution in Berbice; ethnically balanced police force; using private investigators; prosecuting serious crimes by trained lawyers; and rationalizing firearms licensing procedures.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop and submit to relevant officials and agencies UCCCI position papers for each of the above concerns within UCCCI advocacy format. 2. Build consensus among UCCCI members about issue priority and decide on UCCCI advocacy strategy and implementation for each issue.		X				X	

**Action Plan Team: David Subnath (038-2221); Mohoyadeen Sahadat (039-2282); Mirza Sahadat-Senior (039-2293)**

<i>Goal 4, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Promote better animal control.				X			

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop and submit to relevant officials and agencies a UCCCI position paper exploring the pros and cons of better animal control, with respect primarily to large farm animals blocking, delaying, and damaging roadway parapets and traffic, financially and nutritionally harming poor and landless rural residents, diminishing farm income in Berbice, causing bodily harm to vehicle passengers and onerous financial injuries, violating present laws, and promoting disease and carcass hazards.			X				
2. Turn position paper into an advocacy initiative demonstrating the socioeconomic impact of improved animal control for all Upper Corentyne and Berbice.				X			

<i>Goal 4, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and submit positions supporting reduction of transportation utilities costs.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Submit to GOG position paper of UCCCI's considerations for Berbice River bridge and for improving ferry system.		X			X		
2. Push for GOG to explore creating hydropower to bring more power stability to Berbice.							

**Action Plan Team: David Subnath (038-2221); Mohoyadeen Sahadat (039-2282); Mirza Sahadat-Senior (039-2293)**

<i>Goal 4, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop capabilities to create and present to GOG well thought out and compelling position papers on a range of priorities.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop several advocacy models for preparing UCCCI position papers (e.g., defining the issue and UCCCI objectives, describing present situation, the history, giving pro and con sides, noting interested parties, benefits and drawbacks of alternate solutions, both social and economic, etc.).		X					

<i>Goal 4, Action Plan 7</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for crop insurance for floods, disease, and drought (tied to action plan for Goal 2).						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Follow action steps noted in Action Steps for Goal 2, Action Plan 3.						X	

**Goal 5: Improve the chamber's ability to work with the media**

Objectives	Strategies
Advocate for more frequent and more informed media coverage of events in Upper Corentyne.	Finding more effective ways to work with the media and to build constructive coverage of Upper Corentyne is crucial to economic and social advancement of the area.

**Action Plan Team: Mohamed Haleem (039-2290/2335)**

<i>Goal 5, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and implement an initiative for improving media relations, including obtaining outside assistance to help on media-related issues.			X				

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Promote regular interchanges between media and UCCCI, at least monthly, but no less than quarterly.	X						
2. Provide UCCCI positions and advocacy initiatives to the media.						X	
3. Share UCCCI strategic and action steps with media through press briefings.		X					

<i>Goal 5, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Become more proficient at preparing press releases.					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Use exchange visits to explore preparation and handling of press releases.				X			
2. Include press release preparation in requests for technical assistance.		X					

**Action Plan Team: Mohamed Haleem (039-2290/2335)**

<i>Goal 5, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create an initiative to attract a radio media to serve Upper Corentyne and Berbice.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Explore information needs of radio stations in making geographic decisions.				X			
2. Profile area, including New Amsterdam, in accordance with data needs uncovered in step 1.				X			
3. Work with financial and other institutions to develop business-related data and prospective advertising volume.					X		
4. Package the information as a market survey showing potential demand for a radio station in Berbice.						X	

**Goal 6: Improve responsiveness to inquiries from foreign investors**

Objectives	Strategies
Put the Upper Corentyne area in play in competing for domestic and foreign investment and winning investigative visits from investors; build, to the highest degree possible, an independent capability of the UCCCI to promote investment in Upper Corentyne.	Position the Upper Corentyne area as a location desirable for living, visiting, working, and investing.

**Action Plan Team: Ganesh Singh (039-2430; fx-2741; Mahendra Parasram (039-2294; fx-2413); David Subnath (038-2221)**

<i>Goal 6, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
SWOT analysis of members and the area to create a tool to develop advocacy presentations designed to attract compatible and competitive investment to Upper Corentyne, in tourism, agricultural processing, and forest products					X		

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Analyze area and members in terms of a menu of characteristics that attract and repel investment; develop ingredients to include in analysis of the area's strengths, weaknesses, opportunities, and threats (SWOT).				X			
2. Identify additional sources from which UCCCI can obtain data needed to complete an investor-targeted SWOT of Upper Corentyne.			X				
3. Solicit input from UCCCI members to help develop thorough SWOT.		X					
4. Develop strategies to address Upper Corentyne's weaknesses.			X				
5. Pay particular attention to the bridge development on the Berbice, preparing a port of entry in Berbice, and creating a deep-water port.			X				

**Action Plan Team: Ganesh Singh (039-2430; fx-2741; Mahendra Parasram (039-2294; fx-2413); David Subnath (038-2221)**

<i>Goal 6, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Identify and target investors as a result of the SWOT.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Select best potential investment opportunities to pursue that are reflected in SWOT (e.g., confectioners, O2 & Acetylene, electrodes).					X		
2. Match SWOT findings with prospective investors whose geographic needs appear to be in concert with the mix of Upper Corentyne's strengths and weaknesses.					X		
3. Identify decision-makers in targeted investors.						X	

<i>Goal 6, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop communications program for targets of investment advocacy.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Create positioning strategies and materials on Upper Corentyne's best prospects for attracting investors and aim them at best investor prospects.					X		
2. Design advocacy strategies and communications that aim at convincing decision-makers in targeted investor firms to conduct investigative visits to Upper Corentyne.					X		

**Action Plan Team: Ganesh Singh (039-2430; fx-2741; Mahendra Parasram (039-2294; fx-2413); David Subnath (038-2221)**

<i>Goal 6, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create presentations, on the chamber and on area opportunities, that compel investigative visits by potential investor.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Transform UCCCI's SWOT into a presentation designed to position Upper Corentyne competitively for attracting investor investigative visits.						X	
2. Begin contacting investor targets to qualify them from "hot-to-cold."							X
3. Contact investor targets qualified above as "cold", employing voice, email, faxes, direct mail to provide them data and advocacy presentations designed to compel them to examine opportunities in Upper Corentyne.							X

<i>Goal 6, Action Plan 5</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Prepare for and orchestrate investor visits.							X

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Script investor investigative visits from the time investors board the last leg of a flight to Guyana to the time they deplane after departing Guyana.							X
2. Work out reinforcing role for GOG in investor visits.						X	
3. Work with airlines, hotels, restaurants, customs, drivers, and other support establishments to assure smooth handling of investor visitors.						X	
4. Rehearse scripts for investor investigative visits.							X
5. Orchestrate follow-up.							X

**Action Plan Team: Ganesh Singh (039-2430; fx-2741; Mahendra Parasram (039-2294; fx-2413); David Subnath (038-2221)**

<i>Goal 6, Action Plan 6</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Create partnership with government in investment promotion.						X	

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Advocate an alliance with GO-INVEST that: (a) helps attract investment to Upper Corentyne; (b) addresses information needs of an investment-targeting SWOT; and (c) makes GO-INVEST an active ally in developing initiatives that position Upper Corentyne to attract investigative visits by potential investors.				X			
2. Involve GO-INVEST in preparing for, conducting, and following-up on investor investigative visits.						X	
3. Work with GOG and GO-INVEST to assure their involvement reinforces the competitiveness of Guyana as a country to visit, and one in which to live, work, and invest.							X

**Goal 7: Strengthen property rights legislation**

Objectives	Strategies
More equitable, more transparent, and more internationally competitive property rights legislation.	Build an alliance with Guyana's other private sector organizations interested in property rights, develop sound positions supporting stronger property rights, and create and implement a strategy that demonstrates to government the benefits to all Guyana of strengthened property rights.

**Action Plan Team: Kris Persaud (038-2236); Mirza Sahadat (039-2293); Kamal Dhanai (039-2630)**

<i>Goal 7, Action Plan 1</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Align with other chambers and interested parties to create a nationwide advocacy drive aimed at strengthening property rights.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Draft a UCCCI concept paper spelling out UCCCI's position with respect to property rights and advocate with other PSOs for their support and involvement.		X					

**Action Plan Team: Kris Persaud (038-2236); Mirza Sahadat (039-2293); Kamal Dhanai (039-2630)**

<i>Goal 7, Action Plan 2</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Reform tenancy laws to create a fairer legal balance between tenants and owners to boost construction of housing units .		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Develop advocacy campaign illustrating desired reforms.		X					
2. Advocate for prompt resolution of matters between landowners and tenants in the courts.	X						
3. Advocate for amending laws relating to landlords and tenants.	X						
4. Undertake advocacy initiative encouraging foreign investment in housing via incentives.		X					

<i>Goal 7, Action Plan 3</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Develop and submit suggestions for addressing squatter issues.		X					

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Advocate extending period required for prescription from 12 years to 20 years.		X					

**Action Plan Team: Kris Persaud (038-2236); Mirza Sahadat (039-2293); Kamal Dhanai (039-2630)**

<i>Goal 7, Action Plan 4</i>	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
Advocate for government to open more land for housing and farming.	X						

Action Steps	2000		2001				2002
	Q3	Q4	Q1	Q2	Q3	Q4	
1. Draft plans to encourage citizens to assist GOG in its drive to open more interior lands in Upper Corentyne region for housing and farming.		X					