

GEO

Guyana Economic Opportunities

Communication Strategy for Guyana Office for Investment (Go-Invest)

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Communication Strategy

for

Guyana Office For Investment (Go-Invest)

1. Introduction

The Guyana Office for Investment (GO-Invest), a semi-autonomous body, was established under the *Public Corporation Act* in 1994. Since November 1999 GO-Invest has been under the umbrella of the Office of the President. In December 1999 the Guyana Export Promotion Council (GEPC) was merged into GO-Invest. In May 2001 a new Chief Executive Officer was appointed to GO-Invest.

GO-Invest is currently going through an assessment of what it is doing, how it is doing it, and what impact it is having on Guyana's economic development. This communication strategy is one of a series of planned activities under the USAID GEO Project aimed at strengthening GO-Invest.

On the GO-Invest conference room black board the staff has listed the following performance criteria for measuring its success:

- *Speed of processing applications*
- *Numbers of approved applications*
- *Communications and responsiveness*
 - a. *To the public* (clients)
 - b. *To ministries and other agencies*

The primary business of GO-Invest is to “communicate” with a very wide range of groups. Annex 1 is an organizational inventory listing many of the organizations with which GO-Invest communicates. The staff has recognized the importance of strengthening its communications and, therefore, fully supported the formulation of this GO-Invest Communication Strategy.

The purpose of this communication strategy is to help GO-Invest to identify the most appropriate communication methods and materials that will facilitate the work of the organization and assist it to achieve priority goals. This strategy was produced with the full participation of GO-Invest staff. Information was gathered from the staff through a series of individual interviews, group brainstorming sessions and reviews of draft ideas. Therefore, this report is a synthesis of the thinking of all GO-Invest staff and the consultants. The GEO Project Director and others were also consulted and provided inputs to this strategy.

2. GO-Invest Mission Statement and Goals

Early in the assignment the consultants worked with GO-Invest staff to review and revise the Mission Statement. Previous versions were studied as part of this process. The staff came to agreement on the following as the new GO-Invest Mission Statement:

GO-Invest contributes to Guyana's economic development by promoting and facilitating local and foreign investments and exports.

The staff agreed upon the following as the basic goals of the agency:

- *Increased local and foreign investments*
- *Increased exports*
- *Informed clientele of investment and export opportunities*
- *Policy reforms to create a more favorable investment and export environment*

GO-Invest had already developed a slogan which is:

Taking Care of Business

This slogan reflects the new focus of GO-Invest to change its image and be responsive to clients. GO-Invest is working hard to change this image. In the future, GO-Invest needs to develop performance indicators that will allow them to monitor progress in achieving the above goals.

3. Organizational Framework and Coordination with Other Groups

GO-Invest currently has 16 staff—CEO, six program staff, and nine administrative staff. On the program side, three staff deal with investment facilitation, two with export promotion and one operates a small document center and also serves as a researcher.

GO-Invest comes under the Office of the President. It has a Board of Directors, which currently is in the process of being formed.

For the most part, GO-Invest clients are private sector – local and foreign investors, overseas importers, local exporters, and local manufacturers/producers. The main function of the export program is match making of foreign importers with Guyanese exporters and helping local firms to carry through with their exports. The facilitation program helps local and foreign investors to navigate the government bureaucratic maze.

Annex 1 is an organizational inventory of groups with which GO-Invest communicates. The list is extensive. The inventory includes the functions of these organizations. This inventory can serve as the initial stage of developing a clientele database. Such a

database should also include partner agencies and influential groups so that they can be included in mailing lists for direct mail materials (electronic or printed) and newsletters.

4. GO-Invest's Communication Challenges

While GO-Invest is a very small agency with few human and financial resources, it has been given a very large and important job. The CEO and staff recognize the limitations of the agency and are fully aware of the problems they face. The following are the communication challenges that emerged from discussions with the staff:

- **Negative image of GO-Invest domestically and to a lesser extent, externally** – In the past, GO-Invest was not always as responsive to clients as it could have been. Sometimes it told clients that their ideas would not work, even though these investors and exporters were putting up their own money and were responsible for the risks they were taking. GO-Invest often appeared to be another government bureaucracy. The new CEO and staff are trying very hard to overcome this image problem.
- **Negative image of Guyana among some GO-Invest's clients and potential clients** – Senior government officials have expressed concern about Guyana's image with foreign and local investors, foreign importers of Guyanese goods, and local exporters. This is due to a number of factors tracing back to earlier governments, bureaucratic rules and regulations focusing on control vs. facilitation, slow and unresponsive approval systems, and other factors. This image problem appears to be most common in the Caribbean region and with some others who have had previous contact with the government. Among certain GO-Invest clients, this negative image of the country and its government must be addressed.
- **Insufficient knowledge externally about Guyana and its investment/export opportunities** – For most potential Go-Invest clients in North America, Europe and Asia the challenge is to get investors and importers to know about Guyana, the opportunities that exist, and the trade and investment advantages the country has to offer. In many respects, this is an easier challenge to address than the negative image, but it will take resources and professionally designed communication programs as the competition is very stiff.
- **Slow responses from government partner agencies** – GO-Invest has inherited a situation in which many of the key government agencies are bureaucratic and slow to process requests, especially from the private sector. GO-Invest is often blamed by their clients for this unresponsiveness. Therefore, the situation with the other agencies must be resolved and GO-Invest must be able to effectively communicate to clients their role and exactly what is happening with the processing of requests. As common with

government bureaucracies, most agencies do not appear to realize that for the private sector “time is money.” GO-Invest in turn must also be aware of the importance of delays in dealing with clients, when organizing events, and in meetings organized with the private sector.

- **Anti private sector, external investment and exporting attitudes among key stakeholders** – There is a lingering perception that the government is negative toward the private sector and private enterprise. This is especially true for the operational level government officers who play a key role in processing requests by the private sector. It also exists at other levels of government and outside government, even among some in the private sector who do not want foreign competition. Changing these attitudes will be a long-term communication challenge for GO-Invest.
- **Insufficient GO-Invest human and financial resources** – Addressing the above challenges is a large job in itself, in addition to carrying out the actual work of GO-Invest. When compared with similar organizations in other countries—GO-Invest’s competition—who are given much greater human and financial resources, there is an urgent need to build GO-Invest’s capacity and capabilities.

5. Target Stakeholder/Audience Groups for GO-Invest

As Annex 1 shows, Go-Invest communicates with a very large number of organizations. These organizations can be grouped as follows:

- **Policy Makers** – This includes the President and senior government officials, Cabinet, Parliament, regional officials and other senior officials who formulate, enact and implement policies and laws. It also includes the GO-Invest Board of Directors which guides the organization, approves its work program, and is key in requesting additional resources from government.
- **Clients** – Most of GO-Invest’s clients are in the private sector. The following is a sub-grouping of these clients:
 - a. **Existing/potential local and foreign investors** – these are clients GO-Invest provides information and assistance to in processing requests to government partners and for other services.
 - b. **Existing/potential overseas importers** – these are key groups to identify, provide information on opportunities in Guyana, and to play a match maker role with local firms who can export the goods.

- c. **Existing/potential Guyanese exporters** – these are local groups to match with outside importers and ensure that they are ready to export quality goods in a timely manner.
 - d. **Local manufacturers/producers** – these are local groups that need information and assistance on both investment and export programs.
- **Partners** – These are government agencies that implement government regulations that affect investment and exports by GO-Invest clientele. Annex 1 shows a large number of public sector agencies with which GO-Invest must communicate. There are, however, a few which require the most time of GO-Invest staff including the Secretary to the Treasury and the Lands and Surveys Commission. Getting the full cooperation of these partners is critical to the success of GO-Invest.
 - **Influential groups** – These are groups who can influence policy makers, partners and GO-Invest clientele. Therefore, they are very important. They must understand what GO-Invest is doing and why, the importance of investments and exports to Guyana’s economic development, and what they can do to influence others. These groups include business associations, the academic community, mass media, NGOs, and others. GO-Invest needs to carefully identify the key influential groups and get them involved.
 - **General public** – While this group is not as critical a target audience group as the above, there is still a need for GO-Invest to increase the public awareness of the importance of investments and exports to Guyana’s economic development and the benefits to the public. This will be done primarily through the mass media.

6. Overall Communication Approach

The following table summarizes the basic approach for communicating to these target audience groups.

Target Group	Actions They Should Take	Basic Messages	Proposed Channels
<p> Policymakers</p>	<ul style="list-style-type: none"> • Enact new policies, acts, legislation to encourage investment and exports • Remove/reduce bureaucratic restrictions and delays • Provide resources & support for facilitating investment and exports 	<ul style="list-style-type: none"> • What actions they need to take and why • The benefits of investment and exports to the economy and well being of the public • The need to streamline government processing of requests • Case examples of successes • Resource needs of GO-Invest and other related agencies 	<ul style="list-style-type: none"> • Briefing presentations • Short briefing documents • Briefings by recognized local or outside experts • Influential groups lobbying • Plans and proposals (campaigns, etc.)
<p>Clients & Potential Clients Within Guyana (investors and exporters)</p>	<p>Increase the amount of investment and exports</p>	<ul style="list-style-type: none"> • Opportunities for investment and exports, and the potential profits from these opportunities • Procedures to follow in securing approvals • What GO-Invest can do to help • Other groups which can also help the process, including overseas partners • Where to get more information • Success stories 	<ul style="list-style-type: none"> • Meetings & briefing presentations • Fact sheets/flyers summarizing what GO-Invest can do to assist • Investor road map, forms, explanations of processing procedures, etc. • Influential groups (associations, etc.) • Emails, faxes, & electronic information sharing • Web site • Events such as case study visits to successful clients • Mass media announcements, especially success stories • Business press including chambers and associations newsletters
<p>Clients & Potential Clients Outside Guyana (investors and</p>	<p>Increase the amount of investment in Guyana and amount of exports from Guyana</p>	<ul style="list-style-type: none"> • Opportunities for investments and exports, and the potential profits 	<ul style="list-style-type: none"> • Emails, faxes, & electronic information sharing • Web site

Target Group	Actions They Should Take	Basic Messages	Proposed Channels
importers)		<ul style="list-style-type: none"> from these opportunities Procedures to follow in securing approvals What GO-Invest can do to help Where to get more information Success stories 	<ul style="list-style-type: none"> Trade shows and events Overseas trade press Fact sheets/flyers summarizing what GO-Invest can do to assist Investor road map, forms, explanations of processing procedures, etc. Meetings & briefing presentations
Partner Agencies	<ul style="list-style-type: none"> To process requests in a timely manner To provide information and assistance to investors and exporters To promote investment, exports and economic development 	<ul style="list-style-type: none"> What changes they need to make to facilitate investment and exports The role of GO-Invest working with them The importance of investment and exports to Guyana's economic development The importance of the private sector to Guyana's economic development 	<ul style="list-style-type: none"> Meetings & briefing presentations Influential groups—especially senior government officials Working groups to streamline procedures Investor Roadmap and fact sheets Emails & electronic/printed newsletter Shared information from GO-Invest client database Web Site Demonstration events at successful clients locations
Influential Groups	<ul style="list-style-type: none"> Encourage policymakers to take actions to promote investments and exports and support GO-Invest with partners Promote investments and exports among GO-Invest clients and potential clients Promote the importance of investments and exports to other groups and the general public Feedback to GO-Invest on needs for new programs and how to improve its services 	<ul style="list-style-type: none"> The importance of investment and exports to Guyana's economic development Constraints to expanding investment and exports and how they can help reduce these constraints Suggestions on how they can support the GO-Invest program Success stories 	<ul style="list-style-type: none"> Meetings & briefing presentations Competitions and special events Fact sheets Demonstration events at successful clients locations Web Site Targeted information through printed and e-Direct Mail Emails & electronic information sharing Mass media and targeted media outlets (other agency's newsletters, business press, etc.)
General Public	<ul style="list-style-type: none"> Understand importance of foreign and local investment and exports to Guyana's economic development and the general public. 	<ul style="list-style-type: none"> Benefits of investment and exports to Guyana's economic development. 	<ul style="list-style-type: none"> Mass media Influential groups

Target Group	Actions They Should Take	Basic Messages	Proposed Channels
	<ul style="list-style-type: none"> Support the investment and export programs 	<ul style="list-style-type: none"> Success stories and the benefits to the public through increased employment, improved infrastructure, etc. 	

7. Primary Communication Tasks

The communication tasks which GO-Invest should give priority to are grouped into two categories – short-term and long-term.

- a. **Short-Term Communication Tasks** – These are tasks which GO-Invest should initiate work on as soon as possible.
 - **General Flyer on GO-Invest** – This is a professionally prepared one sheet flyer telling about GO-Invest, its clientele, objectives and types of services it provides. The target audience will include policy makers, clientele and potential clientele, partners, and influential groups. The flyer must contain information on who to contact in GO-Invest for additional information. It should also promote the GO-Invest web site.
 - **Flyers for Investment and Export Programs** – It is recommended that four professionally prepared one sheet flyers need to be prepared for: (1) foreign investors; (2) local investors; (3) overseas importers; and (4) local exporters. Each should be targeted to the specific audience and stress the benefits, opportunities, summarize key procedures, and what services GO-Invest can provide. The flyers should name who they should contact for information and assistance. They should also promote the GO-Invest web site. Additional flyers may be needed for special programs and/or audience groups as the need arises.
 - **PowerPoint Presentations on the Above Subjects** – At least five PowerPoint presentations should be prepared—on the same subjects as the above flyers. These should be targeted to the same audience groups as the flyers. The presentations should contain extra slides that can be included or excluded for different groups. The opening slide should be tailor made for each specific audience group. The presentations should be electronic using the computer projector and printed in color to be used with the desktop flipchart.
 - **Update Client Profile Forms and Instructions** – It is recommended that at least five GO-Invest forms be prepared for giving clients either

electronically (through email or from the web site) or printed copies. (1) The first would be a general profile of the client including names, addresses, general information on business, description of plans, and the type of assistance needed from GO-Invest. The other forms would be for targeted groups: (2) foreign investors; (3) local investors; (4) overseas importers; and (5) local exporters. Other GO-Invest specific forms should be developed for other special groups or programs.

- **Develop Forms With All Key Partners** – High priority should be given to establishing working groups with each of the key partners to review their procedures and where forms do not exist prepare them; where they have forms, then review and refine/streamline them. The working groups should also involve clientele so that the partner agencies understand the procedures from their perspective.
- **Prepare Case Examples of Success Stories** – One of the most effective promotional tools are success stories. Therefore, it is important that GO-Invest identify success stories and have a professional team (writer, photographer and graphic artist) prepare fact sheets that explain what was done, why they were successful, the challenges overcome, and the role of GO-Invest in the successful venture. These success story fact sheets then can be converted to newspaper/magazine articles, used to produce PowerPoint presentations and videos, articles for newsletters, given to policy makers and influential groups (including the mass media), and given to potential clientele. GO-Invest needs to promote successes if it is to change its image. Therefore, this has to be a high priority and something that is continued over the long run. A file of success stories needs to be developed that can be distributed in the future to interested groups. They need to be prominently displayed in the GO-Invest Information Center, at partner's offices and other prominent locations such as the Office of the President.
- **Produce Fact Sheets for Briefing Political Leaders, Partners, Clients and Influential Groups** – Targeted information initially in the form of fact sheets needs to be produced for various target groups. These should include importance of investments and exports to Guyana, opportunities, procedures, etc. These would supplement the Investor Road Map fact sheets.
- **Briefing Meetings for Political Leaders and Influential Groups** – Once the flyers, presentations, fact sheets, and initial success stories are prepared, it is time to organize a systematic program of briefing key political leaders and influential groups. For each group (or individual) it is important to decide exactly what actions you want them to take as a result of the briefing meeting and presentation. This should be integrated into the presentation and make sure any materials provided to them supports

those actions. The theme should be more on the benefits to Guyana and to them rather than on promoting GO-Invest.

- **Increase the Use of Mass Media** – Much of this should be highlighting success stories. However, special events can be used to get the message across about the importance and benefits of investments and exports. Visits of investor/importer groups should be given publicity which will normally please the group (however, this must be checked with them in advance before making arrangements with the mass media) and at the same time gets information out to the Guyanese public and special groups. GO-Invest needs to develop the capability of preparing news releases and fact sheets for the mass media. Without these information materials it is most likely the media will miss the key points of the story or even construe it to the point to have a negative impact. Media events, briefings for media representatives, and press conferences should be used (combined with fact sheets or press releases or other briefing materials) to get additional press coverage.
- **Decorate the Offices** – GO-Invest has important visitors to its offices. While the offices are clean, they look sterile and boring. The office should be a “living display” of what GO-Invest is advocating with hallways, conference room and offices displaying success stories, mission and goal statements, charts summarizing what GO-Invest can do, summaries of key procedures, photographic displays on opportunities, newspaper/magazine clippings (framed and maybe enlarged) and other materials (such as travel posters) which promote Guyana, investments and exports while adding interest and beauty to the offices. These displays should be arranged so that the CEO and officers can walk visitors around the building and use the displays to communicate key messages to them. Therefore, the displays and their placement should be strategically thought through and then professionally produced with color photographs, attractive art work, easy to understand messages, etc.
- **Continue Developing Profiles for Priority Programs** – Profiles have been prepared on aquaculture, sand and other investment opportunities. This should be continued for both investment and export opportunities. They should be professionally produced with clear writing, photographs, and attractive layout/design on good paper. These need to be coordinated with fact sheets, success stories, presentations, office displays, and other materials produced. These profiles should also be posted on the GO-Invest web site.
- **Enhance the Library/Information Center to be the First Point of Contact for Clients and Potential Clients** – At the current time the library serves only GO-Invest staff, and this is very limited. The institutional development section of this strategy (Section 9) provides

some recommendations for creating an investment and export information center including changing its location to the front of the building and merging it with the existing displays. The information center should be the point of initial contact for visitors to learn more about GO-Invest, investment and export opportunities, and collecting information and forms. The information center needs to be attractive looking and contain displays, fact sheets and flyers, forms, etc. The staff should be trained to be the first point of contact—friendly service oriented approach and able to provide the first level information support. This should serve as a screening device to reduce the amount of time senior officers spend with initial visitors. It should, however, not be a block to important visitors getting to GO-Invest senior officers or CEO. The staff should be well prepared to screen and facilitate important visitors to the correct senior staff.

- **Organize Competitions and Awards Events** – Working with political leaders and influential groups—such as business associations—GO-Invest should organize, or help organize, competitions and awards events. This is a good promotion tool and at the same time will attract mass media coverage. These events should be combined with press conferences.
- **Create “Demonstration Events” at Successful Clients’ Locations for Potential Clients** – Building upon success stories is one of GO-Invest’s most important communications activities. Let others praise GO-Invest and to promote investments and exports. When a successful client is willing, organize a tour and briefing at his/her location. Have him/her explain what was done, how it was done, how constraints were overcome, and what were the results. The target audience should be potential investors/exporters, especially those who have similar situations—either sector or size or other criteria. The press can also be invited to these events which will give the host additional publicity.
- **Upgrade Displays for Trade Shows** – GO-Invest has a display that is used to take to trade shows and other events. This needs to be redesigned and upgraded. Professional assistance is needed to do this. It must be modular so that it can be adapted to a variety of settings. The photographs and art work must be professional quality.
- **Establish Within the Library/Information Center a Clipping Service and Media Monitoring Program** – It is important that the information center staff screen the newspapers and appropriate magazines (Guyanese and overseas) and clip all articles related to GO-Invest (both positive and negative) and other articles related to investment, exports, foreign imports, and economic indicators. There needs to be a system established so that the articles are copied and are circulated each day to the CEO and program staff. The originals should be filed for future reference and research.

Important success stories should be enlarged and put into frames for display in the offices or hallways. A methodology needs to be developed for monitoring, and where possible recording radio and TV programs about GO-Invest, investing, exporting and other related subjects.

- **Promote/Advertise the GO-Invest Web Site** – The GO-Invest web site and the sister investor road map site are up to date and contain a wealth of information. However, the number of “hits” is very small. Therefore, everything GO-Invest puts out—letterhead stationary, fact sheets, flyers, presentations, news releases, etc.—must contain a promotion for the web site with address and, where appropriate, a statement about the type of information that can be found. In the future, Go-Invest should put advertisements in the trade press and other media promoting the web site address and the types of information contained. The web site should be registered with key search engine groups so that the GO-Invest web site is easier to find.
 - **Investigate Producing a Newsletter for Stakeholders, Clients and Potential Clients** – It is recommended that GO-Invest explore the feasibility of producing a newsletter. This needs to be studied carefully as it will take a lot of human and financial resources to produce and distribute a quality newsletter. The distribution should be both printed and electronic and, of course, it should also be on the GO-Invest web site. The analysis should include carefully thinking through of the target audience, what you want them to know and do, the content (and how it links to other GO-Invest information), how distributed, budget, etc.
- b. Long-Term Communication Tasks** – These are tasks that are much larger and will take longer to implement. They will also require a considerable amount of human and financial resources to implement. However, they are critical over the long-term to Guyana having a successful investment and export program.
- **Campaign to Increase Transparency and Timeliness of Approval Processes by Government Agencies** – This is a campaign that needs to be initiated fairly quickly. The target is to work with key partner government agencies to streamline their approval procedures; change their attitudes towards investments and exports; and encourage them to be more supportive of the private sector. This is a campaign for which GO-Invest will have to take the lead. Some local professional production expertise will have to be contracted, but not large amounts. It is recommended that a carefully planned campaign—including target audience research—be prepared fairly soon.
 - **“Invest in Your Homeland” Campaign Directed to Overseas Guyanese** – A significant proportion of GO-Invest overseas clients are Guyanese. There are many very successful Guyanese overseas, especially

in certain locations in the United States, Canada, and Europe. These Guyanese have professional and technical skills, and many have accumulated a considerable amount of money. Research needs to be done to determine the potential for getting this target group to invest, import, and provide technical, managerial, and other assistance to Guyanese organizations. The research should identify the best channels of communication to use for reaching and motivating this important group. The research will also identify constraints that must be overcome and what types of appeals to use for activating this group. This campaign must be designed and implemented by a professional advertising agency with experience working with ethnic groups and overseas investment and exports. The campaign could cost from US\$100,000 to US\$300,000.

- **“Guyana—Open For Business” Overseas Campaign** – This is a major communication/advertising campaign aimed at overseas investors and importers. Geographic regions need to be targeted (such as Brazil, Caribbean, North America, Europe, South Asia, East Asia, Australia, etc.). Priority sectors will have to be selected to be highlighted along with general messages about Guyana, opportunities, benefits, etc. This should be closely coordinated with Guyana embassies, consulates, and other overseas offices. Where possible, it should be worked through trade and other associations, and other targeted groups rather than general advertising on mass media in these countries or international media. This campaign should be designed and implemented by a professional advertising agency with international trade and investment experience. This campaign could cost from US\$300,000 to US\$500,000.
- **Create a Full Scale Guyana Investment and Export Information Center** – There is a need to convert the small GO-Invest library into a full scale investment and export information center to serve clientele and other interested groups. This will mean doing a careful needs assessment, determine what information materials should be purchased, creating electronic links and databases, training staff, and securing appropriate physical space. This will cost money. However, this information center, which will serve as an information clearinghouse, could become the heart of the GO-Invest information outreach program. The center should be proactive in collecting, analyzing and disseminating information to staff, clients and other groups (such as political leaders, prospective clients, influential groups, etc.). GO-Invest should seek donor support to carry out the needs assessment and to build the information center. This could cost from US\$50,000 to US\$100,000 including purchased information materials (printed and electronic), equipment, advisory assistance, staff training, but not building or remodeling costs.
- **Explore Cost Sharing with Companies for Promotional and Advertising Activities** – As GO-Invest program expands and the agency

gains respect among clients and stakeholders, it should investigate possibilities for outside groups—companies, associations, donors, etc.—to be asked to share the costs of communication campaigns and specific promotional and advertising activities. This will have to be thought through carefully so there are not any conflicts of interest or giving competitive advantage to certain groups. However, the cost of professionally prepared communications programs are so high GO-Invest will have to find ways to get a multiplier effect through cost sharing arrangements.

8. Communication Action Plan

PRIMARY TASKS OF THE GO-INVEST COMMUNICATION PROGRAM

* Go-Invest Coordinator to be name for each task

TASK	TASK DESCRIPTION	PURPOSE/AUDIENCE	WHO INVOLVED	START DATE/ DURATION	EST. COST	REMARKS
A. Short-Term Communication Tasks						
A.1	General flyer on GO-Invest	Create general understanding of GO-Invest among stakeholders, political leaders, clients, etc.	<ul style="list-style-type: none"> Go-Invest Coordinator: CEO Professional writer & artist Printing firm 			This has to be professionally produced
A.2	Four flyers for investment & export programs	Explain GO-Invest assistance for (1) foreign investors; (2) local investors; (3) overseas importers; and (4) locals exporters	<ul style="list-style-type: none"> GO-Invest Coordinator(s): Professional writer & artist Printing firm 			This will be at least 4 flyers—one for each target audience. Additional flyers to be produced for special subjects or target groups
A.3	PowerPoint presentations on above 5 subjects	On the same subjects and audience groups as A.1 & A.2	<ul style="list-style-type: none"> GO-Invest Coordinator (s): 			More will need to be done as additional flyers are produced
A.4	Update five client forms and instructions	GO-Invest clients and potential clients—general profile, foreign investor, local investor, overseas importer, and local exporter	<ul style="list-style-type: none"> GO-Invest Coordinator: 			These should be the forms given to all new clients during the first contact
A.5	Develop forms with all key partners	GO-Invest clients and potential clients and clients of the partner agencies	<ul style="list-style-type: none"> GO-Invest Coordinator: 			These will have to be developed jointly with the partner agencies
A.6	Prepare case examples of success stories	To promote investments & exports by successful clients and indirectly create a positive image of GO-Invest for distribution to clients, potential clients, influential groups, etc.	<ul style="list-style-type: none"> GO-Invest Coordinator: Writer and artist Printing firm 			These case studies can be used as a base for many different communication packages
A.7	Produce fact sheets for briefings	Provide basic information to political leaders, partners, clients & influential groups	<ul style="list-style-type: none"> GO-Invest Coordinator: Writer and artist 			These will be coordinated with the Investor Road Map fact sheets and other printed materials so they all

TASK	TASK DESCRIPTION	PURPOSE/AUDIENCE	WHO INVOLVED	START DATE/DURATION	EST. COST	REMARKS
			<ul style="list-style-type: none"> Printing firm 			compliment each other
A.8	Briefing Meetings	To provide basic information and support of political leaders & influential groups	<ul style="list-style-type: none"> GO-Invest Coordinator: 			Priorities need to be set on who to contact. Each will have to be tailor made
A.9	Increase use of mass media	To increase awareness of investments & exports, and indirectly the visibility of GO-Invest. Mass media representatives	<ul style="list-style-type: none"> GO-Invest Coordinator: 			This will included news releases, fact sheets, media briefings, press conferences
A.10	Decorate the offices	To give a positive and professional image of GO-Invest to clients and important visitors	<ul style="list-style-type: none"> GO-Invest Coordinator: Photographer and artist 			This include pictures, displays, drawings, news clippings, etc. in the information center, hallway halls, conference room and offices
A.11	Continue developing profiles for priority programs	For promoting priority investment and export programs to clients and potential clients	<ul style="list-style-type: none"> GO-Invest Coordinator: Writer and artist 			These should be done on priority programs
A.12	Enhance the library/information center to be the first point of contact	To provide clients, potential clients and other interested persons information and forms without taking precious time from senior officers	<ul style="list-style-type: none"> GO-Invest Coordinator: Information Center Head 			This will mean moving the information center to the front of the building
A.13	Organize competitions & awards events	To create more interest in investmens and export programs among clients, potential clients, political leaders, mass media and other influential groups	<ul style="list-style-type: none"> GO-Invest Coordinator: 			There should be briefing fact sheets, press releases, presentations and/or videos produced; press conferences should also be organized
A.14	Create "Demonstration Events" at successful clients' locations	To promote investment and export successes among similar groups and with partners and influential groups	<ul style="list-style-type: none"> GO-Invest Coordinator: 			There should be briefing fact sheets, press releases and presentations produced
A.15	Upgrade displays for trade shows	To improve the image of Guyana and its investment and export program among overseas and domestic clients and potential clients	<ul style="list-style-type: none"> GO-Invest Coordinator: Artist & photographer Display construction firm 			This should be modular so that it can be used for many different types of shows and events
A.16	Establish within the information center a	To provide information to GO-Invest CEO and staff and to	<ul style="list-style-type: none"> GO-Invest Coordinator: Information Center 			Clippings should include more than GO-Invest stories, including other

TASK	TASK DESCRIPTION	PURPOSE/AUDIENCE	WHO INVOLVED	START DATE/DURATION	EST. COST	REMARKS
	clipping service & media monitoring program	publicize Go-Invest	Head			investment & export related stories. They should be circulated among the staff and important ones framed and displayed on the office walls
A.17	Promote/advertise the GO-Invest web site	Increase the use of the GO-Invest web site by clients, potential clients and other interested people	<ul style="list-style-type: none"> GO-Invest Coordinator: 			The web site address should be included in all GO-Invest materials
A.18	Investigate producing a newsletter	To share key information regarding Guyana's investment and export programs with stakeholders, clients and potential clients	<ul style="list-style-type: none"> GO-Invest Coordinator: 			This should be carefully studied before the decision is made to produce a newsletter. The newsletter, if produced, should be printed and distributed as emails as well as posted on the GO-Invest web site
B. Long-Term Communication Tasks						
B.1	Campaign to increase transparency and timeliness of approval processes by government agencies	To streamline and make more transparent the approval processing procedures by partner government agencies. For the benefit of investors and exporters	<ul style="list-style-type: none"> GO-Invest Coordinator: Partner agencies GO-Invest clientele 			This is a campaign GO-Invest needs to provide the leadership with possible help from GEO or other groups
B.2	"Invest in Your Homeland" campaign directed to overseas Guyanese	To increase investment and imports by overseas Guyanese	<ul style="list-style-type: none"> GO-Invest Coordinator: Advertising agency 			Research will be needed to determine the best design of this campaign
B.3	"Guyana—Open for Business" overseas campaign	To increase the visibility and improve the image of Guyana as a place to invest and to import from by overseas investors and importers	<ul style="list-style-type: none"> GO-Invest Coordinator: Advertising agency 			Careful stratification will be needed on target geographic regions, sectors, and type of clients
B.4	Create a full scale Guyana Investment & Export Information Center	To provide information for clients, potential clients, GO-Invest staff and other interested groups	<ul style="list-style-type: none"> GO-Invest Coordinator: Information scientist/clearinghouse specialist Donor agency 			This will require a considerable amount of financial and human resources to get a full scale information center operational. Therefore, it is recommended that outside donor support and technical assistance be sought for this task

TASK	TASK DESCRIPTION	PURPOSE/AUDIENCE	WHO INVOLVED	START DATE/ DURATION	EST. COST	REMARKS
B.5	Explore cost sharing with companies for promotion and advertising activities	To enlist participation of firms in GO-Invest promotional and advertising programs	<ul style="list-style-type: none"> • GO-Invest Coordinator: • Companies, producer groups, investment firms, etc. 			This will have to be carefully studied so as to not to have any conflict of interest or to give one group unfair competitive advantage over others.

9. Institutional Strengthening Recommendations

At the current time GO-Invest is small and has few resources. The staff works hard and is dedicated to promoting investments and exports. However, there are areas where GO-Invest institutional capabilities need to be strengthened. The following are the recommendations by the consultants resulting from detailed discussions with the staff and after working several weeks within GO-Invest.

- a. **Staff Training** – The staff feel that training is a very high priority for strengthening GO-Invest capabilities and capacity. This applies to both program and administrative support staff. Each needs to have greater understanding of the overall goals of GO-Invest and their individual roles. They need specialized training in their particular area of responsibility. The program staff needs training in presentation preparation, public speaking, meeting facilitation and basic management skills. The staff has also requested language training, especially in Spanish and Portuguese. There is also a need for team building retreats and other activities to improve the effectiveness and efficiencies, internal communications, and staff morale. GEO already had plans to provide a consultant to help GO-Invest develop a training plan.
- b. **Expand Computer Local Area Network (LAN)** – GO-Invest has a considerable amount of computer equipment and a basic LAN. However, the LAN is not being used effectively and urgently needs to be strengthened and the staff trained to use it. The LAN is currently only being used for shared printing. It must be expanded to share files and databases, internal and external emails, access the internet through the LAN, and other capabilities. Eventually it should also include an Intranet so that the staff can effectively share all kinds of information, forms, directories, calendars, external links, etc. to make their work much more efficient. GEO is planning to provide an IT specialist to look into GO-Invest's computerization and LAN. This is a high priority. Funds will have to be found to quickly strengthen the LAN, have a professional administrator, contract outside technical support, and train the staff. By hooking the internet to the LAN, this will free up the direct telephone lines a number of the staff have which could be put into an expanded switchboard.
- c. **Strengthening Internal Communication** – Even though GO-Invest is small, there are internal communications problems between program and administrative staffs, between different program groups, and between the CEO and the staff. Part of this is related to everybody being very busy. There are also some basic organizational communications methods currently not in place. The following are some suggestions:
 - **Team Building Activities** – this includes having a two or three day team building retreat every year or two with a professional facilitator. There are other activities which can be used with the full staff as well as for administrative and program groups.

- **Staff Meetings and Brownbag Presentations** – at the current time staff meetings are seldom held. Therefore, the staff does not feel they know what is happening and what are the major issues facing GO-Invest. It is recommended that there be periodic — maybe once a month—staff meetings for all the staff to discuss overall issues related to GO-Invest and concerns of the staff. There should be more frequent meetings by the program staff to develop and monitor work plans, share information on what programs are under way and how others can share experience, etc. It is also recommended that there be “brownbag” presentations (often done over lunch brought in by the staff) with staff reporting on successful programs or outside visitors or consultants briefing staff on relevant issues. All staff should be invited to the brownbag presentations.
 - **Internal Emails Information Sharing** – emails to other staff about pertinent information generated internally or received externally is an efficient way to share information. These are normally very brief “sound bites” about new projects, visitors, special meetings or events, successes, etc. This is much more time efficient than having meetings.
 - **Copying Emails and Documents** – it is important that the CEO and other appropriate staff be kept informed through carbon copies of emails, correspondence, reports, proposals, etc. This should be done on a “need to know basis” so that the other people are aware of what is happening, allows them to give suggestions or provide additional information, and makes the agency look more professional when an outsider asks one of the staff about something and they know what it is.
- d. Open the Ground Floor and Move Library/Information Center to the Front** – GO-Invest is a historical building in which the outside cannot be changed, but the inside can. There have been some preliminary assessments made of the interior. It is recommended that any remodeling involve changing the ground floor bringing the information center forward (replacing the store room and the room to the right side) so that it becomes part of the reception area for GO-Invest. It should be merged with the current displays. Additional displays need to be prepared showing GO-Invest programs and services, forms and other information for clients be available, computer terminals available for searching for documents, databases or the internet, etc. The reception area should be combined with the information center so that it contains the phone switchboard, is a receiving area for visitors to the CEO or other staff, and provides information/forms to visitors. It is important that this area be well lighted and look attractive as it is the first impression visitors get of GO-Invest.
- e. Improve the Visual Image of the Building** – As mentioned in the Short-Term Tasks (Section 7.a.) and in the institutional strengthening (Section 9, c.) it is important that GO-Invest physical facilities look professional and visually

appealing. Very important visitors from overseas and within Guyana visit GO-Invest. The visual image provides the first impression and reflects on the quality of work done by the agency. Some of these visitors are used to visiting sister agencies in other countries, many of which have put large sums of money into the physical appearance of their facilities.

- f. Client Database** – It is essential that GO-Invest develop a client database which will include several functions. First, it will put into a central place, where all staff can access, information on clients, partners, influential groups, etc. with which GO-Invest communicates. Therefore, the first function is to provide a searchable directory and mailing list. This will be useful for communicating electronically or through direct mail with key groups. A second function is to track projects with clients. The third function should be to collect information on clients so that they can be assessed as potential investors, importers, or exporters. GEO is planning to provide a consultant to look into designing a client database for GO-Invest, GNBS and the Ministry of Tourism, Industry and Commerce. Parts of these three databases may be compatible so they can share information while other parts will have to be proprietary for each agency.
- g. Add Two Communications Staff** – It is recommended that as soon as possible GO-Invest add two staff to be responsible for communications:
- **Communication Planner/Manager** – this person will work with the CEO and all program staff to oversee the design and production of all communication materials—flyers, fact sheets, presentations, campaigns, events, success stories, news releases, press conferences, etc. It is suggested that this person be a technical writer or experienced magazine/newspaper feature writer. The skills of organizing information and putting it into written form are very important. Then this person will also draw upon artists and photographers to prepare printed and electronic materials and work with outside advertising agencies, printing firms, web site providers, etc.
 - **Library/Information Clearinghouse Specialist** – this person will head up the information center and will be responsible for actively collecting information in printed and electronic formats, cataloging materials, collecting electronic (CD ROM) directories and databases, preparing summaries of what is available and distributing information to selected stakeholders, and be proactive in ensuring staff and clients receive relevant information. This person would also help visitors to find information available in printed or electronic form. This person would be responsible for developing the information center and would work as a partner with the receptionist and researcher/assistant program officer.
- h. Contract Graphic Specialist and Photographer** – GO-Invest materials and facilities need to have a professional visual image. While it is not feasible now

for GO-Invest to add more staff, it is important that one or more artists and photographers be identified and contracted to work on GO-Invest materials.

- i. Enhance Web Site** – As mentioned in the Short-Term Tasks (Section 7.a) it is important for GO-Invest to promote its web site in every possible way—on stationary, flyers, reports, presentations, advertisements, etc. The GO-Invest web site contains good information and it is linked to the Investor Road Map web site. There are, however, a couple suggestions for improving these web sites:
- **Improve the Visual Image** – the appearance of the web site is clean, but it filled with words. There needs to be more open space, graphics, and colors so that it looks more professional and pleasing. The layout should contribute to the ease of searching the web site for information.
 - **Add Forms to be Downloaded** – as forms are developed by GO-Invest and its partners, these need to be added to the web site so that clients and interested persons can download the forms and instructions. The forms can then be filled out and brought into GO-Invest or sent by mail or email.
 - **Add Databases for Clients to Analyze Opportunities**—in priority program areas GO-Invest should develop or link to other databases which will help clients to analyze the situation and make decisions about investments and exports.
 - **Increase Meaningful Links**—currently the GO-Invest web site has a few links. This should be expanded to include partner agencies, associations and other Guyanese groups promoting trade and investment, and overseas groups who have relevant information for clients and stakeholders. The other sites will have to be contacted prior to creating the links. While discussing with these other organizations about linking to their web sites, they should be encouraged to have a link in their web site to the GO-Invest site.
- j. Secure Additional Audio-Visual Equipment** – GO-Invest has recently purchased a laptop computer and projector. There are other equipment items GO-Invest should procure including additional computers (for information center and visitors), projection screen, digital camera, whiteboards in the conference room and offices, flip charts and newsprint paper, another video tape recorder to use with the computer projector, 35mm slide projector, tape recorder/player, and a portable public address system for events.

ANNEX 1

ORGANIZATIONAL INVENTORY FOR GO-INVEST

Matrix 1

PUBLIC SECTOR AGENCIES												
FUNCTIONS:												
PL = Policy and Legislation												
GS = Approval of Government Subsidies												
IF = Investments & Financial Services												
OI = Overseas Importation												
ET = Export & Trade												
RE = Regulatory/Enforcement												
TI = Technical Information & Standards												
IC = Information, Communication & Public Awareness												
AT = Advisory Services & Training												
LS = Legal Services												
LO = Lobbying												
ORGANIZATIONS	PL	GS	IF	OI	ET	RE	TI	IC	AT	LS	LO	COMMENTS
Office of the President	X	X				X						
GO-Invest			X	X	X	X	X	X	X		X	
Ministry of Finance Secretary to the Treasurer	X	X	X			X		X				
Lands & Survey Commission						X		X				
Guyana Geology & Mines Commission (GGMC)		X				X	X					
Ministry of Fisheries, Crops & Livestock	X					X	X	X	X			Use Extension Service
Ministry of Agriculture	X					X	X	X	X			
Ministry of Foreign Affairs	X					X						
Ministry of Tourism, Commerce & Industry	X					X	X					
Guyana Revenue Authority (GRA) Customs & Trade Administration						X		X	X			
Guyana Revenue Authority (GRA) Internal Revenue						X		X	X			
Ministry of Foreign Trade	X			X	X	X						
Ministry of Home Affairs	X					X						
Environmental Protection Agency (EPA)	X					X	X	X	X			
Guyana Energy Authority	X					X	X					
Office of the Prime Minister	X	X				X						
National Frequency Management	X					X	X					

ORGANIZATIONS	PL	GS	IF	OI	ET	RE	TI	IC	AT	LS	LO	COMMENTS
New Guyana Marketing Corp. (GMC)					X	X		X				
Regional Authorities	X					X					X	
Privatization Unit									X			
Guyana National Bureau of Standards (GNBS)						X	X	X			X	
Bureau of Statistics								X				
Guyana Forestry Commission	X					X	X	X	X			
Ministry of Health Department of Food and Drug	X					X	X	X				
Guyana Information Services								X				
Central Housing & Planning Authority	X					X						
Deeds & Lands Registry	X					X						
Fire Services Protection Section						X		X	X			
Ministry of Labour	X					X						
Occupational Safety & Health	X					X		X				
Central Board of Health	X					X	X	X				
Georgetown City Engineers Department						X						
Industrial Estate Land												
National Insurance Scheme						X		X				

Matrix 2

GO-INVEST CLIENTS												
<p>FUNCTIONS: PL = Policy and Legislation GS = Approval of Government Subsidies IF = Investments & Financial Services OI = Overseas Importation ET = Export & Trade RE = Regulatory/Enforcement TI = Technical Information & Standards IC = Information, Communication & Public Awareness AT = Advisory Services & Training LS = Legal Services LO = Lobbying</p>												
ORGANIZATIONS	PL	GS	IF	OI	ET	RE	TI	IC	AT	LS	LO	COMMENTS
Existing Local Investors			X		X							
Potential Local Investors			X		X							
Existing Foreign Investors			X		X							
Potential Foreign Investors			X		X							
Existing Guyana Exporters			X		X						X	
Potential Guyana Exporters			X		X						X	
Existing Overseas Importers of Guyana products				X								
Potential Overseas Importers of Guyana products				X								
Local Manufacturers/Producers			X		X						X	

Matrix 3

NON GOVERNMENTAL ORGANIZATIONS													
FUNCTIONS:													
PL = Policy and Legislation													
GS = Approval of Government Subsidies													
IF = Investments & Financial Services													
OI = Overseas Importation													
ET = Export & Trade													
RE = Regulatory/Enforcement													
TI = Technical Information & Standards													
IC = Information, Communication & Public Awareness													
AT = Advisory Services & Training													
LS = Legal Services													
LO = Lobbying													
ORGANIZATIONS	PL	GS	IF	OI	ET	RE	TI	IC	AT	LS	LO	COMMENTS	
Chambers of Commerce							X	X	X		X		
GMA							X	X	X		X		
Forest Products Association							X	X	X		X		
Private Sector Commission							X	X	X		X		
Business Associations							X	X	X		X		
Scientific Community													
Mass Media								X					
NGOs													
Guyana Rice Development Board					X						X		
Guyana Gold Board					X								

Matrix 4

INTERNATIONAL ORGANIZATIONS													
FUNCTIONS:													
PL = Policy and Legislation													
GS = Approval of Government Subsidies													
IF = Investments & Financial Services													
OI = Overseas Importation													
ET = Export & Trade													
RE = Regulatory/Enforcement													
TI = Technical Information & Standards													
IC = Information, Communication & Public Awareness													
AT = Advisory Services & Training													
LS = Legal Services													
LO = Lobbying													
ORGANIZATIONS	PL	GS	IF	OI	ET	RE	TI	IC	AT	LS	LO	COMMENTS	
Caribbean Export Development Agency			X						X				
International Trade Center							X		X				
Diplomatic Commercial Attaches							X	X					