

Final Report

(VOLUME 2)

**ANALYSIS OF THE POLICY AND INSTITUTIONAL ENVIRONMENT
FOR THE GUYANESE PRIVATE SECTOR AND
RECOMMENDATIONS FOR ENHANCEMENT**

**BUILDING EQUITY AND ECONOMIC PARTICIPATION (BEEP) PROJECT
Contract No. 504-0107-C-00-6201-00**

Submitted to: Daniel Wallace
Project Officer
USAID/GUYANA
Georgetown, Guyana

Submitted by: Henley Morgan, Ph.D.
IGI International, Inc.
North Miami Beach
Florida, USA

8 November 1996

TABLE OF CONTENTS

	PAGE NO.
HOW THIS REPORT IS ORGANIZED	i
0 EXECUTIVE SUMMARY	0 - 1
I. PREAMBLE	I - 0
II. TERMS OF REFERENCE REVISITED	II - 0
III METHODOLOGY	III - 0
IV LIMITATIONS	IV - 0
V ANALYTICAL OVERVIEW	V - 0
V.1 PSO PURPOSE AND DIRECTION	V - 2
V.2 GOVERNANCE, ACCOUNTABILITY AND CONTROL	V - 6
V.3 CONSTITUENCIES AND MEMBERSHIP	V - 8
V.4 MEETINGS	V - 12
V.5 PROJECTS, PROGRAMMES AND SERVICES	V - 15
V.6 GROWTH AND CHANGE	V - 21
V.7 HUMAN RESOURCES	V - 24
V.8 PHYSICAL, TECHNOLOGICAL AND MATERIAL RESOURCES	V - 27
V.9 FINANCIAL RESOURCES	V - 29
V.10 STRUCTURE, SYSTEMS AND PROCEDURES	V - 32

V.11 COMMUNICATION	V - 35
V.12 FINANCIAL MANAGEMENT	V - 37
V.13 EXTERNAL LINKAGES	V - 40
V.14 MONITORING AND EVALUATION	V - 46
VI SUMMARY OF MAJOR ISSUES	VI - 0
VII RECOMMENDED INTERVENTIONS	VII - 0
VIII ACTION AND RESOURCE PLAN	VIII - 0
IX RECOMMENDED FOLLOW-ON WORK	IX - 0
X APPENDIX	
PSO SURVEY INSTRUMENT	

EXHIBITS

	PAGE NO.
EXHIBIT 0 - 1 SUMMARY OF INSTITUTIONAL AUDIT RESULTS ON FIVE GUYANESE PSO'S	0 - 3
EXHIBIT I - 1 ANALYSIS OF PSO WEAKNESSES IN THEIR COLLABORATIVE RELATIONSHIPS	I - 5
EXHIBIT I - 2 ANALYSIS OF PSO WEAKNESSES IN MEETING THE NEEDS OF THE INTERNAL CUSTOMER I - 6	
EXHIBIT VI - 1 PSO COLLABORATION DESIRED STRATEGIES AND OUTCOMES	VI - 4
EXHIBIT VI - 2 PSO SERVICE TO MEMBERSHIP DESIRED STRATEGIES AND OUTCOMES	VI - 5
EXHIBIT VIII - 1 SCHEDULE FOR IMPLIMENTING PROGRAMME OF TECHNICAL ASSISTANT FOR PSO'S	VIII - 6
EXHIBIT VIII - 2 SHORT TERM STRATEGIES TO BE PURSUED BY PSO'S	VIII - 8

TABLES

TABLE V - 1 PSO LEGAL/CONSTITUTIONAL STATUS	V - 3
TABLE V - 2 PSO LEGAL/CONSTITUTIONAL STATUS	V - 5
TABLE V - 3 LEGAL/CONSTITUTIONAL COMPLIANCE	V - 7
TABLE V - 4	

PLANNING, ACCOUNTABILITY AND CONTROL	V - 9
TABLE V - 5 MEMBERSHIP LEVEL AND PROFILE	V - 11
TABLE V - 6 MEMBERSHIP PARTICIPATION AND COMMUNICATION	V - 14
TABLE V - 7 PRIORITIZATION OF PROJECTS, PROGRAMMES AND SERVICES	V - 17
TABLE V - 8 RATING OF PROJECTS, PROGRAMMES AND SERVICES	V - 19
TABLE V - 9 ORGANIZATIONAL AND ADMINISTRATIVE CAPACITY	V - 25
TABLE V - 10 PHYSICAL AND TECHNOLOGICAL RESOURCES	V - 28
TABLE V - 11 FINANCIAL RESOURCES	V - 31
TABLE V - 12 STANDARD OPERATING PROCEDURES AND KEY BUSINESS PROCESSES	V - 34
TABLE V - 13 FINANCIAL MANAGEMENT AND ACCOUNTABILITY	V - 39
TABLE V - 14 EXTERNAL LINKAGES	V - 42
TABLE V - 15 MEASUREMENT AND CLIENT SATISFACTION	V - 48

HOW THIS REPORT IS ORGANIZED

This report is organized in the following manner.

The EXECUTIVE SUMMARY encapsulates the major findings, conclusions and recommendations.

IT IS PRESENTED BRIEFLY IN THIS DOCUMENT AND UNDER SEPARATE COVER IN COMBINATION WITH THE MAJOR MACRO POLICY ISSUES IMPACTING INCREASED PRIVATE SECTOR PARTICIPATION IN THE ECONOMY.

CHAPTER 1: PREAMBLE, is background information. It provides a contextual framework for the project.

CHAPTER II: TERMS OF REFERENCE REVISITED, details the specific outputs expected of the project and by which its success will be measured.

CHAPTER III: METHODOLOGY, sets out the work programme pursued by the consultants in meeting the requirements of the Terms of Reference.

CHAPTER IV: LIMITATIONS, identifies factors beyond the control of the consultants; factors which may impinge on aspects of the work.

CHAPTER V: ANALYTICAL OVERVIEW, presents the main findings emanating from the field work

CHAPTER VI: SUMMARY OF MAJOR ISSUES, Summarizes the major conclusions following on the findings.

CHAPTER VII: RECOMMENDED INTERVENTIONS, crystallizes the elements of a programme of assistance (towards strengthening the PSO's) to be supported by the BEEP Project over the next twelve to eighteen months.

CHAPTER VIII: ACTION AND RESOURCE PLAN, identifies the technical support (level of effort; job specifications etc.) required to implement the recommended interventions.

Specific actions to be taken by the PSO's themselves are also detailed.

CHAPTER IX: RECOMMENDED FOLLOW-ON WORK, is the consultants' professional opinion re: other important, related areas of work to be pursued in future.

0
EXECUTIVE SUMMARY

A. Terms of Reference

The terms of reference require that the Organization Development Consultant:

1. Assess the institutional capacities of five (5) designated PSO's;
2. Analyse options for institutional strengthening;
3. Recommend the most feasible options for a programme of assistance and state the rationale for each recommendation.
4. Prepare a phased technical assistance schedule.

On completion of this consultancy, the target PSO's will:

1. Possess a sharper focus on their respective roles in contributing to the country's economic development.
2. Possess an objective understanding of their institutional, organizational and administrative strengths and weaknesses;
3. Possess a keen appreciation of the actions to be pursued in overcoming weaknesses and threats; to build on strengths and to take advantage of opportunities;
4. Posses a "Blue print" setting out specific actions and time table towards improvement
5. Be more cognizant of the need for collaborations, consultation and partnership among PSO's and between PSO's and government.

B. Methodology

The methodology included actions in five phases, namely:

Phase 1 - Project Design

Phase II - Field Work

Phase III - Workshops

Phase IV - Data Analysis

Phase V - Report Writing

Each of the five PSO's was subjected to a detailed audit of their operations. The

process of enquiry was driven by the following issues:

1. Purpose and Direction of the PSO
2. Governance, Accountability and Control
3. Constituencies and Membership
4. Meetings
5. Projects, Programmes and Services
6. Growth and Change
7. Human Resources
8. Physical, Technological and Material Resources
9. Financial Resources
10. Structure, Systems and Procedures
11. Communication
12. Financial Management
13. External Linkages
14. Monitoring and Evaluation.

A specially designed instrument was developed around the fourteen (14) attributes and used to guide the process.

C. Major Findings

PSO's are generally weak when assessed against fourteen (14) key success factors as summarized in Exhibit 0 - 1

Based on these findings, there are five (5) major needs which apply to all PSO's to varying degrees. These are:

1. The need for focus
 - To define specifically each PSO's future direction.
2. The need for coordination and cooperation
 - To have everyone within a given PSO working together and supporting the organization's goals.
 - To have PSO's working together and speaking with a single voice on issues of national interest in the areas of investment, trade and industrial development.
3. The need for institutional capacity
 - To deliver services which meet members' needs.

Critical Success Factors	Performance Audit Results Number of PSOs Rated			Overall Rating (On a scale of 1 to 5)	
	Satisfactory	Marginal	Poor		
1. Appropriate Legal Status	4		0	1	3.5
2. A Duly Constituted Board	4		0	1	3.5
3. Targeted Clientele	3		1	1	2.9
4. Fiduciary Compliance	1		3	1	2.4
5. Integrity of Systems/Procedures	1		2	2	2.2
6. More than 50% of income is internal	2		2	1	2.8
7. Fixed Business Location	4		1	0	3.9
8. Depth and Breadth of Networking	2		1	2	2.5
9. Sector Representation	1		3	1	2.6
10. Client Satisfaction Systems	2		2	1	2.7
11. Organizational Enablement	0		4	1	2.5
12. Membership Participation	1		3	1	2.5
13. Over 70% of Membership Paid Up	3		1	1	3.1
14. Monitoring and Evaluation	0		4	1	2.5
Overall on a scale of 1 to 5					2.8
(Note: 1-2 Below Standard/Ineffectual; 3 Minimum thresh-hold for satisfactory; 4-5 Meeting Needs/Strongly Positioned PSO Operations)					

4. The need for responsiveness to change
 - To promote innovation and create a new paradigm of public/private sector cooperation.

5. The need for sustainability
 - To ensure a viable and continuously improving organization.

D. Areas for Improvement

Relative to the identified needs, major areas for improvement have been identified. These include the following.

- Institutional formalization;
- Business planning;
- Institutional Strengthening;
- Business process/practice development;
- Team building;
- PSO management know-how;
- Fundraising;
- Consultative processes;
- Financial planning and budgeting;
- Data base management;
- Social marketing.

E. **Recommended Interventions**

Through the present consultancy, PSO's have been offered direct assistance in a number of key areas including the following:

1. Audit of each PSO operation; working together with the management team of each organization to identify strengths and weaknesses;
2. Identifying specific membership needs and strategies to meet these needs;
3. Identifying collaborative and ameliorative processes for PSO's to work together harmoniously;
4. Team building and group dynamics within and between PSO's.

These benefits were imparted to over 40 PSO executives and members, through two

PSO Stakeholders Workshops (organized on a collective basis) and two days spent with each PSO.

PSO leaders are empowered and have been enabled to begin working **now** to improve the efficiency and effectiveness of their organizations. Some specific actions to be taken by PSO's include the following.

1. Campaign to increase membership.
2. Mobilize membership around a community based project.
3. Plan and launch low cost newsletter to share information.
4. Conduct survey of membership needs. Update membership list.
5. Make initial enquiries about registration status. Contact attorney on the requirements for compliance with legal requirements.
6. Visitation with other PSO's.
7. Compile list of NGO's and other low cost/no cost providers of service with whom the PSO could collaborate.
8. Institute committee structure.
9. Formalize/standardize meetings; timing, format, record keeping etc.

There are six (6) sets of recommendations to treat with the areas needing improvement. Additional technical assistance to PSO's in these areas would fast-track their development.

1. PSO Leaders Training

Key Elements:

- a. PSO Governance (Board Level)
- b. PSO Management (Member and staff level)
- c. Consultative/Collaborative Processes

Justification:

- To impart the most updated knowledge, tools and techniques in PSO management.
- To institute a training of trainers programme for on-going improvement of

PSO's.

- To produce a manual of "Good PSO Management Practices" to be used as a referral document of standardized management practices.

2. PSO Business Plan Development

Key Elements:

- a. Social Marketing Plan
- b. Service Development and Delivery Plan
- c. Institutional Linkages
- d. Organization Plan
- e. Administrative Plan
- f. Capital Improvement Plan
- g. Sustainability Plan
- h. Financial Plan

Justification:

- To align PSO's with the requirements of their members.
- To determine the required capacity to meet the defined needs.
- To acquire the resources required to build and maintain the required institutional, administrative and organizational capacity.

3. PSO Standard Practice Procedures

Key Elements:

- a. Personnel Administration
- b. Performance Evaluation
- c. Documentation
- d. Approval of expenditures
- e. Budgeting
- f. Meetings etc.

Justification:

- To move away from ad-hoc approach to managing PSO's.
- To establish a basis for effectively measuring performance.
- To provide a basis for training staff.

4. Legal and Constitutional Assistance

Key Elements:

- a. Registration of PSO's
- b. Constitutional Amendments

Justification:

- Need for PSO's to be properly registered, consistent with recently changes to the Companies Act of Guyana.

- Need for constitutional provisions to be updated to reflect today's social and economic realities.

5. Development of Consultative and Advisory Structures

Key Elements:

- a. Programme Review and Advisory Committee (PRAC)
 - Comprised of PSO representatives for the purpose of preparing agenda of issues as part of collaborative process.

- b. Joint Committee for Private Sector Investment
 - Comprised of private and public sector partners for the purpose of receiving agenda of issues submitted by PRAC and inputting these to the Parliamentary decision making apparatus.

Justification:

- The need for a democratic process into which all players can feed their ideas.

- The need for partnership between public and private sector.

- The need for a streamlined process the channel ideas to central government.

- The need for an interim consultative and decision making process until the PSC is able to assume this role.

6. Familiarization Tours

Key Elements:

- a. Benchmarking of overseas PSO's
- b. Twinning with overseas PSO's

Justification:

- Importation of best practices from successful PSO's to shorten the time frame for strengthening local counterparts.
- Need to overcome years of isolation and low level of activity.
- Need for a process that will be continuous in its impact on PSO's improvement plans.

F. Conclusion

PSO's will need technical assistance and financial support to implement these interventions. A detailed action and resource plan is included in the body of the report.

I - 0
PREAMBLE

Guyana's private sector organizations are individually and collectively set for major repositioning, driven by several important factors.

The driving forces for change include the following:

Government's stated intention to and initiative towards providing the correct policy environment for companies and individuals (micro, small, large) in the private sector to increase their level of investment in the economy.

The globalization of trade, the main feature of which is the possibility of producing a product anywhere, using resources from anywhere, by a company located anywhere, to be sold anywhere.

Increased competition for local and world markets, driven by:

- the removal of trade barriers;
- deregulation and globalization of financial markets;
- advances in computer, telecommunications and other forms of technology.

The pressure on the productive sector TO REDUCE cost and increase efficiency through the adoption of modern business practices, improved processes and the introduction of the new technologies.

The prospects appear daunting for countries at the stage of economic development as Guyana, until one explores and is convinced of the truism in the following paradox postulated by John Naisbett in his widely acclaimed book, Global Paradox.

"The more economies of the world integrate, the less important are the economies of countries (per se) and the more important are the economic contributions of individuals and individual companies."

In this context, the empowerment of the private sector (formal and informal) as the engine of growth becomes the critical development issue.

There is a real and immediate need for the private sector of Guyana:

1. to conceive a clear vision of the future - to understand the largeness of the role it is expected to play and the attendant responsibilities it must accept;
2. to articulate in as clear and non-conflicting a voice as possible, the agreed vision and the requirements for achieving it;
3. to adopt a position of strength (through unity) in seeking to influence the implementation

of structural reforms such as privatization, trade, liberalization and tax reform as well as the creation of capital markets;

4. to build partnerships with government, the international community; local groups and the citizenry on the basis of trust, respect and mutual interest;
5. to achieve the required robustness to withstand global competition, to meet customers' needs and to generate profit.

The private sector organizations of Guyana are indispensable to the economic transformation/development process, but are currently failing to fully discharge their mandate.

The failure stems from systemic and other weaknesses which can be largely grouped into two categories, namely

1. internal resource and relationship problems, and
2. external interface and intra-group problems.

At a recently held workshop at which the leadership of seven (7) of Guyana's private sector organizations was represented, there was general consensus on the following issues:

1. the private sector represents diverse views and interests - views and interests which are pursued in isolation by the various private sector organizations and by individual members within each organization;
2. the present approach being pursued by private sector organizations has led to fractioning of the private sector, so that each private sector organization operates on its own and in isolation of other similar organizations;
3. the desired approach is one where the private sector organizations each remain autonomous but work as a closely knit group with a unified position and coordinated strategy relative to the major issues.

Participants at the workshop, identified a number of root causes giving rise to the internal resource and relationship weaknesses and the external interface and intra-group weaknesses.

The main root causes of private sector organizations' inter/intra-group relationship problems are summarized below and in Exhibit I - 1.

1. Poor communication infrastructure/linkages; not enough opportunity and mechanisms

to get together to share ideas and information.

2. A PSO will sometimes support an economic activity (eg. gold mining in "protected" areas) which affects the interest (eg. eco-tourism) of another PSO.
3. Absence of fraternal relationship; lack of unity.
4. Lack of trust in each others ability to influence government decisions; No confidence in each other and what each has to offer.
5. Umbrella organization jealousies; unequal access to umbrella organization etc.
6. Competition for the same resources.
7. PSO not outspoken about their needs or their programmes; they do not canvass the support of the wider community.
8. Conflicting objectives, constitutional arrangements and requirements etc.
9. Individualism and lack of general concern for the common good.
10. Opposing views on some issues; Difficulty in reaching consensus; Conflicting advocacy on services vs. manufacturing.
11. Too many people in the same business, who may be direct competitors in a small market.

The main root causes of private sector organizations' internal resource, relationship and capacity problems are summarized below and in Exhibit I-2.

1. Conflict of interest among members.
2. Poor interpersonal relationships; lack of cohesion.
3. High crime rate keeps people away from meetings.
4. Lack of proper structure for helping membership.
5. Interest of membership not being maintained.
6. Membership is not representative of the diverse business interest.
7. Lack of commitment among membership.

8. Rushed, ineffective PSO Board meetings; Lack of brainstorming on important policy/operational issues.
9. Inability to attract members; Prospective members do not perceive how the PSO can help them.
10. Deficiencies in human resources (eg. skills to do project/proposal preparation).
11. Fragmented leadership; lack of focus, direction and vision.
12. Poor management skills.
13. Advocacy not based on solid research.
14. Lack of finances to provide training, technical assistance and encouragement.
15. Lack of physical resources; lack of proper functioning secretariat.
16. Lack of information and data on business in the community and on members.

The challenge is to overcome these deficiencies; to have each private sector organization fully operational with the capacity, capabilities and linkages to effectively lobby on the behalf of the membership and to provide direct assistance that meets their specific needs; to mobilize the resources required to support operations and programmes, and to participate in a consultative and collaborative process with private sector and public sector partners.

EXHIBIT 1 - 1

EXHIBIT 1 - 2

II - 0
TERMS OF REFERENCE REVISITED

The goal of the Building Equity and Economic Participation (BEEP) project is expanded economic opportunities for the urban and rural poor.

Specific indicators of goal achievement include:

1. increased value of non-traditional exports;
2. increased private sector contribution to GDP;
3. increased private sector employment, and
4. increased equitableness in the distribution of income.

The private sector organizations are central to the achievement of the BEEP project objectives. A key outcome from the project interventions and activities will be PSO's that exhibit the following attributes and characteristics:

- broader based representation;
- inclusive rather than exclusive approach to increasing membership; towards decision making on the key issues etc.
- ability to articulate the requirements of the various constituencies in a cohesive and coherent manner;
- ability to effectively and collectively participate in national and sectoral policy formulation and implementation processes.

The BEEP project has as a major assumption: GOG's maintenance (overtime) of its market led economic policy framework. It is acknowledged that important achievements along this path have been accomplished. At the same time there remains "outstanding regulatory and policy constraints which are adversely inhibiting their expanded participation in Guyana's economic development through business investments required to stimulate output, income and employment levels".

Although the private sector organizations and their constituents are impacted in varying degrees by government's policy initiatives (or the lack thereof), BEEP's informed position is that there needs to be "closer collaboration among seven organizations that are representative of the private sector for the purpose of arriving at consensus on the major constraints inhibiting their businesses, the priority accorded each constraint, and strategies for working together to constructively influence change for the benefit of the Guyanese economy as a whole".

The seven PSO's are:

The Private Sector Commission of Guyana (PSC)

The Consultative Association of Guyanese Industry (CAGI)

The Georgetown Chamber of Commerce and Industry (GCCCI)

The Guyana Manufacturer's Association (GMA)

The Tourism Association of Guyana (TAG)

The Berbice Chamber of Commerce and Development Association (BCCDA)

The Linden Chamber of Commerce (LCC)

Of these organizations, there are five which have been highlighted by previous study as being in urgent need of support for institutional strengthening to enable them to represent their members effectively and make a sound contribution to the process of planning and implementing the remedies recommended to enhance the regulatory and policy environment for private investment. The five designated PSO's are, namely:

GCCI;
GMA;
TAG;
BCCDA, and
LCC.

Specifically, the terms of reference require that the Organization Development Consultant:

1. assess the institutional capacities of the five PSO's;
2. analyse options for institutional strengthening assistance to enable them to perform more effectively their advocacy role and business information and technical service functions;
3. within the context of possible improved coordination with the PSC and CAGI, recommend the most feasible options for a programme of assistance and state the rationale for each recommendation;
4. prepare a phased technical assistance schedule with well defined outcomes, indicative timing and duration of each phase.

On completion of this consultancy the target PSO's will:

1. possess a sharper focus on their respective role in contributing to the economic well being of their members, the community and the nation;
2. possess an objective understanding of their institutional, organizational and administrative strengths and weaknesses;
3. possess a keen appreciation for the need to mobilize resources, social market and take other necessary and prudent actions to overcome weaknesses and threats and to create opportunities for their membership;
4. possess a "blue print" setting out specific actions and time table towards implementing an improvement strategy overtime;
5. be more cognizant of the need for collaboration and consultation with and between PSO's in articulating a coherent set of policies for the repositioning of the private sector as the engine of growth.

The next section sets out a methodology designed to meet the requirements of the terms of reference.

III - 0
METHODOLOGY

A comprehensive work plan was pursued, working through a deliberately tailored process. The major phases of the work plan and process are detailed below.

Phase I: Project Design

The project design phase included several steps.

Step 1 involved interaction with counterpart private sector organizations in Jamaica, to establish the basis for a limited benchmarking exercise. This work was undertaken prior to the consultants arriving in Guyana. The Guyanese PSO's and their Jamaican counterparts are listed below.

	Guyanese PSO's	Jamaica Counterpart PSO's
1.	Consultative Association of Guyanese Industry (CAGI)	Jamaica Employers Federation (JEF)
2.	Private Sector Commission (PSC) (PSOJ)	Private Sector Organization of Jamaica
3.	Tourism Action Group (TAG) (JHTA)	Jamaica Hotel and Tourism Association
4.	Guyana Manufacturers' Association (GMA)	Jamaica Manufacturers' Association (JMA)
5.	Berbice Chamber of Commerce and Development Association (BCCDA)	Jamaica Chamber of Commerce (JCC) - Kingston Chapter
6.	Guyana Chamber of Commerce and Industry (GCCCI)	
7.	Linden Chamber of Commerce, Industry and Development (LCCID)	

From the interaction with the Jamaican PSO's the following preliminary information was gleaned:

- organizational objectives;
- structure;
- governing principles, rules and regulations;
- governance and management;
- external linkages;
- membership participation mechanisms.

This pre-project work was important in identifying the critical success factors relative to private sector organizations and hence the areas of inquiry for the Guyana fieldwork.

Step 2 involved development of a Table of Contents for the final report, matched to the specific outputs identified in the terms of reference.

By taking this step in the initial phase, the consultants had the benefit of a blue print to guide their actions.

Phase II: Field Work

The field work included a number of important steps.

Step 3 involved the review of profiles and other information submitted by the private sector organizations.

Step 4 involved meeting with BEEP personnel for briefing on the seven private sector organizations and with specified government agencies (eg. Ministry of Trade, Tourism and Industry and GEPC) which relate directly to the private sector.

Step 5 involved design of the survey and interview instruments to guide the research effort. A comprehensive instrument was developed for the private sector organization survey component; covering the critical aspects such as structure, finance and membership (See X, APPENDIX).

Step 6 involved actual visitations with private sector organizations. Each organization was visited twice. The first visit yielded an overview of the organization, its broad goals and operating parameters. The second visit took the form of a workshop to produce detailed information and data on the functioning and resource needs of the private sector organization. The second visit was, in effect, an operations audit that was designed to deliver useful assistance and guidance to respective PSO's.

The individuals interacted with included the following:

Name of Organization and Address	Executives and Members
The Private Sector Commission 157 Waterloo Street, Georgetown	Mr. Manniram Prashad, President Mr. David Yankana, Director Mr. Peter Tomlinson, EU Consultant Mr. Carl Sylvester Mr. Anthony Durgan Mr. Jerry Gouveia Mr. Dehanraj B. Singh Ms. Mona Bynoe
Guyana Manufacturers' Association 157 Waterloo Street, Georgetown	Mr. Mohabir Singh, President Mr. Mohammed Ally, Vice-President for Institutional Strengthening Ms. Jocelyn Dow, Vice-President for Natural Resources and Environmental Protection Ms. Inge Nathoo, Executive Secretary Mr. Christopher Ram Mr. Norman McClean Mr. Clem Duucdu
The Consultative Association of Guyanese Industry Ltd. 157 Waterloo Street, Georgetown	Mr. Carl Sylvester, Vice-Chairman Mr. David Yankana, Executive Director

Name of Organization and Address

Executives and Members

The Georgetown Chamber of Commerce
& Industry (Inc)
156 Waterloo Street, Georgetown

Mr. Manniram Prashad, President
Mr. Dev Sharma, Senior Executive Officer
Mr. Mark Harris
Mr. Motee Singh
Mr. R. Chandra
Mr. Ignatius Ramkissoon (Accountant)

The Tourism Association of Guyana
(TAG)
157 Waterloo Street, Georgetown

Mr. Gerry Gouveia, President
Ms. Collette Stayers, Executive Director
Mr. Barry Curran
Mr. Tony Throne

The Linden Chamber of Commerce and
Development, Linden

Mrs. Gillian Persuad,
Mr. Kent Vincent
Mr. Orrin Gordon
Ms. Vivienne Munroe
Mr. Kenneth Simmonds
Mr. Cyrus Nicholson
Mr. James Adams

The Berbice Chamber of Commerce and
Development, Church View, New
Amsterdam

Mr. Bhookmmohan, President
Mr. Herman Vieira, Executive Officer
Mr Dilip Singh
Mr. Surendra Mohabir
Mr. Rameshs Naujh

Phase III: Workshops

Two workshops were designed into the process to serve as consultative mechanisms to:

- elicit feed-back and information from the key players;
- achieve buy-in to and ownership of the process; and to
- perform relativity and relevance checks on information gleaned from the process.
- yield specific benefits in team building and consensus seeking to participants.

Step 7 was a Stakeholders Workshop held among leaders of seven private sector organizations.

Step 8 was a Private Sector/Public Sector Consultative Workshop held among the leaders of seven private sector organizations and leaders from the public sector.

Phase IV: Data Analysis

This phase involved one major step.

Step 9 involved the pulling together of information and analysis of data to arrive at conclusions and recommendations.

Phase V: Report Writing

The final step, Step 9, involved production of a report setting out all findings, recommendations and action plans.

This document represents the final output from the project.

IV -0
LIMITATIONS

There are several limitations which must be taken into consideration when interpreting and drawing conclusions from findings of the study.

The most significant limitations are set out below.

1. The terms of reference are ambitious given the allotted time for the project. Although an exhaustive schedule of interviews was pursued, given more time there were other sources which the consultants may have wished to explore for verification purposes.

The period of time following the last event (Public Sector/Private Sector Consultative Workshop) was also constrained, forcing the consultants to restrict their analysis to the data already in hand and eliminating meaningful opportunity for pre-implementation work.

2. There is a dearth of data, statistics, records or other documentary evidence pertaining to the work of government and private sector organizations. For this reason, there has been heavy reliance on primary sources via the interview process. A necessary assumption is that the opinions and other information gleaned from the interview process, fairly and accurately reflect the actual situation being described or analyzed.
3. In most instances the interactions with public sector agencies involved 1-2 persons and with private sector organizations 3-5 persons. These groups may not be representative of the larger bodies. Particularly with the private sector organizations, every effort was made to influence the make up of the groups and thus ensure the opinions expressed are reflective of the broader views held by the general membership.
4. The terms of reference, placed the Private Sector Commission and the Consultative Association of Guyanese Industry outside the scope of the project, in so far as institutional strengthening is concerned. Both organizations are integral to the role envisaged for private sector organizations in the country's economic development programme and so their exclusion is a variable that may have to be contended with.
5. There are a number of other organizations which interface with; support and sometimes compete with private sector organizations. Non-Government Organizations (NGO's) and Commodity Boards are two such organizations. An assessment of the impact of these and other such organizations on the work of private sector organizations was excluded from the current study.

V - 0
ANALYTICAL OVERVIEW

The analytical overview is based on information and data gleaned from direct interface with a cross-section of the membership of each PSO.

A specially designed process of enquiry was pursued to assess PSO's in the critical dimensions relative to organizational efficiency and effectiveness.

The dimensions are:

- V.1 Purpose and Direction
- V.2 Governance, Accountability and Control
- V.3 Constituencies and Membership
- V.4 Meetings
- V.5 Projects, Programmes and Services
- V.6 Growth and Change
- V.7 Human Resources
- V.8 Physical, Technological and Material Resources
- V.9 Financial Resources
- V.10 Structure, Systems and Procedures
- V.11 Communication
- V.12 Financial Management
- V.13 External Linkages
- V.14 Monitoring and Evaluation

A specially designed instrument was developed around the fourteen (14) attributes and used to guide the process of enquiry (See Appendix X).

The results of that process are presented in summary form below for the five target PSO's.

V.1 Purpose and Direction

The objectives of this phase of the assessment are to determine:

- a. the legal status of PSO's with respect to their registration;
- b. the ownership structure in terms of whether the PSO is an organization limited by share or guarantee; profit making or not for profit; government or non-government etc;
- c. the soundness of the constitutional provisions and foundation principles;
- d. the clarity of vision, mission and supporting actions to be pursued.

Tables V - 1 and V - 2 set out the findings.

- All PSO's with the exception of BCCDA are legally registered. The Linden Chamber is in possession of a Memorandum and Articles of Association prepared in its name but without the approving signatures, authorization stamp or a date. Whether the registration process was completed needs to be verified.
- The registered PSO's enjoy the status of companies limited by guarantee. They are basically not-for-profit organizations which reinvest all proceeds in their operation and in the development and delivery of programmes to meet the needs of subscribers.
- It should be noted that the Companies Act of Guyana has been recently changed to remove this form of ownership i.e. companies limited by guarantee; hence the need for PSO's to up-date their registration.
- Being companies limited by guarantee, the registered PSO's are in possession of Memorandum and Articles of Association which set out the objectives, governing principles, rules and regulations for the PSO. GCCI is in possession of an Article of Incorporation, raising doubts about the nature of its registration. However, it is clear that GCCI enjoys a not-for-profit status as a Business Advisory organization.

TABLE V - 1**PSO LEGAL/CONSTITUTIONAL STATUS**

LEGAL/CONSTITUTIONAL ISSUES	BCCDA	GCCI	GMA	LCCID	TAG
1. Legally registered?	N	Y	Y	V	Y
a. Company limited by guarantee?	N/A	Y	Y	V	Y
b. Company limited by share capital?	N/A	N/A	N/A	N/A	N/A
c. Other form of registration?	N/A	N/A	N/A	N/A	N/A
2. Is the PSO governed by a.....	Y	N/A	N/A	N/A	Y
a. Constitution/Charter?					
b. Memorandum and Articles of Association?	N	N	Y	Y	Y
c. Other foundation document setting out goals, objectives and governing principles?	N/A	Y	N/A	N/A	N/A
KEY:	Y - Yes N - No V - Verification required N/A - Not Applicable				

- In addition to its Memorandum and Articles of Association, TAG possesses a written constitution which elucidates its goals, objectives and membership requirements.
- The foundation documents of the PSO's (with the exception of TAG which did not make a copy available) were analyzed using comparable documents for counterpart Jamaican organizations as benchmarks.

Table V - 2 identifies the major provisions assessed.

On a rating scale where:

4-5 represents issue fully dealt with
3 issue particularly dealt with
1-2 issue not dealt with

.....the following average ratings of the foundation documents were attained:

BCCDA	-	3
GCCI	-	4
GMA	-	4
LCC	-	5

- This, it should be pointed out, is not an assessment of the relevance or appropriateness of the constitutional provisions to current circumstances but rather an assessment of the completeness of the provisions compared to that of the benchmark organizations.

In general, the conclusion is that the PSO's are well served (BCCDA to a lesser degree than the others) in the area of their constitutional framework and the legitimacy of their organizations but with a question as to currency of the existing documentation.

TABLE V - 2

PSO LEGAL/CONSTITUTIONAL STATUS

LEGAL/CONSTITUTIONAL PROVISIONS	BCCDA	GCCI	GMA	LCCID	TA G
Areas covered by the Constitution/Articles etc:					
a. Objects	2	4	2	4	4
b. Liability of members	3	5	5	4	N/A
c. Members	3	5	5	5	3
d. Meetings					
- General Meeting	3	5	5	5	N/A
- Council Meeting	4	5	5	5	N/A
e. Quorum	5	5	5	5	N/A
f. Voting/Election	3	4	3	4	N/A
g. Officers/Council Structure	3	5	3	5	N/A
h. Records/Minutes	3	5	4	5	N/A
i. Fees/Subscription	3	5	5	5	N/A
j. Committees	4	5	3	5	N/A
k. Bank Accounts	2	4	3	4	N/A
l. Borrowing Powers	1	3	3	4	N/A
m. Notices	5	4	4	5	N/A
n. Dispute Resolution	3	3	3	5	N/A
o. Financial Provisions	3	4	4	4	N/A
p. Authority to Act/Powers of the Council	4	4	5	5	N/A
q. Winding Up	3	4	3	5	N/A
r. Resignation/Expulsion/Suspension	4	5	3	5	N/A
KEY:	Fully dealt with		4 - 5		
	Partially dealt with		3		
	Not dealt with		1 - 2		
	Not Available		N/A		

- For the most part, the constitutional provisions are dated, going back many years. The PSO's have all failed to develop mission and vision statements to stay current with the present circumstances and which would provide the push for development of their programmes and services. They are primarily pushed by a desire to remain in compliance with the constitution which is static.

This is a wrong use of the constitution. There is need for dynamic planning methods and processes to be pursued within the parameters defined by the constitution.

V.2 **Governance, Accountability and Control**

The objectives of this phase of the assessment are to:

1. establish the quality of statutory governance in each organization;
 2. establish the degree to which there is (or is not) a basis for accountability relative to performance;
 3. establish whether there is a basis for exercising control over the organization's future.
 4. determine the level of compliance between what is set out in the constitution, work plans etc. and what the PSO actually does.
- All PSO's, with the exception of LCC, have a duly constituted governing body consistent with the requirements of the respective constitutions.
 - The evidence is that BCCDA, GCCCI, GMA and TAG have adhered to the governing principles in the conduct of important aspects of their business such as:
 - the holding of elections;
 - the recruitment, selection, confirmation and categorization of members;
 - the setting of membership dues, and
 - the exercise of authority over decisions and authority.

Table V - 3 gives the pertinent rating of PSO's in this aspect.

- LCC is in violation of its own constitutional provisions. Governance is exercised by a loosely constituted body of interested business persons, chaired by one of their numbers.

TABLE V - 3

LEGAL/CONSTITUTIONAL COMPLIANCE

ACTIVITIES	BCCDA	GCCI	GMA	LCCID	TA G
<p>Are constitutional requirements routinely met in</p> <p>a. the holding of elections to select the executive?</p> <p>b. the recruitment, selection and confirmation of members?</p> <p>c. the categorizing of members and setting of membership dues?</p> <p>d. decision making and the allocation of resources?</p>	<p>5</p> <p>3</p> <p>3</p> <p>3</p>	<p>5</p> <p>3</p> <p>4</p> <p>4</p>	<p>5</p> <p>4</p> <p>4</p> <p>3</p>	<p>2</p> <p>1</p> <p>1</p> <p>2</p>	<p>4</p> <p>V</p> <p>3</p> <p>4</p>
<p>KEY:</p>	<p>Fully in compliance 4 - 5</p> <p>Partially in compliance 3</p> <p>Not in compliance 1 - 2</p> <p>Needs verification V</p>				

- Other than the constitutional provisions, none of the PSO' possess a clear policy on accountability. Governance is exercised through the Board, Executive or Council (as the case might be) with annual reporting to the membership. The evidence (such as derived from a review of minutes of AGM) does not suggest strong accountability of PSO's to their wider membership.
- PSO's do not currently plan their work programme in a deliberate and objective manner. In fact, none of the PSO's were able to present a plan of any sort outside of the budget. Without such a plan it is virtually impossible to establish proper controls, a basis for measurement of performance or to hold executives and staff accountable for the quality of their stewardship (Table V - 4).
- PSO's lack the basic information, data and statistics on their members, communities and the country to effectively plan. In the main, PSO's are reactionary and do not have a culture of assessing the performance of executives (or the organization) against stated goals and objectives.

Without such an approach there is no sound basis on which to elect persons offering themselves for office or even to determine the specific role and functions to be fulfilled by executive members and staff during their tenure.

V.3 **Constituencies and Membership**

The objectives of this phase of the assessment are to determine:

1. the membership composition of PSO's;
2. the level of representation achieved through membership, and
3. in general, the membership strength of PSO's.

There is no more telling data about the effectiveness of an organization in meeting needs or its ability to mobilize resources than membership. Table V - 5 sets out the data for the five (5) PSO's.

The membership of the target group of PSO's number 21 to 145. With the exception of Linden Chamber (LCC), the member count can be deemed to be true and accurate.

- Active or paid up members constitute a low of 14% for LCC and a high of 100% for GCCI.

TABLE V - 4

PLANNING, ACCOUNTABILITY AND CONTROL

MAJOR ISSUES	BCCDA	GCCI	GMA	LCCID	TAG
1. Has the PSO surveyed/evaluated the needs of its members?	N	Y	N	N	N
2. Does the PSO have basic information on its members?	N	N	Y	N	N
3. Does the PSO possess data on the economic, social and demographic variables	N	Y	Y	N	Y
4. Does the PSO have a work plan matched to the needs?	N	N	N	N	N
1. Is the PSO accountable for its actions to the various interest groups.....					
a. members?	Y	Y	Y	N	Y
b. interfacing organizations (eg. PSO)	N	N	Y	N	Y
c. donors?	N/A	N/A	N/A	N/A	Y
6. Who controls the PSO.....					
a. Executive/Council/Board ?	Y	Y	Y	Y	Y
b. Members?	N	N	N	N	N
c. Donors	N/A	N/A	N/A	N/A	N
7. Does the PSO have a clear policy on accountability relative to its mission and the needs of its members?	N	Y	Y	N	Y
8. Has the organization grown in recent years	Y	Y	N	N	Y

- There is a low representation of females in PSO's; averaging between 3% AND 20%. Note that the figure for TAG is inflated by the number of spouses who jointly own and run businesses.
- PSO's reflect a definite focus in terms of their membership make up. GCCCI, GMA and TAG are the corporate bodies with 74%, 100% and 80% corporate members respectively.

BCCDA and LCC both have community development mandates and are located outside the capital city. They have a high percentage of single proprietorship among their membership (64% and 80% respectively).

- Size of individual member's operation is measured along two dimensions, namely: number of employees and gross income. The majority of members for LCC and BCC are small or micro businesses with less than twenty employees (90% and 86% respectively). Conversely, GCCCI, GMA and TAG have larger enterprises among their membership (95%, 70% and 50% respectively, having more than twenty employees).
- It follows that the measure of income would yield modest levels for BCCD and LCC (50% and 40% respectively, earning below GD\$5 million p.a.). However, unlike Linden which is economically depressed, Barbice has members with substantial resources; 30% of their members earning above GD\$20 million p.a. The corresponding figures for GCCCI, GMA and TAG are 30%, 60% and 50% (respectively) earning above GD\$20 million p.a.
- The membership of GCCCI, BCCDA and LCC are widely dispersed among the sectors, since these organizations are inclusive in their orientation. TAG is heavily into services with almost all of its members belonging to the tourism and entertainment sub-sectors. The membership of GMA is largely from manufacturing and allied fields with only a few from services.
- All PSO's have a mailing list of members. The mailing lists are said to be updated and are done in sufficient detail to make contact by post, bearer, telephone or fax possible.
- All PSO's, with the exception of LCC, possess membership application forms. The information collected on these forms is basic. The reason given is that individuals are reluctant to divulge sensitive information but the forms themselves need to be redesigned.

TABLE V - 5**MEMBERSHIP LEVEL AND PROFILE**

	BCCDA	GCCI	GMA	LCCID	TAG
a. Membership Number:					
- Total	85 (100%)	145	107	21	42
- Active (Paid Up)	45%	100%	82%	14%	95%
b. Membership by Sex					
- Male	97%	90%	90%	85%	80%
- Female	3%	10%	10%	15%	20%
c. Membership by Ownership Type					
- Proprietorship (Owner/Mgr)	64%	26%	-	80%	5%
- Corporation	36%	74%	100%	20%	95%
d. Membership by Employee Complement					
- Below 5	50%	5%	22%	30%	20%
- 5 to 20	36%		18%	60%	30%
- 21 to 50	8%	10%	21%	10%	
- Above 50	6%	85%	39%	-	50%
e. Membership by Gross Income					
- Under \$5m p.a.	50%	70%	40%	5%	0%
- \$5m to \$20m p.a.	20%			80%	50%
- \$20m to \$50m p.a.	10%	15%	50%	15%	
- Above \$50m p.a.	20%	15%	10%	-	50%
f. Membership by Sector					
- Agriculture/Farming	11%	1%	-	5%	-
- Manufacturing/Processing	8%	16%	71%	30%	7%
- Mining	2%	2%	9%	30%	-
- Construction & Eng.	5%	-	5%	-	-
- Trade/Commerce	38%	49%	10%	25%	10%
- Services	38%	32%	5%	40%	83%

A general assessment is that the PSO's, without exception, have only scraped the surface in terms of potential membership. As such, the membership at this time is not fully reflective of the constituent groups in the business community. A major drive to increase members is needed by all PSO's.

V.4 Meetings

The objectives of this phase of the assessment are to determine:

1. the frequency with which meetings are held by PSO's;
2. the level of membership participation achieved through meetings;
3. whether meetings are properly serviced; guided by formal procedures and protocol etc.

For all the PSO's, meeting are the major medium through which the ideas and requirements of members are tapped and through which Executive accountability is enforced.

An opportunity did not present itself for actual PSO meetings to be observed but the following determinations were made coming out of the interview process and a review of documentation such as minutes.

- All PSO's hold regular statutory meetings of the Board, Executive or Council; usually once per month or in the case of TAG, once per week during the period of this survey. (Table V-6)
- General members meeting are held less regular, usually once per year, in the case of TAG, once per month in planning for a recently concluded sales blitz.
- Examination of the records revealed that for the PSO's, the last meetings held were as follows:

	Executive Meeting	Annual General Meeting	Special General Meeting
BCCDA	Oct. `96	March `96	None
GCCI	Sept `96	March `96	None
GMA	Sept. `96	Dec. `96	None
LCCID	Oct. `96	-	None
TAG	Oct. `96	Nov. `95	Oct. `96

- All PSO's, with the exception of LCC, send out notices as required by the constitution.
- All PSO's, with exception of LCC, prepare and circulate meeting agenda ahead of meetings.
- All PSO's, with the exception of LCC, prepare and circulate minutes after each meeting.
- All PSO's follow the constitutional guidelines for the holding of meetings. The President, Vice President or their designee is the person clearly in charge at meetings.
- Rules of quorum are applied at meetings as required by the respective constitutions.
- All PSO's, including LCC, have a designated place to hold meetings and a designated individual who services the meetings.
- The average attendance at meetings ranges from 50% to 90% for EXECUTIVE meetings and 40% to 90% for general meetings.
- The minutes taken at meetings are of variable quality and do not demonstrate a high level of participation or critical questioning by members or observance of protocol.
- Membership participation through meetings, is rated almost non-existent for LCC; average for GMA, minimal for BCCDA; minimal for GCCCI; good for TAG.

TABLE V - 6

MEMBERSHIP PARTICIPATION AND COMMUNICATION

	BCCDA	GCCI	GMA	LCCID	TAG
1. Does the PSO.....					
a. possess an up to date mailing list of members?	Y	Y	Y	Y	Y
b. hold regular/scheduled meetings of the membership?	Y	Y	Y	N	Y
c. prepare and circulate meeting agendas?	Y	Y	Y	N	Y
d. prepare and circulate minutes?	Y	Y	Y	Y	Y
e. publish and circulate a bulletin, newsletter etc.?	N	Y	N	N	N
2. Average attendance at.....					
a.Executive/Council meetings	65%	75%	50%	65%	90%
b.Members meetings/AGM	80%	90%	40%	N/A	80%
3. Membership participation rating	2	2	3	1	4
KEY:	M - Marginal/Minimal 1 - 2 A - Average 3 G - Good 4 - 5 N/A - Not Applicable				

V.5 Projects, Programmes and Services

The objectives of this phase of the assessment are to determine:

1. the priority intentions of PSO's with respect to projects, programmes and services;
2. the correlation between intentions and the actual delivery of projects, programmes and services;
3. the impact of projects, programmes and services on members and the community.

PSO leaders identified nine (9) major areas in which their organizations seek to offer projects, programmes and services. These are:

- Advocacy;
- Brokering/promotion of services;
- Business information services;
- Research activities;
- Technical assistance;
- Training;
- Participation in sectoral planning and policy making;
- Standards/business practice facilitation and promotion;
- Social/Community work.

The PSO leaders and members were asked to prioritize the various programmes and services consistent with the objectives of the PSO and the expectations of members (See Table V - 7).

- Advocacy was the only service given a high priority by all PSO leaders and members. PSO's are essentially organized to give expression to their members views on a range of issues; to promote their interests (commercial and otherwise) and to influence the flow of resources, the making of policies etc. in a manner beneficial to members.
- Brokering/promotion of business opportunities is given a high priority by all PSO's with the exception of GMA which rates it moderate. The service is geared towards providing opportunities for members to show-case their goods and services to potential buyers; towards creating opportunities for joint ventures and other types of partnerships, and towards leveraging of resources, services etc. between two or more partners.
- Business information services is again given a high priority by all PSO's with the exception of GMA. The service includes providing access to data bases and other information sources; providing industry and sector specific data for investment and/or

project feasibility analysis; answering queries of a general nature from third parties.

- Only BCCDA places a high priority on research activities. Berbice feels it is isolated from the capital city and so must involve itself in actual research activities to feed information to its own data base.
- Only GMA places a high priority on providing technical assistance services to members. The GMA feels manufacturing is under threat from low cost imports and consequently hands-on assistance in the re-design of production processes etc. must be a core service offered by the organization. LCCID on the other hand places a low priority on this service as the location is losing its industrial base, shifting to mercantile/trading activities with less need for direct technical assistance.
- Providing training for members is given a high priority by all PSO's except GCCCI which rates it moderate. The GCCCI is of the opinion that training services can be accessed through CAGI or directly from other sources by members. The general consensus among the other PSO's is that they need to be involved in the delivery of sector-specific or process related training to their members and that CAGI's service offerings could be in competition if there is no collaboration.
- Participation in sectoral planning and policy making is seen primarily as an activity carried out at the level of local, regional or central government, leading to changes in legislation, incentives, policies etc. affecting businesses. All PSO's with the exception of BCCDA give a high priority ranking to this activity.
- Standards/business practice facilitation and promotion is a service geared towards inculcating good business practices among members as well as an appreciation for standards in all aspects of the business. BCCDA, TAG and GCCCI give a high priority to this service. TAG, in particular, is involved in developing standards for the tourism sector.

BCCDA and LCCID describe themselves as community development institutions. TAG, although not community based, is of the opinion that tourism development and promotion is served best by an interest in what takes place at the community level. For example, deforestation and the burning of trees to make charcoal are directly related to economic and social variables within communities. From a different perspective, the three PSO's give the highest priority to social and community work.

TABLE V - 7**PRIORITIZATION OF PROJECTS, PROGRAMMES AND SERVICES**

PROGRAMMES AND SERVICES	BCCDA	GCCI	GMA	LCCID	TAG
1. Advocacy	H	H	H	H	H
2. Brokering/Promotion of Opportunities	H	H	M	H	H
3. Information Services	H	H	M	H	H
4. Research Activities	H	M	M	M	M
5. Technical Assistance	M	M	H	L	M
6. Training	H	M	H	H	H
7. Participation in Sectoral Planning and Policy Making	M	H	H	H	H
8. Standards/Business Practice Facilitation and Promotion	H	H	M	M	H
9. Social/Community Work	H	M	M	H	H
KEY:	Level of priority assigned: H - High M - Moderate L - Low				

- Matched against their programme and service intentions, PSO's have generally failed to deliver consistent and value-added services to members over the last twelve months.

Table V - 8 rates projects, programmes and services based on the level of priority and the frequency/impact attendant to their delivery.

- All PSO's are delivering (to a degree) some of their priority programmes and services. Linden is at a very low level in the delivery of programmes and services; TAG is highly active and involved; Berbice is active at the local level in advocacy but little else; GCCCI is active in advocacy, information services (of a general nature) and participation in sectoral planning; GMA is active in sectoral planning.
- Despite the indifferent performance (Table V - 8) all PSO's have managed to deliver useful high profile projects, programmes and services in the last twelve months. A sampling of these is presented below.

LCC	<p>ADVOCACY</p> <ul style="list-style-type: none"> - Radio programme <p>SOCIAL/COMMUNITY WORK</p> <ul style="list-style-type: none"> - Linden Town Day
BCCDA	<p>SOCIAL/COMMUNITY WORK</p> <ul style="list-style-type: none"> - Representation to utilities and municipal bodies <p>ADVOCACY</p> <ul style="list-style-type: none"> - Working with ferry operators to increase frequency of service, eliminate corruption and significantly increase revenue. <p>SECTORAL PLANNING AND POLICY DEVELOPMENT</p> <ul style="list-style-type: none"> - Meetings with Minister of Finance
GCCCI	<p>SOCIAL/COMMUNITY WORK</p> <ul style="list-style-type: none"> - Business sensitization programme launched in schools. <p>BROKERING/PROMOTION OF BUSINESS OPPORTUNITIES</p> <ul style="list-style-type: none"> - Inter-Chamber exchange programme including Canada, Venezuela, Cuba, Trinidad, Suriname, Pakistan, China. <p>BUSINESS INFORMATION SERVICES</p> <ul style="list-style-type: none"> - GCCCI receives and responds to numerous enquiries on the local business/investment climate.

TABLE V - 8

RATING OF PROJECTS, PROGRAMMES AND SERVICES

PROGRAMMES AND SERVICES	BCCDA	GCCI	GMA	LCCID	TAG
1. Advocacy	4T	4T	2T	2T	4T
2. Brokering/Promotion of Opportunities	2T	2T	3	0T	5T
3. Information Services	2T	4T	3	2T	2T
4. Research Activities	1T	2	3	1	3T
5. Technical Assistance	2	3	0T	3	1
6. Training	2T	3	2T	0T	0T
7. Participation in Sectoral Planning and Policy Making	3	4T	4T	2T	5T
8. Standards/Business Practice Facilitation and Promotion	0T	1T	3	1	2T
9. Social/Community Work	2T	3	1	2T	2T
RATING	PRIORITY				
	H	M	L		
Service not provided at all	0	1	3		
Service provided peripherally/occasionally	2	3	4		
Service provided in an impactful and consistent manner	5	4	3		
	4				
Indicates services rated Priority One					

TRAINING

- Stress management course

TECHNICAL ASSISTANCE

- Access of services through Canadian Executive Service Organization (CESO)

RESEARCH ACTIVITIES

- Conducted research to determine members' opinions and views on the economy

PARTICIPATION IN SECTORAL PLANNING AND POLICY MAKING

- A number of position papers on the economy prepared for input to GOG budget process.

GMA

RESEARCH ACTIVITIES

- Conducting major research among members

STANDARDS/BUSINESS FACILITATION AND PROMOTION

- Buy Caribbean campaign

TRAINING

- Programme sponsored by Futures/CIDA

TAG

BROKERING/PROMOTION OF OPPORTUNITIES

- Caribbean Sales Blitz
- Sales blitz, exposition and trade fair participation in Europe.

COMMUNITY/SOCIAL WORK

- Police interface and assistance programme

STANDARDS/BUSINESS PRACTICE FACILITATION AND PROMOTION

- Developed manual dealing with safety and standards

PARTICIPATION IN SECTORAL PLANNING AND POLICY MAKING

- Monthly meetings with Tourism Minister

- Preparing Tourism Marketing plan for the country

- PSO leaders are of the opinion that these services have been impactful even when subjectively measured and that they are sustainable if properly marketed and if supported by members.

6. **Growth and Change**

The objectives of this phase of the assessment are to determine:

1. the flexibility of PSO's in adjusting/adapting to change;
2. the ability of PSO's to remain relevant in a period of change;
3. the growth prospects of PSO's in a period of change.

The Guyana economy and society are in a dynamic state: PSO's must adapt their services and their entire approach to the new realities.

- Linden is in a decline from the industrial centre it once was.

The Chamber finds that the profile of the persons from whom it must recruit its members has changed.

The new entrepreneurial class is younger; includes more women and is largely engaged in trading at a subsistence level.

There are potential opportunities from the opening up of a highway to other parts of South America, from increased exploitation of mineral reserves and from privatization of the bauxite industry.

- TAG is the most recently formed of the PSO's, being only five years old.

Tourism is the fastest growing industry in the world. It is the largest earner of foreign exchange and the largest employer.

Eco-tourism, for which Guyana is well positioned, is one of the fastest growing sub-sectors.

There is a real threat from deforestation, pollution of rivers, crime and violence and a generally run down infrastructure. Notwithstanding, tourism is positioned to be a major foreign exchange earner for Guyana in the future.

TAG enjoys strong industry focus, hence its appeal to persons in the industry.

- Berbice, it is claimed, contributes close to 40% of Guyana's GDP mainly through its agricultural and mining activities.

There are tremendous prospects for growth in these sectors. Increased opportunities would no doubt come from bridging the Berbice river and the opening of the Guyana to Suriname highway.

With its focus on commerce, industry and development, the BCCDA is positioned to lead the opening up of Berbice in a way that ensures benefits to the productive sectors and citizens of that region.

- The GMA is facing a more dynamic environment. The financial markets sector, in particular is more dynamic and volatile.

Services is being favoured over manufacturing regionally. This poses a threat for the sector. So too is the increasing profile of commodity boards which give effective representation to their members.

The sector is confronted by a number of disincentives to production and productivity. These have been well researched and documented.

At the same time, there are opportunities arising from the consumerism which is returning to the market place. The GMA faces the challenge of repositioning its members and the sector to take advantage of such opportunities as do exist, particularly foreign exchange earning activities. Major challenges and opportunities are also found in the need for Guyana's manufacturers to be cost and quality competitive.

- The Chamber of Commerce is also facing a more dynamic and fluid set of circumstances. There is the challenge of adjusting to the rapid growth of the commercial and services sector. The Chamber has to articulate and meet a wider set of needs.

Of major significance is GOG's private sector enhancement policies, including privatization of public sector entities. There is a vacuum existing between the private sector and government in the conceptualization and implementation of these policies. The Chamber's mandate dictates that it seeks to fill the vacuum.

- Each PSO is facing the same macro scenario and then its own unique challenges.

TAG is responding by moving more into strategic marketing and related activities that promote the product and bring business to its members and to Guyana. It is broadening its membership base and developing international linkages.

- GCCI is consolidating its membership; increasing advocacy (gaining headlines in the local newspapers etc.) and diversifying into some social/education services to build goodwill in the community.

To access services and markets, GCCI is moving into closer alliance with the PSC and into strategic alliances with overseas sister organizations.

The GCCI is also turning its attention to its image; wanting to renovate its office building to give the best face to the world.

- BCCDA is responding by developing political clout at the regional and national levels. There are increased contacts with government ministers and departments to lobby the unique issues affecting Berbice producers.

The organization is positioning to attract technical assistance and other types of help for its members through organizations such as BESO.

At the community level, BCCDA is exerting a substantial amount of effort in the direction of getting local and regional government, utilities companies, the Harbour Department etc. to be more responsive to the needs of the citizens.

- LCCID is (for all intent and purposes) defunct but a core group of committed business persons are desirous of making a fresh start. There is a challenge and opportunity in being able to re-build the organization from the ground up and to align it with local needs.

A working relationship is being developed with the market association and access to public opinion is being gained via radio.

With most of its traditional members relocated from Linden. The LCC is targeting the large number of informal commercial traders, to provide them with assistance that will help them to formalize their business practices. In so doing, LCC will earn new found respect for itself.

- The GMA is positioning itself as a strong and independent body but with an interest in collaboration. The organization is broadening its membership base; has employed a competent executive to manage the secretariat and is looking to revise its fee structure to attain self sufficiency.
- With the developments taking place in the economy and the society, there has to be adjustments in the strategic intent and positioning of PSO's. None of the PSO's reported diversification in their products and services or increased social marketing.
- Two of the PSO's are experiencing growth in membership. GCCI has grown from 105 members in 1993 to 145 (43%) in 1996. TAG has grown from 32 to 45 members (41%) within the last year.

V.7 **Human Resources**

The objectives of this phase of the assessment are to determine:

1. the human resource assets available to each PSO;
2. the structure into which the human resources are placed for effective performance of duties and decision making;
3. the match between human resources and the needs of the organization;
4. the critical human resource needs of the organization.

The results of the assessment yield a crude measure of the organizational and administrative capacity.

The findings appear in Table V - 9 and are expanded on below.

- LCCID rates inadequate in all factors relating to human resources. The major problems faced by the organization are as follows:
 - it does not have a legally constituted executive body;
 - it has no secretariat;
 - it has no staff.

An individual is loaned part-time (through an informal arrangement) to make telephone calls; to make contact with members and to service meetings. The minimum services are provided without guarantee of continuity.

- BCCDA, too, has no human resources. The President and board members perform such duties as there are to perform.

The constitution provides for the following elected positions in the Executive. Senior President, Junior President, Secretary, Treasurer and Public Relations Officer. The secretary is provided a small monthly stipend to defray the cost of mailing notices and other correspondence to members and to perform other secretarial functions. The President's business office provides back up clerical and administrative support.
- GCCCI is better endowed with skills than are LCCID and BCCDA. There is one qualified Senior Executive Officer (SEO); one full-time Secretary; one Office Attendant and one part-time Accountant. At this level of staffing, the PSO is at the minimum threshold.
- TAG possess one President; one Vice President with responsibility for finance and three sub-committee Chairmen/Vice Presidents (Marketing, Fund Raising, Safety and Standards). These are statutory or elected positions. In addition, the PSO has available to it, one qualified Executive Director and one Secretary.

At the present volume of transactions, the staffing is adequate. There is overload during

peak periods such as when preparing for an overseas sales blitz or an exposition.

The skills of the staff are relevant to the functions being performed.

- GMA in keeping with its constitution has an elected President, three Vice Presidents and seventeen Executive Members. In addition, there is a permanent staff body comprising one qualified Executive Officer, one Messenger/Office Attendant and one Steno-Typist. The staffing meets the minimum needs. There are gaps in the skills requirements eg. Economist and Research Assistant.
- Only GMA, TAG and GCCI possess the organizational and administrative capacity to run programmes or service client needs and commitments. The other PSO's are limited by what the President and other Executives can do and when they can find time to do it.
- Gaps in skills exist in technical areas such as financial management, project management, fund raising, planning and other management skills.
- The PSO's have no concept of volunteerism and how to utilize volunteers to offer services.
- PSO's fail to maximize on networking that could bring in specialized assistance from NGO's and other bodies. NGO's are hardly in the language of the PSO leaders.

TABLE V - 9
ORGANIZATIONAL AND ADMINISTRATIVE CAPACITY

MAJOR INDICATORS	BCCDA	GCCI	GMA	LCCID	TAG
1. Does the organization possess staff with relevant skills and experience?	N	Y	Y	N	Y
2. Is the staffing adequate?	1	3	2	1	4
3. Does the PSO possess a list of volunteers who it can call on to provide it with specified services?	2	3	3	1	3
4. Does the PSO have a functional structure?	2	3	3	1	4
1. Is the PSO networked to NGO's that can provide it with services?	2	1	1	1	2
1. Is there adequate leadership and management skills/experience available to the PSO?	3	3	3	2	4
7. Is there (or has there been) a training programme for staff and/or volunteers?	1	1	1	1	4
	Scale: 1 - 2 Inadequate; None at all 3 Available/Exists but not maximized/Marginally acceptable 4 - 5 Available/Exists and is being maximized				

- PSO's are clearly lacking in a functional organization structure. They, for the most part, rely on executive action and so the line between governance and management becomes blurred.
- PSO's fail to maximize on the management expertise of Executives. The Subcommittee structure is not worked effectively. In almost every case, the work of subcommittees is subsumed by the board.
- PSO's do not possess the resources to provide for the training of their staff. The Executive Director of TAG has received technical training through the Caribbean Hotel Association. That could be considered to be an exception.

V.8 **Physical, Technological and Material Resources**

The objectives of this phase of the assessment are to determine:

1. the physical assets owned by PSO's;
2. the impact the assets have on the production capacity of PSO's;
3. the adequacy or inadequacy of the assets.

Table V - 10 sets out the results of a detailed audit of the physical, technological and material resources owned by the PSO's. The audit reveals no capacity or minimum capacity to do meaningful work. This is true in almost all cases.

- LCCID owns no physical, technological or material resources. The typing of a letter requires borrowing a typewriter or computer.
- BCCDA possess minimal resources amounting to one desk, eleven chairs and one file cabinet. The PSO has no capacity to reproduce material or to send messages except by using borrowed equipment.

The PSO does possess a small quantity of stationary including letter heads.

- The major asset owned by GCCI is board room furniture. The office furniture is in a dilapidated state. So too is office equipment.

The office does not possess a word processor, only two typewriters which are old and a Gestetner machine. Typed information coming out of the office is illegible.

TABLE V - 10
PHYSICAL AND TECHNOLOGICAL RESOURCES

RESOURCES	BCCDA	GCCI	GMA	LCCID	TAG
1. a. Does the PSO own its office building?	N	Y	N	N	N
b. Rent space for an office?	N	N/A	Y	N	Y
2. Is there a designated place where meetings are held?	Y	Y	Y	Y	Y
1. Does the PSO own.....					
a. Desks?	1	7	4	0	1
b. Chairs?	11	55	18	0	2
c. File Cabinets?	1	4	8	0	1
d. Storage Cabinets?	0	6	0	0	0
e. Vault?	0	0	0	0	0
f. Reception furniture?	0	0	0	0	0
g. Book shelves?	0	1	6	0	0
h. Tables?	0	6	4	0	1
4. Does the PSO possess.....					
a. telephone listed in its name?	N	Y	Y	N	Y
b. Fax Machines?	N	1	1	N	1
c. Typewriter?	N	2	1	N	N
d. Computer?	N	N	1	N	1
e. Photo-copier?	N	N	N	N	N
f. Gestetner?	N	2	N	N	N
g. Calculator?	N	1			-
5. Does the PSO possess....					
a. letter head?	Y	Y	Y	N	Y
b. stationery?	Y	Y	Y	N	Y
c. office supplies?	N	Y	Y	N	Y
					3
6. Adequacy of Resources	2	3	3	1	
KEY:	Y - Yes	1 -2	Resource needs unmet		
	N - No	3	Resource needs minimally met		
		4 - 5	Resource needs adequately met		

The PSO does possess a small quantity of stationery including letter heads. It also possess a fax machine and telephone listed in its own name.

The office building owned by GCCI is in a dilapidated and run down condition and is without proper sanitary conveniences.

- GMA rents space in the PSC building as does TAG. GMA possess a telephone and fax in its own name but no material reproduction capability. The PSO possess adequate board room furniture but minimum office and reception area furniture.

GMA possess an adequate inventory of office supplies and stationary, including letter heads.

- Rating the adequacy of resources overall, BCCDA gets a rating of “2” meaning “resource needs unmet”. GCCI and GMA get “3” meaning “resource needs minimally met” and LCCID get a rating of “1” meaning “resource needs unmet”.

V.9 **Financial Resources**

The objectives of this phase of the assessment are to determine:

1. the extent to which PSO’s have or do not have financial resources;
2. the sources of revenue and areas of expenditure;
3. the efficacy of the systems and procedures used to manage and control the financial resources.

Financial resources is the area of greatest need of the PSO’s. One is not able to state conclusively whether the lack of financial resources is the cause of the limited effectiveness of the PSO’s or the result of it; but the evidence suggests that the latter is true.

- PSO’s get their resources from seven main sources, namely:
 - membership dues;
 - sale of services;
 - fund raising;
 - gifts in kind;
 - donors and sponsors;

- rent;
- interest.

Not all PSO's benefit from all the sources (See Table V - 11)

- Only GCCI benefits from sale of services, earning approximately 35% of its income from issuing certificates authenticating the origin of goods.
- Again, only GCCI owns its office building and earns income from rental of space.
- Only GCCI shows significant interest earnings on its financial statement.
- All PSO's, with the exception of LCCID which has an inactive budget, earn a minimum of 50% of their income from membership dues.

The membership dues for the PSO's are as follows:

BCCDA	Individuals:	GD\$3,000.00 p.a.
	Companies:	GD\$5,000.00 p.a.
GMA	Employing over 76 persons:	GD\$25,000.00 p.a.
	Employing 26 - 75 persons:	GD\$15,000.00 p.a.
	Employing 11 - 25 persons:	GD\$10,000.00 p.a.
	Employing 10 and under:	GD\$4,000.00 p.a.
	Associate members:	GD\$5,000.00 p.a.
LCC	One flat rate:	GD\$4,000.00 p.a.
TAG	Range:	GD\$15-100,000.00 p.a.
GCCI	Category A:	GD\$17,250.00 p.a.
	Category B:	GD\$11,500.00 p.a.
	Category C:	GD\$9,200.00 p.a.
	Associate Member:	GD\$5,750.00 p.a.

- The GMA. and TAG get involved in formal fund raising activities.
- LCCID and BCCDA, benefit largely from gifts in kind; mainly in the form of goodwill from members who loan staff, meeting places etc.

TABLE V - 11

FINANCIAL RESOURCES

RESOURCES	BCCDA	GCCI	GMA	LCCID	TAG
1. Is the PSO able to cover its operational costs?	N	Y	N	N	Y
2. Income sources					
a. Membership dues	50%	60%	50%	10%	50%
b. Sale of services	0%	35%	0%	0%	0%
c. Fundraising	0%	0%	40%	0%	30%
d. Gift in kind	50%	0%	0%	85%	0%
e. Donors/Sponsors	0%		10%	5%	20%
f. Rent	0%	2%	0%	0%	0%
g. Interest	0%	3%	0%	0%	0%
3. Expense lines					
a. Salaries	N/A	Y	Y	N/A	N/A
b. Rental	N/A	N/A	Y	N/A	N/A
c. Office supplies	N/A	Y	Y	N/A	N/A
d. Capital equipment & improvements	N/A	Y	N	N/A	N/A
e. Functions & events	N/A	N	N	N/A	N/A
f. Utilities	N/A	Y	Y	N/A	N/A
g. Office Services/Mtce.	N/A	Y	Y	N/A	N/A
h. Insurance's	N/A	Y	Y	N/A	N/A
4. Areas suffering from short fall in funding					
a. Programmes	Y	Y	Y	Y	Y
b. Operations	Y	Y	Y	Y	Y
5. Adequacy of financial resources	1	3	2	1	2
KEY:	1 - 2	Inadequate			
	3	Meting Basic Needs			
	4 - 5	Adequate			
	N/A	Not Available/Not applicable			

- The support of donors and sponsors to PSO's is minimal. TAG and GMA are the two to benefit recently from donor funds. TAG received E.U. money to sponsor members to attend an exposition in Europe and GMA, received Futures/CIDA funding for a training programme.
- The budget lines go almost entirely to meet operating expenses. There is no PSO that spends less than 95% of its resources on operating expenses.
- There is virtually no expenditure on capital items that could enhance efficiency and serve as a base for earning income. GCCI is the exception, having budgeted to purchase a computer and seeking external sources to finance repairs to the office building.
- For 1996, GCCI has a budgeted expenditure of approximately GD\$2.45 million. GMA has a budgeted expenditure of approximately GD\$3.2 million.
- The budget shortfall for the PSOs is between 30% and 60%.
- Rating the adequacy of financial resources

BCCDA	-	Inadequate
GCCI	-	Meeting basic needs (but just barely)
GMA	-	Inadequate
LCCID	-	Inadequate
TAG	-	Inadequate

V.10 **Structure, Systems and Procedures**

The objectives of this phase of the assessment are to determine:

1. the key business processes used by PSO's in the delivery of programmes, services and routine non-financial work;
2. the degree to which systems, processes and procedures are standardized and documented;
3. the level of client satisfaction with the programmes and services delivered via the systems, processes and procedures.

The quality of service of any organization is dependent to a large degree on the functioning of key business processes. Even the smallest of organizations without thinking of it, works

with key business processes all the time. Being aware of the key business processes; streamlining and documenting them; invariably increases efficiency and customer/member satisfaction.

PSO's operate a number of key business processes including:

- membership application process;
- membership recruitment process;
- membership confirmation process;
- membership fee allocation process;
- fee collection process;
- meeting planning process;
- meeting notification process;
- meeting documentation process;
- minutes circulation process;
- membership communication process;
- dispute resolution process;
- employee selection process;
- performance appraisal process;
- employee termination process;
- office supplies/inventory management process,
..... and the like

For continuous improvement, these processes must be periodically reviewed, redesigned, documented and staff must be trained in the requirements.

- The processes utilized by the PSO's do not benefit from this type of approach.
- For all the PSO's, the extent to which they have any formal documentation of standard operating parameters is the extent to which they are covered in the constitution and by-laws.
- There are no procedure manuals to guide staff or executives in the correct way to carry out the basic business functions of the PSO. As a result, there appears to be a great deal of arbitrariness in how procedures are done.
- GCCI, TAG and GMA possess skeleton job descriptions which is a good start. No personnel procedures governing entitlements, benefits, disciplinary matters etc are evident.
- Most noticeable is the absence of a defined problem solving process relating to resource procurement, allocation or control.
- Table V -12 rates the extent to which PSOs have formal processes relating to a number of key activities. The majority of rating (51%) fall in the category "ad-hoc or no

procedure”. The next highest number of ratings (35%) are in the category “Constitution/Charter provides the basic operating guideline.

- There are no documented procedures, policies etc. outside what is provided in each PSO’s constitution/charter.

V.11 **Communication**

The objectives of this phase of the assessment are to determine:

1. the level of communication which takes place between the PSO and its constituents;
2. the media utilized in the communication process;
3. the consistency (frequency) with which communication occurs.

The audiences with whom PSO’s communicate most include:

- board members;
- regular members;
- donors and sponsors;
- government;
- other PSO’s;
- community groups.

PSO’s exhibit preferences in the media and format utilized in communicating with its constituents in the manner shown below.

TABLE V - 12

STANDARD OPERATING PROCEDURES AND KEY BUSINESS PROCESSES

MAJOR FUNCTIONS AND PROCESSES	BCCD	GCCI	GMA	LCCID	TAG
1. Are board functions separated from operations?	2	4	4	1	3
2. Are there clearly defined systems and procedures for...					
a. processing membership applications?	3	3	3	1	3
b. allocating resources?	2	4	3	1	3
c. issuing notices and holding meetings?	3	3	3	1	3
d. record keeping?	3	3	3	1	3
e. communicating with constituents?	2	4	2	1	DK
f. reporting?	3	3	3	1	3
g. measuring performance?	1	2	2	1	
h. collecting membership dues?	2	4	3	1	3
i. soliciting membership input to decision making?	1	3	2	1	DK
j. documentation?	2	2	2	1	
k. establishing accountability (eg. job descriptions)?	1	4	3	1	4
l. controlling cost (eg. inventory control)?	1	3	2	1	DK
m. managing and monitoring projects?	2	3	2	1	DK
3. Are the procedures documented?	1	1	1	1	1
	Scale: 1 - 2 Ad-hoc or no procedures 3 Constitution/Charter provides the basic operating guideline 4 - 5 Standard operating procedures exist DK Don't Know				

- Frequent, well attended meetings usually indicate a high level of interaction in the communication process. PSO leaders and members are reluctant to attend meetings. Most are business persons with small staff, hence they man critical aspects of the operation.
- GCCI in the past has published a monthly bulletin and an annual magazine. These are effective in communicating on broad and popular themes but the unit production cost is exhorbitant.

GMA is in the process of publishing a newsletter or bulletin.

- In general, PSO's do not communicate with their various constituents enough. A check of the files indicate a relatively low level of communication.
- The holding of events e.g. social functions to get staff to come together on an informal basis is practically unheard of. None of the PSO's are currently using this medium to generate increased communication and understanding.

V.12 **Financial Management**

The objectives of this phase of the assessment are to determine:

1. the systems and procedures in place to ensure proper management of and accountability for financial resources;
2. the level of skills available to PSO's to manage their accounts;
3. the efficacy of the financial management system.

Table V - 13 presents information which makes a cursory analysis of the state of PSO's accounting practices possible.

- All PSO's, with the exception of LCCID have savings accounts;
- All PSO's have checking accounts.
- No PSO is involved in investment activities.
- GCCI, GMA and TAG have fairly well managed accounting systems and procedures. Each of the PSO's utilize budgets, periodic cash flows, profit and loss statements and bank statements to track and manage their financial resources.

- BCCDA, GCCI, GMA and TAG regularly audit and publish accounts. These organizations are current in their external audits up to at least 1995.
- Where project funds have been received from a donor, these funds have been routinely segregated from operating funds. TAG has gone as far as to set up separate accounts.
- BCCDA, GCCI, GMA and TAG possess reserves to address financial shortfalls, albeit of a very limited nature.
- GCCI has a qualified accountant working part time to keep the books of the organization. TAG relies on its auditor for this service. The Vice President (Finance) keeps track on a daily basis but has no accounting credentials. BCCDA adopts an informal approach to the management of its financial resources. The President of the organization and the Secretary are responsible on a day to day basis. GMA has a former banker as its Executive Officer. This individual manages and tracks the accounts.
- Due to limited staffing, there are no proper checks and balances between persons requisitioning items, verifying invoices and making payments.
- None of the PSO's are involved in any dispute or are accused of any breach with regard to management of financial resources.
- The rating assigned for adequacy of financial management system is as follows.

BCCDA	Inadequate
GCCI	Adequate
GMA	Meeting basic requirements
LCCID	Inadequate
TAG	Meeting basic requirements

TABLE V - 13**FINANCIAL MANAGEMENT AND ACCOUNTABILITY**

	BCCDA	GCCI	GMA	LCCID	TAG	
1. Does the PSO have a.....						
a. Savings account?	Y	Y	Y	N	Y	
b. Current account?	Y	Y	Y	Y	Y	
c. Investment account?	N	N	N	N	N	
2. Does the PSO use the following in managing its financial resources.....						
a. budget?	N	Y	Y	N	Y	
b. cash flows?	Y	Y	Y	N	Y	
c. internally produced statements (eg. bank reports and trial balances)	N	Y	Y	N	Y	
3. Are the accounts regularly reconciled and published?	N	Y	Y	N	Y	
4. Are external audits conducted?	N	Y	Y	N	Y	
5. Are project/programme funds clearly demarcated from operating funds?	N/A	Y	Y	N/A	Y	
6. Is there an individual within or outside the PSO who is designated to manage and report on the finances?	Y	Y	Y	N	Y	
Does the individual possess accounting credentials?	N	Y	Y	N/A	N	
7. Is the PSO involved in any dispute over the management of its financial resources?	N	N	N	N	N	
8. Adequacy of the financial management system	3	4	3	1	3	
KEY:	1 - 2	Inadequate	3	Basic	4 - 5	Adequate

V.13 External Linkages

The objectives of this phase of the assessment are to determine:

1. the competitive dimension of PSO's relationship with other members of the NGO community and with each other;
2. the degree to which PSO's work (or do not work) together;
3. potential for partnership with government.

Table V - 14 provides information on important aspects of the relationship between PSO's and other organizations.

- The Georgetown based PSO's (GCCCI, GMA, TAG) have considerable more access to central government than LCCID and BCCDA.

Some PSO's eg. TAG work directly and consistently with government ministers and departments on matters of economic importance to the country and to the members of the respective PSO.

- GMA and GCCCI contribute position papers to inform government policy and frequently (albeit not impactfully) lobby government in the interest of the membership.
- BCCDA and LCCID interface more regularly (than do the Georgetown based PSO's) with regional and local government agencies.

The ratings for government relations are as follows:

	Central Govt.	Local/Regional Govt.
BCCDA	Marginal	Active
GCCI	Active	Marginal
GMA	Active	Weak/Ineffectual
LCC	Weak/Ineffectual	Active
TAG	Active	Active

- No specific political orientation is evident among PSO's that would suggest a likely withholding of support for GOG policies or an unwillingness to enter into a partnership for the economic good of the country.

- PSO's with the exception of LCCID are members of PSC. Some PSO's express concerns about the role of the umbrella (PSC). The most frequently expressed concerns are:
 - PSC fees are exclusionary i.e. excludes some PSC's from active participation in the consultative process.
 - PSC resources (eg. data base) not readily accessible or not appropriate to the individual PSO needs.
 - PSC strongly pushed by individual agendas; not representative of wider concerns of members from the various sectors.
 - PSC (and GAGI) in a competitive position vis a vis PSO's with some of the services they offer.
 - PSC compete for members by not restricting itself to membership by representative bodies.
 - PSC launches, promotes and executes programmes without prior consultation with PSO's.
- PSO leaders accept the concept of an umbrella but operating at a broad policy level; less into services and individual membership where competition with revenue hungry PSO's is likely to occur.

- PSO leaders are generally of the opinion that services which are best centralized due to cost, technological or infrastructural considerations, should be made more accessible to PSO's or down loaded in the most cost effective manner.
- Outside of common membership in PSC, PSO's do not relate to each other on a formal or continuing basis. There are no discernible consultative or collaborative mechanisms.
- PSO's develop relationships with other organizations consistent with their peculiar and unique interests. Some of these relationships are listed below.

BCCDA

Transport and Harbour Board

Guyana Water Authority

Guyana Electricity Commission

GEPC

Rotary Club

Lions Club

Town Council

The Sports Development Complex

Church bodies

TAG

Caribbean Hotel Association

Ministry of Trade, Tourism and Industry

Police Committee

National Parks

TABLE V - 14

EXTERNAL LINKAGES

	BCCD	GCCI	GMA	LCCID	TAG
	A				
1. Does the PSO have an active relationship with or direct access to.....					
a. central government?	3	4	4	2	4
b. local/regional government?	4	3	2	4	4
2. Has the PSO established a working relationship/links with organizations working in the same area, sector etc?	4	4	4	3	4
3. Does the PSO enjoy an active working relationship with other PSO's?	2	2	2	3	4
4. Does the PSO possess.....					
a. membership	3	4	4	1	4
b. strategic alliance in/with any other organization?	2	3	3	2	4
5. Specific PR or Social marketing activities pursued to build goodwill.					
a. Fund raising	1	1	4	1	4
b. Information sharing events (eg. seminars)	3	3	4	1	1
c. Community projects	4	2	!	2	1
d. Meetings	3	3	2	2	3
e. Visitations	1	1	1	1	3
6. Can the PSO mobilize participation in the funding of its programme?	3	3	3	2	
KEY	1 - 2	Weak/Non-Effectual			
	3	Marginal			
	4 - 5	Strong/Active			

GMA

Tourism Advisory Board

Transport Advisory Board

Ministry of Trade, Tourism and Industry

Ministry of Finance

Ministry of Foreign Affairs

Commodity Boards

National Bureau of Standards

Chambers of Commerce

Guyana Forestry Commission

GEPC

GCCI

Consumer League

Sister Chambers (Guyana and Overseas)

Guy-Exp.

Ministry of Trade, Tourism and Industry

Ministry of Finance

Metrication Committee

Ministry of Education

Schools

Vendors

City Council

Regional Democratic Council

LCCID

Market Association

Rotary Club

Lions Club

GEPC

Utilities

Go-Invest

- There is little evidence of PSO's being involved in Social Marketing or Public Relations programmes to build goodwill in their communities and to appear useful to members and prospective members.

Notable exceptions are:

- Participation of several of the PSO's in a flood relief programme organized by PSC.
- LCC's "Linden Day"
- GCCI's Business Sensitization Programme for schools
- TAG's tourism awareness programme
- GMA's BUY Caribbean campaign.
- PSO's appear to have limited contact or no contact at all with Non-Government Organizations at the grass roots/community level.
- PSO's do not readily identify other organizations who compete with them directly for members.

One exception is GMA who receives competition from Forest Products Association.

- Due to limited goodwill in the community and the prevailing economic conditions, PSO's are cautious about the prospects of their mobilizing significant resources to support their work.

V.14 **Monitoring and Evaluation**

The objectives of this phase of the assessment are to determine:

1. the tools and techniques used by PSO's to monitor and evaluate the quality/effectiveness of their programmes and services;
2. the impact the programmes and services are having on members, the community and the country.

Some major conclusions drawn from the enquires (and which are supported by the information in Table 15) include the following.

- GCCI, GMA and TAG have clearly defined target groups and individuals they wish to serve. This is evident in the categories of members.
- BCCDA and LCCID tend to be all-inclusive or broad based, losing a little focus in the process by trying to be "all things to all men".
- None of the PSO's have scientifically defined the needs of their members and linked their services to meeting those needs in an objective and unbiased manner.
- The basis for an evaluation process is weak and PSO's do not evaluate the success of their programmes and services or the level of satisfaction among members and other beneficiaries.
- Evaluation is done irregularly and through discussion among the providers; not with the beneficiaries
- Through discussion with PSO representatives, a crude determination was made of the degree to which PSO services and programmes are:
 - having an impact on the community, and
 - meeting the needs of members.

The result of the assessment is as follows:

BCCDA GCCI LCCI GMA TAG

1. Meeting the priority needs of members Somewhat Sometimes Not at all Sometimes Somewhat

2. Having an impact on the community Somewhat Sometimes Never Somewhat Definitely

- Services and programmes, such as are being offered, are deemed to be sustainable in the long term with proper planning and support

TABLE V - 15**MEASUREMENT AND CLIENT SATISFACTION**

CRITERIA	BCCDA	GCCI	GMA	LCCID	TAG
1. Has the PSO clearly defined its target group(s)?	3	4	4	2	4
2. Are special services and/or programmes directed at disadvantaged groups?	1	2	1	1	1
3. Are the effectiveness of services and programmes routinely and objectively evaluated?	3	3	3	1	3
4. Are the services/programmes meeting the priority needs of members?	3	3	3	2	3
5. Are the services and programmes having an impact on the community?	3	3	3	1	4
6. Are the programmes and services sustainable in the long term?	3	4	4	3	4
	Scale: 1 - 2 Never; Not at all 3 Somewhat; Sometime; Marginally 4 - 5 Definitely; Consistently; Very much				

VI - 0

SUMMARY OF MAJOR FINDINGS

From the organizational audits, major areas for improvement in the operations of PSO's become apparent. Summarized in tabular form below are the:

- Established Needs;
- Driving Forces and Benefits;
- Areas for Improvement.

<u>Perceived Needs</u>	<u>Driving Forces/Benefits</u>	<u>Areas for Improvement</u>
1. Need for focus - To define specifically each PSO's future direction	<ul style="list-style-type: none"> • Clear future vision and direction • Focused attention on key issues • Effective performance management • Avoidance of over-lap with other similar organizations • Avoidance of dissipation of resources and energies • Legal status in order to leverage resources 	<ul style="list-style-type: none"> • Foundation principles <ul style="list-style-type: none"> a. Constitution b. Articles of Memorandum of Association c. Article of Incorporation etc. • Statement of philosophy, values and ethics • Vision, mission, strategic intent • Business planning • Registration
2. Need for Coordination and cooperation - To have everyone working together and supporting the organization's goals and objectives	<ul style="list-style-type: none"> • Strengthened coordination and allocation of resources • Improved communication, commitment and enthusiasm among members • Better, consistent and non-conflicting programmes • Positive public image • Ability to influence public opinion • No taxation without representation 	<ul style="list-style-type: none"> • Internal structure • Teamwork • External relationships • Reporting systems and procedures • Communication media • Ameliorative processes • Consultative and collaborative processes

- Strength in unity
 - Win/win
 - Bigger voice for influencing policy decisions
 - Avoidance of sub-optimization in the economy where one sector does well at the expense of another
3. Need for Capacity
- To deliver services which meet members needs.
- Meeting (and exceeding) internal and external customer requirements
 - Quick turn-around time on meeting requests for information; producing material etc.
 - Effectiveness and efficiency of input/output conversion processes
 - Ability to charge fees for services
 - Value-added services to members
- Systems and Procedures
 - Key business processes
 - Secretariat infrastructure
 - Organization structure
 - Formal meeting procedures/protocol
 - Communication and material production technology
4. Need for Responsiveness to change
- To promote innovation and create a new paradigm of public/private Sector cooperation
- Basis for recognizing unexpected opportunities
 - Short decision making Time Frame
- Data base
 - Forecasting
 - Needs Assessment
 - Consultative Mechanisms

- More programmes, strategies etc. that appear to have a good “fit” with current government policies and macro variables
5. Need for Sustainability
- To ensure a continuously improving organization
- Finances covering costs
 - Transparency in accounting transactions
 - Fiduciary responsibility
 - Sustained improvement and viability
- Budgets
 - Cash Flow
 - Checks and Balances
 - Fundraising
 - Income generation/- membership dues
 - Procurement practices
 - Audit practices

The two exhibits following (Exhibits VI - 1 and VI - 2), illustrate the positive outcomes from successfully addressing the institutional weaknesses. See also, Exhibits 1-1 and 1-2.

VII - 0

RECOMMENDED INTERVENTIONS

All five PSO's are in need of major institutional strengthening and capitalization. The proposed interventions will focus on the non-capital aspects which the BEEP project may be able to support

There are six sets of recommendations being tendered to treat with the various problems and challenges unearthed in the field work. The recommendations are projectized and presented as an implementable set of strategies.

The information for each project is organized according to the following table of contents:

- A. Project Title
- B. Key Elements/Outputs
- C. Justification
- D. Beneficiaries

1.A **Project Title:**

PSO Leaders Training (PLT)

B. **Key Elements/Outputs:**

Recommended modules include the following.

- PLT - 1: Training of Trainers
- PLT - 2: The Role of the PSO Board Member (Governance)
- PLT - 3: The Management Process
 - Planning
 - Organizing
 - Controlling
- PLT - 4: Managing Human Resources (Leading)
- PLT - 5: Project Planning and Management
- PLT - 6: Team Building and Group Dynamics
(Modern Concepts of Partnership)
- PLT - 7: Research and Evaluation
- PLT - 8: Entrepreneurism
- PLT - 9: Running Effective Meetings
(Parliamentary Procedure)
- PLT - 10: Problem Solving Tools and Techniques
- PLT - 11: Social Marketing Techniques
- PLT - 12: Fund Raising

- PLT - 13: Time Management Skills
PLT - 14: Managing Financial Resources
PLT - 15: The PSO Member as Customer

C. Justification:

- Good management practices need to be institutionalized within each PSO. The major problems discerned stem from the absence of these practices.
- Know-how in management skills **specific to PSO's** is a pre-requisite for proper stewardship over human, physical and financial resources.
- PSO leaders are transitory and so there must be a method of passing on knowledge and skills to succeeding leaders (training of trainers)
- Apart from imparting skills and knowledge specific to the management of PSO's, creating a culture for entrepreneurial effort; imparting modern concepts of partnership etc. are necessary to support the new thrust in private enterprise led development.

D. Beneficiaries:

The training will be directed at the following groups.

- PSO Executives
- PSO Board Members
- PSO Staff
- Selected PSO partner representatives

Note: A comprehensive manual will be developed to support the training. The manual will bear the same sub-titles as appear under Key Elements/Outputs above. Apart from supporting the actual training, manuals will be prepared in a manner to:

- facilitate a continuous training programme at the PSO level, and to
- provide a referral for management standards to be applied in the daily operation of the PSO.

Course presenters will be expected to prepare the relevant sections of the manual. At the end of the training programme, sufficient manuals will be reproduced and

distributed to all PSO's.

2.A **Project Title:**

PSO Business Plan Development

B. Key Elements/Outputs

A comprehensive business plan will be developed for each of the five PSO's. The business plan will detail a clear strategy for re-establishment and development of the PSO.

The business plan will be developed around the following themes and titles.

- I.. Title Page
 - A. Name of PSO
 - B. Time Period Covered by Plan
 - C. Date of Preparation

- II. Table of Contents
 - A. Executive Summary
 - B. Social Marketing Plan
 - C. Service Development and Delivery Plan
 - D. Institutional Linkages
 - E. Administrative Plan
 - F. Organization Plan
 - G. Financial Plan/Schedules

- III. Executive Summary
 - A. Programme Goals
 - 1. Financial
 - 2. Non-financial

 - B. Strategies
 - 1. Social Marketing
 - 2. Service Demand
 - 3. Capacity
 - 4. Service Delivery
 - 5. Institutional Linkages
 - 6. Administrative and Organizational Framework
 - 7. Financial

- IV. Environmental Analysis
 - A. Social, Demographic and Economic Variables
 - B. Overview of PSO's, NGO's and other Related Service Providers
 - C. Need for the Service

- V. Social Marketing Plan
 - A. Service Demand Analysis
 - B. Competitive/Relationship Analysis
 - C. Relative Positioning of the PSO
 - D. Key Stakeholders
 - E. Critical Success Factors for Stakeholder Support
 - F. Marketing Plan to Increase Membership and Stakeholder Support

- VI. Capacity Building Plan
 - A. Resource Requirements Planning
 - 1. Location and Accommodation
 - 2. Capital Equipment and Furnishings
 - 3. Materials

 - B. Organizational and Administrative Plan
 - 1. Organization Structure
 - 2. Resumes of Key Personnel
 - 3. Job Descriptions and Specifications
 - 4. Administrative Processes to Maintain Service Levels

 - C. Resource Acquisition Schedules

- VII. External Linkages
 - A. PSO's
 - B. NGO's
 - C. Donors and Sponsors
 - D. Strategies Relative to Building Relationships with the above

- VIII. Financial Plan
 - A. Income
 - 1. Membership Fees
 - 2. Sale of Services
 - 3. Donors and Sponsors
 - 4. Fund Raising
 - 5. Gifts in Kind (Quantifiable)

 - B. Capital Expenditures
 - C. General and Administrative Expenses

D. Budget

1. Proforma Balance Sheet
2. Proforma Operational Cash Flow
3. Proforma Schedule of Cash Receipts and Disbursements
4. Proforma Performance Statistics and Ratios

C. **Justification**

- PSO's need to align themselves with the actual and real requirements of their members,
- Relative to members' requirements, PSO's need to channel their resources to those activities which will achieve maximum effect. Avoidance of waste is key.
- PSO's need a clear strategy for serving their members, acquiring resources etc. instead of the ad-hoc approach which presently obtains.
- The business plan will be a bankable document which can be used to approach donors, sponsors, the membership and other financial backers for support.

D. **Beneficiaries**

- PSO Executives
- PSO Members
- PSO Management and Staff
- Donors and Sponsors (Current and Potential)

3.A. **Project Title:**

PSO Standard Practice Procedures

B. **Key Elements/Outputs**

The PSO's utilize fairly standard, generic processes in the routine servicing of their members and in the delivery of services. A manual containing standard practices in a number of practical areas will be developed and placed at the disposal of PSO's.

Areas/functions for which standard practices could be developed could include the following.

- Personnel Administration
- Communication
- Documentation
- Budgeting
- Cost Control
- Performance Evaluation
- Inventory Requisitioning and Control
- Meetings Set-Up and Control
- Elections
- Approval of Expenditures
- Approval/Confirmation of New Members
- Budget Process
- Job Descriptions
- Recruitment and Selection
- Project Management

C. **Justification:**

- PSO's operate in a generally unprofessional manner, without the desired emphasis on service quality. A standard practice manual will standardize processes to achieve an acceptable level of quality in all aspects of a PSO's work.
- A standard practice manual will establish a base for continuing development of PSO personnel, new and old. Staff turnover is usually high for PSO's. This invariably leads to the importation of bad or incorrect practices into the organization. The manual will go a long way towards averting such a situation.
- Without a standard way of doing things, each action becomes precedent setting.

The standard practice manual will in time become “the bible” for PSO operations.

- PSO’s possess next to no capability for evaluating performance. The standard practice manual will provide the base for carrying out a range of evaluations in operational areas of the organization.

D. Beneficiaries

The beneficiary will primarily be those who exercise managerial responsibility. Some of the key beneficiaries include:

- Executive members
- Board members
- Executive Officers/Secretaries
- Staff (PSO)

4.A. **Project Title:**

Legal and Constitutional Assistance

B. **Key Elements/Outputs:**

It is essential for the BEEP Project to work with PSO’s who are properly registered and legitimate in their operation. As it presently stands, there are two (2) PSO’s who may not be registered and those that are registered may be in violation of the recently abridged Companies Act which no longer recognizes companies limited by guarantee.

There is also the other issue of mandates enshrined by the various constitutions being out-dated. The project will address both sets of problems, and will include the following

1. Verifying the registration, documentation etc. to establish the true legal status of the PSO.
2. Redrafting, as necessary, to up-date the various provisions so as to make them consistent with today’s realities. This process will be assisted by development of the business plan.
3. Ensuring compliance with current legislative requirements for registration of not-for-profit organizations. Taking each PSO completely through the process.

C. **Justification**

- Government has changed the laws governing the registration of not-for-profit organizations. Several of the PSO's may now be unconstitutional.
- For the most part, the foundation documents are old and have never been updated or revised. Constitutional amendment is a necessary pre-requisite to a modernization process for PSO's.
- Donors are more likely to relate to and support properly registered bodies.

D. **Beneficiaries**

Beneficiaries will include:

- the PSO's themselves;
- their executives and members;
- the government who must monitor their operation, make tax concessions etc.,
- donors and sponsors seeking tax write-off for contributions.

5.A. Project Title

Development of Consultative and Advisory Structures

B. **Key Elements/Outputs**

The PSO's have began (with the assistance of the BEEP Project) to communicate a coherent set of requirements for increased investment and business growth to be acted upon by government.

The process of distilling and refining the recommendations is a medium term activity requiring collaboration between several PSO's which at the start of this process were hardly relating to each other and were sometimes in conflict with each other.

The umbrella role of the PSC will take time to work and to be recognized by PSO's. In the interim and in keeping with the terms of reference for this assignment, mechanisms must be developed to ensure consultation and agreement on the major issues between private sector partners.

A committee with representation from the seven (7) PSO's is being recommended

to act in consultative and advisory role.

Name:

Programme Review and Advisory Committee (PRAC)

Structure:

The Committee will be constituted as follows:

- Chaired by PSC;
- One representative (President) from each PSO;
- An alternate, preferably the Executive Director/Secretary who will substitute for the President in his/her absence.

Terms of Reference:

The work of the PRAC will include;

1. Developing an agenda of issues relevant to PSO's at the local level.
2. Distilling ideas for enhancement of the business and investment environment.
3. Reviewing and making recommendations on prescriptions put forward in the consultant's BEEP Project Report.
4. Forwarding recommendations to higher level joint private sector/public sector committee.

Name:

Joint Committee for Private Sector Investment

Structure:

The Committee will be specially commissioned and empowered by the government.

It will be composed as follows:

- Chaired by Minister of Finance;
- Deputy Chairman from the Private Sector;

- Ministers representing Trade, Tourism, and Industry; Education and the Public Sector;
- Representatives from Go-Invest, GEPC, Bureau of Standards and other agencies within the respective ministries which impact directly on investments (maximum of two agencies/institutions per ministry);
- Chairman representing three PSO's, on rotating basis.

Terms of Reference

1. Receiving inputs/recommendations etc. from the PRAC.
2. Receiving and reviewing statistics relative to trade, investments and industrial development.
3. Reviewing and distilling recommendations from consultant's and other reports.
4. Arriving at consensus on requirements for enhancing the investment climate in the country.
5. Evolving recommendations relative to incentives, taxation, customs etc.
6. Inputting recommendation to government's decision making apparatus.

C. Justification

- The need to give voice to all segments of the private sector in affecting government policy is a key driving force.
- Completion of the work to position PSC as an effective umbrella group will require another 9 - 18 months. The interim arrangement being recommended will allow the important consultative process to proceed.

Public sector/private sector partnership is a pre-requisition for a successful private sector led investment process. The consultative process introduces a mechanism for the partnership to occur.

D. Beneficiaries

Beneficiaries will include

- The PSO's
 - The government
 - The business community
 - Entrepreneurs at all levels
- The country and its citizens as a whole.

6.A Project Title

Familiarization Tours

B. **Key Elements/Outputs**

The learning cycle is a very long one for the PSO's to become functional to the degree required for the full involvement of the private sector in the turn around of the economy.

The time can be considerably shortened by creating opportunities for representatives of PSO's to observe first hand and learn (through a process of twinning) from successful overseas PSO's.

This **benchmarking** could involve PSO's in one developing country and one developed country.

Jamaica and the USA are being recommended. The PSO's to be interacted which should include the following.

1. Chamber of Commerce
2. Employers' Organization
3. Private Sector Organization
4. Manufacturers' Organization
5. Tourism Association

Visits will be made to pre-selected PSO's in the two countries. A defined programme of work will be pursued to benchmark the best practices from each.

C. **Justification**

- Benchmarking is a modern business concept that has been proven effective in shortening the learning curve of organizations desirous of achieving world class standards in their operation.
- Twinning of local and overseas PSO's will ensure a process of continuous improvement.
- Guyana, because of its location and other circumstances, has been somewhat closed to the rest of the world in terms of the importation of new and innovative processes towards greater private sector involvement. This can lead to in-breeding and inculcation of bad practices.

D. **Beneficiaries**

- PSO Chairmen;
- PSO Presidents as the alternate.

Note: The seven (7) PSO's should be afforded the exposure.

VIII - 0
ACTION AND RESOURCE PLAN

The recommended interventions are presented as six (6) projects which together constitute a programme of technical assistance for PSO's.

Detailed below are brief terms of reference, resource requirements and estimated level of effort relative to each project.

Project Title	TOR	Skills Requirement/ Job Specification	Estimated Level of Effort
1. PSO Leaders Training	<ul style="list-style-type: none"> • Research and develop course material • Present course material through structured training programme • Assess outcome from training programme against training objectives • Document material for inclusion in PSO Management Practice/Training Manual <p>Note: Duration of the PSO Leaders Training Course will be 5 work days.</p>	<ul style="list-style-type: none"> • Training Specialists required in the following disciplines: <ul style="list-style-type: none"> - PSO/PVO Management - Financial Management - Fundraising - Social Marketing - Problem Solving - Training of Trainers - Board Governance - Meeting Protocol • Minimum of six years experience as training specialist in the particular discipline • Experience in training manual development 	<p>Number of training modules:</p> <p>5 x 4 = 20</p> <p>Facilitation Contact hours: 20 x 4 = 80 hrs</p> <p>Preparation Time: 24 hrs</p> <p>Coordination of manual development: 40 hrs.</p>

Project Title	TOR	Skills Requirement/ Job Specification	Estimated Level of Effort
2. PSO Business Plan Development	Phase 1:	<ul style="list-style-type: none"> • Business Management Specialist 	Phase 1: 32 man days
	<ul style="list-style-type: none"> • Organize and direct business planning sessions for each of the five PSO's • Research data for input to each Business Plan • Documentation of Business Plan • Presentation and refinement of Plan 	<ul style="list-style-type: none"> • Ten years experience in PVO/PSO management • Track record in developing Business Plans 	Phase 2: 30 man days
	Phase 2:	<ul style="list-style-type: none"> • Expertise in social marketing 	
	<ul style="list-style-type: none"> • Guide/facilitate social marketing component as a means of properly commissioning and operationalizing the plan • Engender teamwork among PSO's 		

Note: Phase 2 is a “hand holding” exercise in which the consultant will work closely with each PSO over a period to get them started on the path to improvement.

Project Title	TOR	Skills Requirement/ Job Specification	Estimated Level of Effort
3. PSO Standard Practice Development	<ul style="list-style-type: none"> • Identify key business processes within PSO’s (in collaboration with PSO leaders) • Flow-chart key business processes • Describe key business processes in standard format • Document key business processes in a manual 	<ul style="list-style-type: none"> • Organization and Methods Specialist • Six to eight years experience in O & M type interventions. • Experience in preparing standard practice manuals 	32 man days
4. Legal and Constitutional Assistance	<ul style="list-style-type: none"> • Establish/verify true legal status of each PSO • Decide with individual Boards the form in which the PSO is to be registered 	<ul style="list-style-type: none"> • Attorney-at-Law • Experience in corporate law pertaining to registration of companies. 	32 man days

- Re-draft Memorandum and Articles of Association to incorporate amendments
- Initiate registration process with authorities
- Experience in legal drafting

Project Title	TOR	Skills Requirement/ Job Specification	Estimated Level of Effort
5. Development of Consultative and Advisory Structure	<ul style="list-style-type: none"> • Working closely with public and private sector partners, define: <ul style="list-style-type: none"> - the structure, composition etc - TOR for each part of the structure; - decision making processes, meeting agenda etc. • Prepare documentation for the necessary approvals; enablement legislation etc. • Convene first meeting of each consultative body. 	<ul style="list-style-type: none"> • Management/Organization Development Specialist • At least 6-8 years in conducting similar activities 	20 man days

6. Familiarization Tours	<ul style="list-style-type: none"> • Establish criteria for benchmarking exercise • Select benchmark organizations 	<ul style="list-style-type: none"> • Management/Organization development Specialist with experience in conducting benchmarking programmes. 	<p>32 man days</p> <p>Note: The BEEP office will be actively involved in supporting the process.</p>
--------------------------	--	---	--

Project Title	TOR	Skills Requirement/ Job Specification	Estimated Level of Effort
	<ul style="list-style-type: none"> • Make the necessary contacts; Seek consensus and approvals for participation in on-going improvement process • Establish criteria and select tour participants • Plan itinerary • Document lessons learned 	<ul style="list-style-type: none"> • Experience in planning travel logistics, itineraries etc. • Report writing skills 	

The various interventions will be phased over a 12 -14 month period leased on the schedule of activities appearing in Exhibit VIII - 1.

**EXHIBIT VII-1
SCHEDULE FOR IMPLEMENTING PROGRAMME
OF TECHNICAL ASSISTANCE FOR PSO's**

PSO Involvement in the Improvement Process

Through the present consultancy, PSO's have been given assistance to start them on a path to improvement. The specific actions pursued in collaboration with PSO's and the major outputs and benefits derived include the following.

Activities

Outputs/Benefits to PSO's

- 1. Operations Audit
 - Identification of:
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
- Preliminary identification of required improvement strategies

Activities

Outputs/Benefits to PSO's

- Moving beyond awareness to consciousness of shifting role of PSO and what each PSO must do to fulfill its mandate and to service its clientele.

Note: Each PSO had the opportunity to complete audit instrument, led by the consultants
- 2. PSO Stakeholders Workshop
 - Team Building
 - Identification of problems inhibiting collaboration between PSO's
 - Identification problems impacting negatively on PSO's internal efficiency
 - Action plan/recommendations to overcome problems
Note: Output document prepared and circulated
- 3. Public Sector/Private Sector Workshop
 - Team Building
 - Identification of and agreement on key issues inhibiting private sector led growth strategy.

- Identification of and agreement on institutional arrangements for increased consultation between PSO's and between PSO's and public sector partners.
- Plan of action for moving forward with further refinement and implementation of the various issues.

From a position of empowerment, PSO's are in a position to take actions towards their improvement. Specific actions to be taken by PSO's could include those identified in Exhibit VIII - 2.

EXHIBIT V111-2
SHORT TERM STRATEGIES TO BE PURSUED BY PSO's

ACTIONS AND STRATEGIES	BCCDA	LCCID	GMA	GCCI	TAG	PSC	CAGI
1. Establishment Activities							
- Launch/Relaunch PSO	2	3	1	1	1	-	-
- Hold constitutional elections	1	3	1	1	1	-	-
- Revise/Update constitution	3	3	2	2	2	-	-
- Mobilize publicity	3	3	3	3	2	-	-
- Establish/update membership data base	2	3	1	1	1	-	-
- Survey members' needs	3	3	2	2	2	-	-
- Rationalize service offerings	2	3	2	2	2	3	3
- Determine staffing and other operational requirements	3	3	1	2	1	-	-
2. Maintenance Activities							
- Consolidate membership	2	3	2	2	2	-	-
- Standardize key processes relative to the holding of meetings	2	3	1	1	1	-	-
- Establish budget	3	3	2	1	3	-	-
- Institute Committee Structure	3	3	2	2	2	-	-
- Plan annual programme of activities	3	3	3	3	3	-	-
- Visitation with other PSO's	3	3	3	3	3	3	2
- Membership team building/ social activity	3	3	3	3	3	-	-
- Membership communication organ	3	3	3	3	3	3	3
3. Expansion/Growth Activities							
- Membership drive	2	3	2	2	2	-	-
- Diversify income base	3	3	3	2	3	-	-
- Devise and launch social marketing programme	3	3	3	3	3	3	2
- Fundraising activities	3	3	3	3	3	-	-
- Employ/contract key personnel	3	3	2	2	1	-	-
- Enhance material production capacity	3	3	2	3	2	-	-
- Activate high level consultative process	2	2	2	2	2	3	2
- Network with NGO community	3	3	2	2	3	-	-
- Wholesale training services to PSO's	1	1	1	1	1	3	3
- Establish outreach programme to upgrade weak PSO's	1	1	1	1	1	3	2
- Establish Research/Data Base	2	2	2	2	3	3	2
- Joint venturing on training and other activities	1	1	1	1	1	3	3

Key:

1. Lowest Priority 2. Moderate Priority 3. Highest Priority

Note: Priority ranking assigned based on the mandate of the PSO and/or its state of readiness relative to the specific activity.

IX - 0
RECOMMENDED FOLLOW-ON
WORK

Possible follow-on projects to enhance the existing programme of work include the following.

1. A study to identify PSO's which may not be considered main line but which are, nevertheless, important to the country's economic development. Emphasis should be on organizations working at the micro enterprise level.
2. A study to identify the Commodity Boards; their goals and objectives, their constituents and their institutional strengthening requirements.
3. A programme of assistance for Non-Government Organizations (NGO's). Emphasis should be placed on those NGO's that are community based and that promote economic self sufficiency among their membership.

X
APPENDICES

x.2

PSO SURVEY INSTRUMENT

BEEP PROJECT

ASSESSMENT OF PSO INSTITUTIONAL EFFECTIVENESS

Name off PSO:

Address:

Interviewees:

Interviewees:

Date:

In evaluating the effectiveness of PSO's and evolving recommendations for their greater effectiveness and visibility, a number of issues must be examined. The Major issues are encapsulated by the questions below.

PURPOSE AND DIRECTION

1. Does the PSO have (a) Constitution (b) Charter
a) Memorandum and Articles of Association
a) other foundation document setting out of
goals, objectives and governing principles of
the organization Y__ N__

1. Have the Board and/or Membership been
circulated with the goals, objectives and
governing principles? Y__ N__

1. Are institutional requirements routinely met in:
...the holding of elections to select the Executive? Y__ N__
...the recruitment, selection and confirmation of
members? Y__ N__
...the setting of membership dues? Y__ N__
...the exercise of authority over decisions and
resources? Y__ N__

1. Is there a work plan, setting out programmes,

- events and resources over a prescribed period of time? Y__ N__
- (a) Does the work plan give a clear strategy for the future? Y__ N__
- (b) Is the plan followed? Y__ N__

Comments _____

GOVERNANCE, ACCOUNTABILITY AND CONTROL

5. Is there a duly constituted governing body? Y__ N__
 - List current members and offices held

1. Does the Board receive adequate information to be able to take realistic decisions? Y__ N__

1. Is the organization accountable to its various interest groups.....
-members? Y__ N__
 -interfacing organizations? Y__ N__
 -donors? Y__ N__
 -government or its agencies? Y__ N__

1. Does the organization have a clear policy on accountability? Y__
 N__

1. Who really controls the organization.....
-members? Y__ N__
 -the Board? Y__ N__
 -donors? Y__ N__
 -target groups? Y__ N__

1. Are the sub-committees of the Board or other internal units, empowered to act in carrying out the programmes of the PSO? Y__ N__
 Name these units. _____

Comments _____

CONSTITUENCIES AND MEMBERSHIP

1. Total number of members
.....active and inactive combined? _____
.....paid up? _____
- (a) Are there different categories of membership? Y__ N__
(a) Does the PSO have on record basic information
on each member? Y__ N__
12. Is there a set member fee Y__ N__
- Is there an on-going dispute with any member? Y__ N__
1. Does the PSO possess a current mailing list of its
members? Y__ N__
1. Does the PSO enjoy membership in other
bodies/groups? Y__ N__
1. Are the other organizations with which the PSO must
compete for membership? Y__ N__
Name these organizations. _____

1. Does the PSO regularly interface with other groups in the
community? Y__ N__

Comments _____

1. Give breakdown of membership

Factor	%Breakdown	
	Corporate	Individuals

- a. Sex
 - male
 - female

- a. Ownership Structure
 - Proprietorship (Owner/Manager)
 - Corporation
 - Partnership

- a. Number of full time employees
 - Under 5
 - 5 to 20
 - 21 to 50
 - 51 to 100
 - Over

- d. Age
 - Under 25
 - 25 to 35
 - 36 to 50
 - Above 5-

- e. Income Gross
 - Under 1\$m per annum
 - \$1m to \$5m
 - \$5m to \$10m
 - \$10m to \$50m
 - Above \$50m

- f. Type of Business
 - Agriculture
 - Manufacturing/Processing
 - Mining
 - Construction
 - Trade and Commerce
 - Services

MEETINGS

18. Are regular meetings of the Board held? Y___ N___
- Give date of last meeting _____
19. Are regular meetings of the general membership held? Y___
N___
- Give date of last meeting? _____
20. Has an Annual General Meeting been held in the last 12 months? Y___ N___
21. Are rules of quorum applied with respect to decisions taken at meetings? Y___ N___
What has been the average attendance at
(a) Board meetings _____
(b) Membership meetings _____
22. Are agenda prepared and circulated? Y___ N___
23. Are the proceedings of meeting minuted? Y___ N___
24. Are the meetings serviced i.e. by someone designated to take minutes etc.? Y___
N___
25. Is someone clearly in charge at meetings? Y___ N___
26. Are formal meeting procedures/protocol adhered to? Y___ N___
(a) Is there a designated place where meetings are held? Y___ N___

Comments _____

PROJECTS, PROGRAMMES AND SERVICES

27. Has the organization surveyed/evaluated the needs of its members? Y___ N___

28. Does the organization have access to data on the economic activity of the community that would assist it in accurately assessing needs and representing the interest of members? Y___ N___

29. Based on a subjective or objective assessment of current needs, what level of priority should the organization place on offering the following services:

.....Advocacy	Hi___	Md___	Lo	
.....Brokering/Promotion of Opportunities (eg. investments)	Hi___	Md___	Lo	
.....Information services	Hi___	Md___	Lo	
.....Research activities		Hi___	Md___	Lo
.....Technical assistance	Hi___	Md___	Lo	
.....Training	Hi___	Md___	Lo	
.....Participation in sectoral planning and policy making	Hi___	Md___	Lo	
.....Standards facilitation and promoting	Hi___	Md___	Lo	
.....Social/Community Work	Hi___	Md___	Lo	

30. Have any of the abovementioned services been delivered in the past 12 months? Y___ N___

Please state the ones that have been offered:

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

Does the organization offer special services and/or programmes for disadvantaged groups? Y___
N___

31. Were the effectiveness of the services evaluated? Y___ N___

a) Did the service meet the priority needs of members? Y___ N___

b) Are the services sustainable in the long term? Y___ N___

c) Are the programmes and services having an impact on the local communities? Y___ N___

32. Do members and other persons call the PSO to request specific services or assistance? Y___ N___

a) How many requests have been received in the last 3mths _____ 6mths _____ 12mths _____

b) Which are the services requested most frequently?

Comments _____

GROWTH AND CHANGE

33. Has the organization diversified in the range and scope of its services recently? Y___ N___

34. In diversifying/expanding the range of services, did the organization over extend itself? Y___ N___

35. Has the organization grown significantly in recent years? Y___ N___
What is the measure of the change?

36. Are there changes that have occurred (or is occurring) in the community or among the target groups that are forcing a change in the PSO? Y___ N___

37. Has the organization sought to cope with the changes? Y___ N___

Comments _____

HUMAN RESOURCES

- 38. Does the organization have the staff with relevant skills and experience for each service/programme? Y___ N___
- 39. Is there adequate staff to run the organization based on the current and reasonably projected demand for its services? Y___ N___
- 40. Does the PSO possess a list of volunteers who it can call on to provide it with certain services? Y___ N___
- 41. Is there (or has there been) a formal or informal training programme for staff and/or volunteers? Y___ N___
- 42. Is there good cooperation and team work between Board, staff and volunteers? Y___ N___
- 43. Is there adequate leadership and management skills/expertise available to the organization? Y___ N___

Comments _____

GENERAL RESOURCES

- 44. Does the organization have adequate resources to carry out its activities? Y___ N___

a) What are the specific (non-monetary) resource needs?
Resources on hand Resources required

- b) Is there a realistic plan for obtaining the resources? Y___ N___

45. Are there resources which the organization accept and distribute on behalf of government, donor agencies or third parties? Y___ N___

46. Are resources properly inventorized and accounted for? Y___ N___

Comments _____

FINANCIAL RESOURCES

47. Is the organization able to cover its operational costs? Y___ N___

a) If the organization does not have sufficient funding, how does it make up for the shortfall?

b) What was the approximate shortfall in last year's budget?

c) Which suffers most from a shortfall in funding?
_____ Operations _____ Programmes

48. Does the organization have several sources of funding? Y___ N___

List the sources and the % funding derived from each (based on actual income over the last 36 months)

Sources	%
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

49. Does the organization have to spend an unreasonable proportion of its time obtaining financial resources? Y___ N___

.....on satisfying donor reporting demands? Y___ N___

50. Does the organization have a track record in fund raising? Y___ N___

List the events planned and executed by the organization in the last 24 months to raise funds?

Comments_____

STRUCTURE, SYSTEMS AND PROCEDURES

51. Does the organization have a structure and administrative systems that are appropriate to its functions? Y___ N___

52. Are Board functions (governance) separated from operations? Y___ N___

53. Do the staff have clear job descriptions? Y___ N___

Do they know what authority they have? Y___ N___

Do they know what results they are expected to achieve? Y___ N___

Do they know how their performance will be accessed? Y___ N___

54. Are there clearly defined systems and procedures for doing the work of the organization? Y___
N___

Are the procedures documented? Y___ N___

55. Is there an adequate personnel system for monitoring staff; ensuring equitable treatment, resolving

grievances etc.

Y___ N___

56. Does the organization have a system/process for identifying problem, analyzing options and then taking relevant decisions.

Y___ N___

Comments _____

COMMUNICATION

57. Does the organization have an effective system for circulating information to all concerned?

Y___ N___

List the various media used for communicating with different groups.

58. Is there a spirit of open communication within the organization?

Y___ N___

59. Can staff/members/volunteers/Board members speak what's on their mind without fear?

Y___ N___

Is there a "gag order" on any member which prevents him/her from speaking out on PSO matters?

Y___ N___

60. Does the organization possess
a) telephone listed in its name?

Y___

N___

- b) fax machine?

Y___ N___

- c) letterheads and stationary?

Y___ N___

- d) computer, typewriter or other equipment to produce documentation?

Y___ N___

61. List specific communique' sent out in the last 12 months.

<u>Addressee</u>	<u>Nature of Communication</u>	<u>Number</u>
------------------	--------------------------------	---------------

- a) Board members
- b) Members
- c) Donors
- d) Government
- e) Other PSO's
- f) Community groups
- g) Other agencies

Comments _____

FINANCIAL MANAGEMENT

62. Does the organization have an adequate financial system? Y___ N___

63. Are appropriate controls and checks and balances in place? Y___
N___

64. Has an adequate audit been conducted in the last
a) 12 mths ___ b) 24 mths ___ c) 36 mths ___ Y___ N___

65. Is the organization involved in any unsettled disputes over how it carries out its fiduciary responsibilities? Y___ N___

66. Does the organization have a bank account in its name?
a) Current account? Y___ N___

b) Saving account? Y___ N___

c) Investment account eg. C.D. Y___ N___

67. Does the organization plan and monitor its use of financial resources?
- a) Is there a budget? Y__ N__
- b) Is there a cash flow? Y__ N__
- c) Are there bank statements? Y__ N__
- Are these regularly reconciled and reported membership and donors? Y__ N__
- Are the accounts of the organization published and circulated? Y__ N__
68. Is there an individual within or outside the organization who is designated to manage and report on the finances? Y__ N__
69. Are funds sourced/raised for one programme or activity used for another programme or activity? Y__ N__
70. Are project funds clearly separated from operating funds? Y__ N__
71. Does the organization have reserves to deal with the cash flow difficulties? Y__ N__

Comments _____

CROSS-CULTURAL ISSUES

72. Are there cross-cultural or diversity issues affecting the organization? Y__ N__
73. If so, is the organization actively pursuing plans/programmes to reduce these? Y__ N__

Comments _____

EXTERNAL LINKAGES

74. Does the organization have an active relationship with local government? Y___ N___

75. Does the organization have an active relationship with or direct access to central government? Y___ N___

76. Has the organization established links with organization working in the same sector or geographical area? Y___ N___

a) State the organization to whose meetings (or events) a representative was sent at any time in the last 12 months.

Organization Type of meetings (or events) attended Number

- 1. _____
- 2. _____
- 3. _____
- 4. _____

b) List specific PR or Social Marketing activities pursued in the last 12 months to build goodwill with other groups or with the general public.

77. Does the organization have good relations with supporting agencies and institutions? Y___ N___

78. Can the organization mobilize participation in the funding of its programmes?

Comments _____

MONITORING AND EVALUATION

79. Are there well developed processes for monitoring and evaluation of the organizations' programmes and activities? Y___ N___
80. Are the results of the evaluation used in the planning process? Y___ N___
81. Is there evidence of reporting on projects and programmes? Y___ N___
82. Is the reporting timely? Y___ N___
- Is it accurate? Y___ N___