

GEO

GUYANA ECONOMIC OPPORTUNITIES

SME Sector Assistance Program and Action Plan

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Executive Summary

The purpose of this assignment was to assist the GEO Project in developing an assistance program for the Guyanese Small and Micro Enterprise (SME) Sector. Key sectors/regions of Guyana have been identified that GEO may support, and an SME Sector Action Plan has been prepared.

The ultimate result will be for GEO to assist a number of dynamic, committed and capable Guyanese SMEs in achieving sustainable, broad-based, job-generating growth in value-added and competitive sectors. Successful SMEs will serve as models of modern, competitive businesses for other Guyanese SMEs, while Guyanese private sector and business development support organizations will enhance their capacity to provide essential assistance and training to SMEs.

Two main approaches used to assess SME sectors and develop the SME Sector Action Plan were a review of various studies and reports and interviews and meetings with local public and private leaders.

Key findings:

- Development of the small and micro-enterprise sector remains a high priority in Guyana for the government, donors and private sector.
- To improve conditions for SMEs GEO has emphasized enhancing the business enabling environment and strengthening the capacity of business support organizations for advocacy.
- There are currently underway a number of donor-sponsored small and micro-enterprise development efforts, but none are focused on expanding market opportunities and linkages.
- Recent competitiveness and subsector analyses highlight the value of cluster competitiveness and sectoral approaches for understanding Guyana's growth potential and identifying competitive sectors for potential SME growth. These sectors include:
 - Furniture and wood products (Georgetown and coastal areas)
 - Agro- and food processing (Georgetown and coastal areas)
 - Garment assembly (Georgetown and coastal areas)
 - Light manufacturing (Georgetown, Linden)
 - Eco-tourism and related efforts (e.g. handicrafts) (Rupununi and other inland areas)
 - Fish processing and aqua-culture (coastal and river areas)
 - Information technology.
- Industry leaders in Georgetown responded positively to a proposed SME market linkages program, but had mixed views about efforts to encourage subcontracting between large firms and SMEs.

Conclusions for the SME Sector Action Plan:

- SMEs need to be assisted in the business of doing business. The surest way to enhance the competitiveness and growth potential of SMEs is to focus on the business success of SMEs.
- The SME Sector Assistance Program needs to help enterprises achieve demonstrable and tangible results by focusing efforts on identifying and exploiting market opportunities and linkages.
- The SME Sector Assistance Program should build on the key principle of the cluster competitiveness approach: helping Guyanese SMEs with potential for short-term growth, within sectors/nascent clusters that have potential for medium-term, export-led growth.
- GEO should encourage and support SMEs in a variety of sectors, rather than emphasizing one or two sectors. Just as enterprises respond to market demands, so should GEO remain flexible and let SMEs market opportunities and successes dictate which sectors/clusters should be supported.

- GEO should build the SME Sector Assistance Program around four key organizational partners that are already involved on a regular basis in the development of SMEs, have existing capacity, experience and credibility, and have ongoing working relationships with GEO. They should be encouraged to form an informal SME Partnership Network. They include:
 - IPED, which is active small and micro enterprise financing throughout Guyana,
 - Association of Regional Chambers of Commerce (ARCC), which represents SMEs throughout Guyana,
 - Guyana Manufacturer's Association, which represents larger firms with subcontracting potential and market experience, and
 - Go-Invest, which is the sole export and investment promotion agency in Guyana.
- GEO should serve as integrator and coordinator of the proposed SME Partnership Network, which will also involve partner SMEs, government offices, other private sector organizations, financial institutions, and donors. This is because it does not appear feasible or realistic to envision implementing the SME Sector Action Plan through one single agency or organization. It is recognized that this is not a sustainable institutional approach, since GEO is a donor-funded project that has a finite period of operation. However, the aim of this SME Sector Action Plan is not to develop a single institution for SME development, but rather to identify and support dynamic SMEs that will serve as models in Guyana. They will demonstrate how SMEs using modern management and marketing techniques and seizing on market opportunities are able to increase sales and market share. It is thus expected that SME market sustainability will occur in Guyana through increased SME productivity and competitiveness and expanded market development.
- GEO should consider hiring a full-time SME Coordinator to ensure the rapid and effective implementation of the SME Sector Action Plan.
- GEO should adopt a phased approach to implementation, focusing in a first phase on gathering market information and identifying dynamic SME partners. GEO may then make more informed decisions about the best approaches for a second phase of the SME Sector Assistance Program, and its allocation of project resources.
- GEO should not become involved in SME financing programs, beyond its current assistance to IPED. It should actively seek to involve commercial banks and other financial institutions in the SME Partnership Network as market and SME growth opportunities present themselves.

Proposed SME Action Plan:

The overall purpose of the SME Sector Action Plan is to support and assist dynamic, committed and capable Guyanese SMEs in achieving sustainable, broad-based, job-generating growth in value-added, competitive sectors. (A detailed draft of the SME Sector Action Plan is included in Annex 4.)

The proposed SME Sector Action Plan will focus on three main initiatives with two subcomponents:

- a) Local and export market opportunities for SMEs
 - Market linkages, synergies and partnerships
 - Export promotion and assistance
- b) Sectoral support and promotion
- c) Regulatory and administrative reform.

1. Purpose:

The purpose of this assignment was to assist the GEO Project in developing an assistance program for the Guyanese Small and Micro Enterprise (SME) Sector. This program is complementary to previous and ongoing GEO efforts that have targeted reforms for improving the business enabling environment, and efforts to strengthen private sector and business development support organizations. (Detailed Terms of Reference are included in Annex 1.)

2. Results:

As a result of this effort, key sectors/regions of Guyana have been identified that GEO may support with SME assistance, and an SME Sector Action Plan has been prepared for immediate implementation by GEO.

The ultimate result of the SME Sector Action Plan will be for GEO to assist a number of dynamic, committed and capable Guyanese SMEs in achieving sustainable, broad-based, job-generating growth in value-added and competitive sectors. Successful SMEs will serve as models of modern, competitive businesses for other Guyanese SMEs. Various types of assistance to enterprises will be provided through existing Guyanese private sector and business development support organizations to ensure capacity building and sustainability as well.

3. Methodology:

Two main approaches have been used to review SME sectors and develop the SME Sector Action Plan:

- i) Review of various studies and reports on SME sector development, sectoral and competitiveness analyses, and current Small and Micro-Enterprise (SME) programs in Guyana (See Annex 2 for a list of documents consulted).
- ii) Interviews and meetings with Guyanese business leaders and SME advocates, business development service providers, Government of Guyana officials, the GEO Project Director and GEO Private Sector Advisor, and the GEO Roadmap Team (See Annex 3 for a list of persons contacted).

4. Findings and Analysis:

a) Development of the small and micro-enterprise sector remains a high priority in Guyana for the government, donors and private sector.

Guyana's recent draft *Poverty Reduction Strategy Paper (PRSP)* concluded that economic growth is essential for reducing Guyana's poverty. With per capita income in Guyana of less than \$3 per day, there is no ability to redistribute income. At the same time it cites the need to redress the uneven geographic distribution of income, as well as increase investments in the social sector and improve infrastructure and maintenance.

The *PRSP* also describes how poverty is due to low and/or negative economic growth, stemming from a) poor economic policies, b) absence of regulatory and institutional support, c) inadequate infrastructure, and d) deteriorating social conditions. Furthermore, it states that “Government alone cannot reduce poverty.” (p. 15, *PRSP*) It also frankly discusses the critical poverty indicators and difficult development and economic challenges that Guyana faces to begin to reduce poverty (see Poverty Indicators in text box).

**Key Poverty Indicators for Guyana cited in the
*Poverty Reduction Strategy Paper***

- Per capital GNP estimated at about \$770 in 2000
- Average annual GDP growth rate of 1.7% per year between 1997 and 2000
- In 1992 about 43 percent of population living below poverty line, and 29 percent living in extreme poverty
- In 1999, 35 percent of population below poverty line, and 19 percent in extreme poverty
- Massive emigration of talented Guyanese over past two decades to North America, United Kingdom and Caribbean countries

The key pillar for achieving such growth, according to the *PRSP*, is broad-based, jobs-generating economic growth. Indeed, the *PRSP* emphasizes that the number one issue in almost every one of the more than 200 community, target group and regional consultations was job creation and programs to facilitate production and productivity. Small business and cottage industries (read micro enterprises) are repeatedly cited in the *PRSP* as the means to achieve this goal. Yet with a population of only 750,000 persons and such low per capita income, purchasing power and the potential for SME market growth in Guyana remain quite low.

Specific recommendations under the Economic Opportunities section of the *PRSP* include: a) manufacturing: the need to establish a legal/regulatory framework support to small businesses and cottage industries and enhance access to credit; b) agricultural production: the need to accelerate processing of land titles; c) tourism: the potential eco-tourism holds for job creation and economic expansion in Guyana; and d) tax reforms: the need to conduct a comprehensive review of the tax system. No mention is made, however, of improving the competitiveness of Guyanese small and micro-enterprises, or expanding the marketing and sales of their products.

b) GEO has emphasized enhancing the business enabling environment and strengthening the capacity of business support organizations for advocacy to improve conditions for SMEs.

For its part, over the past two years the GEO Project has implemented a number of reform efforts to improve the business enabling environment in support of SME development. This corroborates the *PRSP*'s emphasis on the need for sound economic policies and regulatory support. These efforts include providing assistance in the drafting of the Small Business (Empowerment) Bill, as well as the more general Investment Act and Investor Roadmap. All of these measures have been addressed through a consensus-building, participatory process, with the final products having been produced by Guyanese for Guyanese. As a result of numerous private-public consultations throughout Guyana, there is continued widespread support for these proposed measures.

Yet only the Investor Roadmap has been implemented. It has been validated by the various Government offices involved, a printed version has been distributed, and a full version is now posted on the Go-Invest web site.

Neither of the proposed bills for Small Business or the Investment Code, however, has been enacted. This is despite official support from the Ministry of Trade and the President's Office at the time the proposed bills were completed more than a year ago. So SMEs have yet to benefit from a Small Business Act with explicit government commitments and the creation of a national Small Business Council, or from a transparent investment code.

GEO has also implemented a broad-based initiative to strengthen associations and chambers of commerce to improve their advocacy. This aims to provide SME members with effective representation (the institutional support mentioned in the *PRSP*) to promote and defend their interests.

Notably, GEO has been instrumental in helping regional chambers of commerce create the Association of Regional Chambers of Commerce (ARCC). This has become a dynamic network of regional chambers representing some 500 SMEs throughout Guyana (outside Georgetown), with their more than 6,000 employees. GEO's assistance to the Chambers is widely appreciated by Chamber representatives as well as SMEs, and this is cited repeatedly in interviews.

While GEO's efforts have focused on strengthening the advocacy capacity of associations and chambers, they have not yet addressed the need for these private sector organizations to expand and adapt training, advisory, and information services to the needs of member enterprises, especially SMEs. GEO has worked directly with the Forestry Products Association (FPA), and has tried to work, albeit with limited success, with the Guyana Manufacturer's Association (GMA) and the Tourism and Hospitality Association of Guyana (THAG). These attempts to date to work with the GMA and THAG have not gone much beyond assistance in developing strategic plans.

Despite the need to expand member services in associations and chambers, many people involved in PSO development in Guyana note that the absorptive capacity of these organizations limits their ability to expand and diversify their services. They have few staff, fewer resources to expand services and outreach, and member enterprises are not willing or used to paying for services. Moreover, it appears that some association leaders are weary of the constant struggles with the government and are disappointed in the lack of real progress on reform issues. They have therefore decided to focus primarily on their personal business activities. So focusing on private sector and business service development organizations to enhance their outreach and services to SME members will remain a challenge.

Finally, GEO has provided considerable technical assistance, training and study tours to several other key institutions that serve SME interests. These include initiatives to strengthen IPED for microfinance and non-financial services, and Go-Invest for export and investment promotion. Both of these organizations are key to developing markets and increasing productivity for SMEs.

c) There are currently underway a number of donor-sponsored small and micro-enterprise development efforts, but none are focused on expanding market opportunities and linkages.

There are more than 20 organizations and projects in Guyana now offering SME financing, technical and management training, marketing assistance, and extension services (see table of resources in Tim Canedo's SME Subsector Study, p. 16). In addition, GEO is now preparing directories of SME training and financing opportunities that will be available before the end of 2001. Notable among these organizations and projects are:

- IPED and ScotiaEnterprises for SME financing
- Caribbean Export Development Agency for investment support
- Consultative Association of Guyanese Industries (CAGI), the Guyana Training Agency Project, the Canadian Executive Services Organization/Guyana Volunteer Consultancy (CESO/GVC) for technical and management training
- Caribbean Regional HRD Programme for Economic Competitiveness (CPEC), ACP Business Assistance Scheme (EBAS-EU), Centre for Development of Enterprise (CDE-EU), Inter-American Institute for Cooperation on Agriculture (IICA), Caribbean Agricultural Research and Training Fund (CARTF-EU) for technical assistance
- Go-Invest for investment and export marketing assistance.

In particular, CEPEC and CDE have targeted resources toward improving the forestry and wood products industry, through assistance to the Forestry Products Association and the Roraima Furniture Manufacturers Association.

Despite these numerous initiatives, many PSO and business development service organizations express frustration with the bureaucratic nature and slow responses of many donor-funded SME development efforts. More importantly, all of these donor efforts target the improved provision of training and technical assistance for SMEs, without focusing at the same time on developing market opportunities and linkages for small and micro-enterprises.

A constant concern expressed by small and micro entrepreneurs is the apparent lack of credit for SMEs and the high interest rates (roughly 18-25% depending on the nature and size of the loan). Yet experiences with SME development the world over shows that access to credit, not interest rates, is the fundamental credit constraint for SMEs. With access to small and micro credit available in Guyana through IPED and ScotiaEnterprises, this does not appear to be a constraint. Commercial SME financing is more difficult for SMEs to obtain, especially in Guyana's current economic, investment and political climate, but IPED agrees that credit is always available to serious, credible SMEs with products and markets. Rather, the key problems for Guyanese SMEs, as elsewhere, appear to be principally markets, productivity, and management.

d) Recent competitiveness and subsector analyses highlight the value of cluster competitiveness and sectoral approaches for understanding Guyana's growth potential and identifying competitive sectors for potential SME growth.

The *Guyana Competitiveness Initiative* feasibility study done by J.E. Austin recommended developing competitiveness clusters for Guyana, given its potential for export-led growth. In

particular, the study concluded that “Guyana is ripe for a project that speaks to the improvement of the strategies and related performance of Guyana business, and that also supports improvements in the business climate and trade and investment framework.” (p. v, Executive Summary).

Essentially a cluster competitiveness approach aims to help targeted industries improve and implement their business strategies. Clusters are selected for assistance based on their interest in participating, promising industries with significant economic activity and capacity to grow, the absence of implementation barriers, and potential impact. It incorporates analyses of local demand and factor conditions, as well as critical policy reforms (see text box on Clusters and Competitiveness below).

The primary components of such an initiative are to: a) support the creation and strengthening of competitive clusters—creating a winning business strategy for targeted industries; b) improve policy, infrastructure and services—maintaining a positive enabling environment; and c) promote dialogue between the public and private sectors. A competitiveness cluster approach in a developed economy builds on expanding clusters of numerous enterprises, export-led growth, existing backward and forward linkages, cooperation and competition in a concentrated geographic area, and cluster-related reforms.

Concerning the primary criterion of industry interest in participating, the Austin study concluded that “there is sufficient interest and commitment on the part of both private and public sectors for a project such as the Competitiveness Initiative in Guyana.” (ibid, pp. vii, Executive Summary)

Yet these same reasons that make cluster competitiveness initiatives so attractive in large and developed economies with an industrial base, suggest why they are not applicable as a primary approach for SME development in low-income economies like Guyana (see text box below on Clusters and Economic Development). Guyana does not possess industry clusters as described by Michael Porter:¹ there are insufficient numbers of industry groups, and few enterprises within each cluster. Moreover, business and association leaders we spoke to said that there is little or no business concentration, linkages or cooperation among local firms in any sector (e.g. garment industry, furniture makers). Finally, delays by the government in enacting and implementing policy reforms, and uncertainties about infrastructure improvements, make for an unappealing investment or enabling environment.

¹ Michael Porter is a noted Harvard professor of business administration who has been a leader over the past decade in developing and applying competitiveness theories and strategies for business and economic development. He is the author of such well-known books as *On Competition* (Harvard Business School Press, 1998), *The Competitive Advantage of Nations* (Free Press, 1990), *Competitive Advantage* (Free Press 1985), and *Competitive Strategy* (Free Press, 1980).

Clusters and Competitiveness

According to Michael Porter, "Clusters are geographic concentrations of interconnected companies and institutions in a particular field." "Clusters: critical masses—in one place—of unusual competitive success in particular fields...Clusters are not unique, however; they are highly typical—and therein lies the paradox: the enduring competitive advantages in a global economy lie increasingly in local things—knowledge, relationships, motivation—that distant rivals cannot match." (*Clusters and the New Economics of Competition*, in the Harvard Business Review, November-December 1998, p. 78).

Clustered firms "...have close buy-sell relationships, common technologies, or share customers and/or a labor pool that provide firms a competitive advantage. Clusters often share a dependence on research, innovation, venture funding, and industry specific talent." (*Cluster-Based Economic Development Strategies: Competitiveness Drivers and Value-Adding Roles for Intermediaries*, draft by Lynn Pikholtz, Shorebank Advisory Services, August 7, 2001, p. 7)

Clusters and Economic Development

According to Porter in same article cited above: "Poor countries lack well-developed clusters; they compete in the world market with cheap labor and natural resources. To move beyond this stage, the development of well-functioning clusters is essential....Promoting cluster formation in developing economies means starting at the most basic level. Policy makers must first address the foundations: improving education and skill levels, building capacity in technology, opening access to capital markets, and improving institutions....In the early stages of economic development, countries should expand internal trade among cities and states and trade with neighboring countries as important stepping stones to building skills to compete globally....(The building of a tourism cluster in developing economies can be a positive force in improving the outlying infrastructure and in dispersing economic activity.)" (ibid, Porter, p. 86) "The enduring competitive advantages in a global economy are often heavily local, arising from concentrations of highly specialized skills and knowledge, institutions, rivals, related businesses, and sophisticated customers. Geographic, cultural and institutional proximity leads to special access, closer relationships, better information, powerful incentives, and other advantages in productivity and innovation that are difficult to tap from a distance." (ibid, Porter, p. 90)

Typical Methodology for SME Cluster Competitiveness Approach

- 1) Select industries for cluster competitiveness (enterprise linkages in local economy)
- 2) Adapt proven analytical framework to meet SME needs (comparative screen: factor inputs, infrastructure, physical facilities)
- 3) Select SME firms to measure competitiveness impact
- 4) Review SME competitiveness literature and work to date
- 5) Develop complete scenario of cluster competitiveness (competitiveness screen: trends in local and regional markets)
- 6) Develop forward-looking scenarios of cluster competitiveness (policy screen: industries with technology transfer and forward linkages to SMEs)
- 7) Design action plans for cluster expansion and cluster improvement

The limits of the competitiveness cluster approach notwithstanding, the competitiveness study highlighted the importance of identifying competitive, value-added sectors to promote enterprise competitiveness and policy reform. This sectoral approach increases the likelihood of enterprises (and SME assistance programs) identifying (and supporting) those sectors where growth potential is greatest. The *Guyana Competitiveness Initiative*, the *PRSP* and the *Study of Selected Micro and Small Enterprise Subsectors* all indicated a number of sectors that may offer substantial growth and competitiveness opportunities for Guyanese SMEs. These include:

- Furniture and wood products (Georgetown and coastal areas)
- Agro- and food processing (Georgetown and coastal areas)
- Garment assembly (Georgetown and coastal areas)
- Light manufacturing (Georgetown, Linden)

- Eco-tourism and related efforts (e.g. handicrafts) (Rupununi and other inland areas)
- Fish processing and aqua-culture (coastal and river areas)
- Information technology.

Given the small size of the Guyanese market and low purchasing power, however, no one or several sectors seem to stand out as having more potential than another.² We see no need to question the results of these recent studies as to which sectors/products offer the greatest potential. Instead we believe the focus should be on markets and marketing and on finding firms that are willing and able to take advantage of existing marketing opportunities. The SME Subsector Study emphasized this strong need for providing marketing assistance to SMEs, and identifying marketing intermediaries for local SMEs. It noted that the main issue for SME growth is the lack of information about markets. This key issue was repeated by many of the persons interviewed and should be addressed in the SME Sector Assistance Program.

e) Industry leaders in Georgetown responded positively to a proposed SME market linkages program, but had mixed views about participating in efforts to encourage subcontracting between large firms and SMEs.

In meetings with a number of industry leaders in Georgetown, they agreed that the focus of an SME Assistance Program should be to assist SMEs in identifying market opportunities and building market linkages. They said SMEs need help in finding markets, which is the basis for all business growth. More importantly, they need to be serious about doing business. Dennis Morgan of Denmor Garments Ltd. clearly expressed the qualities that he considers essential for business success, especially in competitive international markets: honest, transparent, reliable, professional, credible, visionary, legal, reasonable, sincere. These are qualities that the SME Assistance Program should seek to identify and foster in local entrepreneurs.

All of the firms visited, including Courts (Guyana) Ltd., Demerara Distillers Ltd. (DDL), Denmor Garments Ltd., Industrial Engineering Ltd. (IEL), Precision Woodworking Ltd., and DIDCO Trading Company Ltd., are involved in international markets. Some are exporting some or all of their goods overseas (Denmor, Precision, DDL, IEL, DIDCO), or importing raw materials for local transformation (DIDCO) and products for local consumption (Courts). Thus, all have a clear view of what international competitiveness means for Guyanese enterprises.

Given their international focus, a number of these leaders expressed reservations about subcontracting or outsourcing work to small and micro-enterprises. They said that they had to be certain that SMEs could provide quality goods and services on time. The examples of the firms now subcontracting or outsourcing show the range of difficulties in this approach.

Courts has made purchasing of locally-made furniture one of its corporate buying policies for nearly a decade. This has been done through its Furniture Investment for National Development (FIND) program. Courts has provided technical assistance to local producers to help local

² The *Competitiveness Initiative* ranked sectors in the following order, from highest applicability and lowest uncertainty to lowest applicability and highest uncertainty: fisheries and fish processing, agro-processing, tourism industry, garment assembly industry, rice industry, information technology, wood products, shipping, handicrafts, beverages-rum, and banking-finance. The *SME Subsector Analysis* ranked the following priority sectors for SMEs: Balata products, leather products, agro-processing, Nibbi furniture.

producers meet export quality standards. Yet whereas Courts purchased more than 95% of the furniture locally starting in 1993, it now purchases more than 30% from overseas. This is because of lower prices and higher quality from international suppliers, and a lack of local storage facilities.

Denmor has subcontracted to several SME garment firms for smaller orders, but has to support them constantly with technical assistance and even maintenance services. They have had problems with some producers not being able to adhere to strict production schedules and deadlines. DDL outsources a number of its non-essential activities, vehicle servicing, maintenance, and distribution, but is currently re-evaluating the reliability and cost-effectiveness of these measures. IEL said it would be interested in supporting a subcontracting program so long as GEO would be behind it to identify, support and assist subcontractors.

A few mentioned that they do not outsource, and would not consider it, as they need to be fully vertically integrated to ensure the quality required by their international clients or to respond to international health standards.

5. Conclusions for SME Sector Action Plan

a) SMEs need to be assisted in the business of doing business. While the many ongoing SME development efforts are important, these are all long-term and indirect efforts to help SMEs grow by strengthening business development service organizations, associations and chambers, and financial institutions that work in the service of SMEs. The surest way to enhance the competitiveness and growth potential of SMEs is to focus on the business success of SMEs directly. Success breeds success, and creates its own momentum for related reforms and institutional development. Targeting assistance at SMEs to improve their competitiveness, increase their value-added, and expand their markets should be the primary aims of the SME Sector Assistance Program.

b) Focus efforts on market opportunities and linkages. The SME Sector Assistance Program needs to help enterprises achieve demonstrable and tangible results in the next 12-24 months. Specifically, this means helping SMEs generate substantial sales increases by establishing tangible, beneficial market linkages with local markets in Guyana, with larger firms in Guyana, and perhaps even with overseas firms and markets. The primary way to accomplish this is to help SMEs identify market opportunities in local and export markets and then to establish real linkages for increased sales. Training, technical assistance, information services, study tours and other forms of assistance should be developed to serve these aims of increased marketing and sales, rather than be ends in themselves. This will result in a positive demonstration effect for SMEs with local success stories, as well as for policy makers and institutional partners.

c) Adopt a simplified and flexible competitiveness approach. The SME Sector Assistance Program should build on the key principle of the cluster competitiveness approach: helping Guyanese SMEs with potential for short-term growth, within sectors/nascent clusters that have potential for medium-term, export-led growth. Indeed, the SME Sector Assistance Program might be viewed as a pre-competitiveness cluster approach, aimed in part at helping to create small but effective competitiveness clusters in Guyana in various sectors through enhanced business competitiveness and related reforms.

This also means that the SME Sector Assistance Program should be flexible in its marketing outreach, opportunities and linkages efforts. This would include efforts to expand SME activity in local markets, through subcontracting and outsourcing with larger firms that serve both for local and export markets, and direct exporting to overseas markets.

Other criteria that should be considered in developing the SME Sector Assistance Program, and in implementing the Action Plan are:

- Quantifiable, measurable results (e.g., increased sales, exports, job creation, wages, market share in niche markets, local subcontracts, domestic and foreign investments)
- Demonstration effects and success stories
- Complementary to ongoing GEO Project initiatives and other SME development efforts
- Synergies and leveraging resources with other donors
- Geographic outreach potential
- Gender outreach potential
- Fit within USAID Strategic Objective and Poverty Reduction Strategy Paper (*PRSP*)

d) GEO should encourage and support SMEs in a variety of sectors, rather than emphasizing one or two sectors. Just as enterprises respond to market demands, so should GEO remain flexible and let SMEs market opportunities and successes dictate which sectors/clusters will be supported with more assistance and resources as the program progresses. As stated in the *Guyana Competitiveness Initiative*, “avoid picking winners and losers” (Ibid, p. 12). With an enterprise focus, SMEs themselves will emerge in various sectors that may begin to form more substantial clusters over time. This avoids the risk of picking the wrong sectors at the wrong time, and ensures that resources are allocated as opportunities arise.

e) Build the SME Sector Assistance Program around four key organizational partners that are already involved on a regular basis in the development of SMEs. It is proposed that those PSOs that have existing capacity, experience and credibility, are actively working with SMEs in various ways, are willing to promote and support market linkages for SMEs, and have ongoing working relationships with GEO, be encouraged to form an informal SME network to support the SME Development Action Plan. For the purposes of this report, this network is entitled the SME Partnership Network (SME PartNet).

The four key partners suggested for the SME Partnership Network include:

- IPED, which is active small and micro enterprise financing throughout Guyana,
- Association of Regional Chambers of Commerce (ARCC), which represents SMEs throughout Guyana,
- Guyana Manufacturer’s Association, which represents larger firms with subcontracting potential and market experience, and
- Go-Invest, which is the sole export and investment promotion agency in Guyana.

This network approach builds on the recognition that PSOs have a limited, even strained, capacity to expand their mandate, and that it is unrealistic to envision implementing the SME Development Action Plan through one single agency or organization. Guyanese PSOs are relatively weak institutionally, have few resources and cannot finance a unit or person to

undertake the necessary tasks. IPED has its own operations and with the recent addition of a training institute, its human resources are stretched to the limit. Go-Invest has a technical staff of five that is already overloaded with the many necessary tasks involved in the export and investment facilitation and promotion. ARCC faces the immediate challenge of coalescing its national network of chambers, while GMA faces the need to update and re-invigorate its operations and mission. To add another major task or burden to any of these organizations without a concomitant increase in staff and financial resources would further strain their capacity and output. Rather, GEO would assume the role of SME PartNet integrator and coordinator (see f) below).

The constraints above notwithstanding, all four of these organizations have expressed interest in collaborating with GEO in a program to expand and enhance market opportunities and linkages for SMEs. Each PSO would benefit from this approach, as it builds on each organization's respective expertise and focus, and would allow each of them to improve services and relations with its significant SME clients and members. Through an informal network this can be done without burdening any one PSO with overall coordination and management of the SME Sector Action Plan.

These private sector and business development service organizations should be viewed as supporters, advisors and facilitators of the SME Sector Action Plan. With the focus on helping SMEs grow and diversify their markets, they will build their capacity as they expand and enhance their training and technical services to SME clients and members.

GEO should also include on an as-needed basis the Georgetown Chamber of Commerce, the Small Business Association, the Forestry Products Association (FPA), and the Tourism and Hospitality Association of Guyana (THAG). Their participation would depend on their ability to mobilize their members and advance sectoral-focused efforts for marketing or reform. Government ministries, in particular the Ministry of Tourism, Industry and Commerce, should be kept informed of plans and activities and its active participation sought when relevant.

f) GEO has an important role to play as catalyst, integrator and coordinator of the SME Sector Assistance Program. GEO should serve as integrator and coordinator of the proposed SME Partnership Network, which will include partner SMEs, government offices, private sector organizations, financial institutions, and donors. GEO's active participation will provide credibility to the program and to SMEs, given GEO's strong ongoing relationships with all of the key partners proposed in e) above and its perceived role in Guyana as an honest broker between public, private and not-for-profit interests. Thus GEO can help build and enhance synergies and cooperation between a wide group of persons and organizations committed to SME development in Guyana.

It is recognized that this is not a sustainable institutional approach, since GEO is a donor-funded project that has a finite period of operation. Yet the aim of this SME Sector Action Plan is not to develop a single institution for SME development in Guyana. Rather, it is to identify and support dynamic SMEs that will serve as models in Guyana to show how SMEs using modern management and marketing techniques and seizing on market opportunities are able to increase sales and market share.

Ultimately, sustainability in any SME development effort is achieved when self-sustaining markets are developed. That is, when market-oriented, demand-driven and profitable SMEs are growing in response to the demands (readiness and willingness to pay) of their clients. It is thus expected that sustainability will occur in Guyana through increased SME productivity and competitiveness and expanded market development. Indeed, in a well functioning marketplace with growing SMEs and increasing demand for business support services, the kind of sustainable, yet informal network of business support organizations proposed here would normally occur and develop on its own.

GEO should also consider hiring a full-time SME Coordinator to ensure the rapid and effective implementation of the SME Sector Action Plan. (This was also recommended in Tim Canedo's SME Subsector Study.) This person will help partner organizations develop and implement the key initiatives in the Action Plan, as well as identify expatriate consultants, trainers and technical advisors to assist SMEs. The SME Coordinator will also facilitate market studies, market linkage efforts, and other activities to promote and enhance the effectiveness of the SME PartNet.

g) Adopt a phased approach to implementation, focusing in a first phase on gathering market information and identifying dynamic SME partners. This approach will allow GEO and the SME PartNet first to assess if there are significant, or any, potential matches between current or potential market opportunities and SME PartNet efforts to identify and screen potential SME partners. GEO may then make more informed decisions about the best approaches for a second phase of the SME Sector Assistance Program, and its allocation of project resources.

In the same vein, GEO may want to use the SME Coordinator initially on a short-term basis during the first phase of the Action Plan to coordinate market studies and SME screenings. Based on an assessment of the market studies and screening results, it may then decide to convert the person to a long-term position, or assess other alternatives for short- and long-term assistance. (Draft Terms of Reference for the SME Coordinator, as well as other short-term consultancies proposed in the SME Sector Action Plan, are provided in Annex 6.)

h) GEO should not become involved in SME financing programs, beyond its current assistance to IPED. Rather, following the principles of flexibility, synergies and cooperation, it should actively seek to involve commercial banks and other financial institutions in the SME PartNet as market and SME growth opportunities present themselves.

6. Key Elements of Proposed SME Sector Action Plan:

The overall purpose of the SME Sector Action Plan is to support and assist dynamic, committed and capable Guyanese SMEs in achieving sustainable, broad-based, job-generating growth in value-added, competitive sectors. (A detailed draft of the SME Sector Action Plan is included in Annex 4.)

The proposed SME Sector Action Plan will focus on three main initiatives with two subcomponents:

- a) Local and export market opportunities for SMEs
 - Market linkages, synergies and partnerships
 - Export promotion and assistance
- b) Sectoral support and promotion
- e) Regulatory and administrative reform

As noted in Section 5 above, the main emphasis (a) will be on helping dynamic SMEs exploit market opportunities. The market linkages subcomponent will provide results under GEO’s IR4, Increased Services to SMEs, while the export promotion and assistance subcomponent will support IR2, Improved Climate for Investment.

The second key initiative (b) to support sectoral development will provide results under IR3, Strengthened Capacity of Private Sector; while the third key area (c) of regulatory and administrative reform will provide results under IR2, Improved Climate for Investment. (A detailed Illustrative Results Framework and Impact Indicators for the SME Sector Assistance Program are provided in Annex 5.)

Implementation of the plan will be done primarily through an explicit, though informal network of active, ongoing private sector and business development service organizations. For purposes of this paper it is called the SME Partnership Network (SME “PartNet”) and should include IPED, the Association of Regional Chambers of Commerce (ARCC), Guyana Manufacturer's Association (GMA), and Go-Invest. Other suitable SME-related organizations may be asked to participate fully or on an occasional basis in the SME PartNet.

The primary approach of the local and export market opportunities component of the SME Sector Action Plan is as follows:

Market linkages, synergies and partnerships

• **Phase I:**

- Identify market opportunities for local markets, local subcontracting, or export markets
- Identify dynamic SMEs with commitment, capacity, and willingness to grow in value-added, competitive sectors
- Assess potential for market linkages, synergies and partnerships
- Revise, as necessary, actions proposed for Phase II

Criteria for SME Involvement in SME PartNet
1) <i>Current involvement:</i> membership in business association/chamber and/or client of financial institution
2) <i>Willingness to cooperate and collaborate:</i> signing of PartNet Memorandum of Understanding (MOU)
3) <i>Commitment to transparency and to grow the business:</i> business plan; public acknowledgement of success stories
4) <i>Readiness to improve operations and adapt to markets:</i> market and linkages plan; use of training and technical assistance

• **Phase II:**

- Sign MOUs with dynamic SMEs that are association/chamber members and/or financial clients
- Assist partner SMEs in preparing business plans
- Assist SMEs in preparing and implementing marketing plans

- Develop and provide training, technical, marketing and export assistance through partner organizations for partner SMEs with market opportunities
- **Export promotion and assistance**
- **Phase I:**
 - Assist Go-Invest and other private sector organizations in conducting market studies in Caribbean and North American markets
 - Assess results of market studies in conjunction with market linkages subcomponent
- **Phase II:**
 - Develop Go-Invest product website for Guyanese exporters
 - Assist Go-Invest in organizing export promotion and awareness building study tours for SMEs by target sectors
 - Identify market intermediaries/brokers for SME exporters
 - Provide expanded export assistance to SME exporters

As a result of efforts undertaken in this key component:

- Market opportunities and linkages in Guyana, the Caribbean and North America will be identified
- A number of dynamic, committed, capable SMEs will be identified and assisted
- Existing SME service providers will assist partner SMEs in enhancing their value-added activities and competitiveness
- Multiples linkages and synergies will be developed among SMEs, larger Guyanese firms, private sector and business service development organizations, and local and export markets
- Partner SMEs will grow their businesses and expand their markets, with measurable increases in their business activity (e.g. sales, jobs, exports), including:
 - SMEs subcontracting to larger firms supplying local markets
 - SMEs subcontracting to exporting firms
 - SMEs exporting directly
 - SMEs producing and selling in higher value-added, more competitive sectors
- SME will increase their technological, management and marketing expertise and business operations.
- Ongoing market and export information services will be developed and maintained
- SMEs will be continuously encouraged to develop value-added activities and competitiveness (through innovation) to increase sales in local and export markets
- SME success stories will be disseminated

In addition, the second and third key areas will be implemented as follows:

- Develop sectoral roadmaps for operators, exporters and investors in target sectors
- Identify key areas for reform advocacy from roadmaps
- Support private sector organizations in analyzing and promoting legal, regulatory and administrative reforms to alleviate constraints and obstacles in target sectors.

A number of key reform issues that directly affect SME creation, development, expansion and growth are regularly and repeatedly cited in the *Poverty Reduction Strategy Paper, Guyana*

Investor Roadmap, and Small Business (Empowerment) Bill. GEO will continue to pursue and promote these legal, regulatory, and administrative reforms and improvements focused on target SME targets. These issues include:

- Business registration, including accelerated and decentralized registration processes with the Deeds Registry, and improved communication with enterprises regarding fees and renewals
- Land leasing and titling
- Site development
- Taxation and fiscal incentives
- Customs.

As a result of these sectoral and reform initiatives:

- The capacity of private sector organizations to influence policy, legal and regulatory issues directly affecting SMEs will be enhanced
- Private and public sector leaders will gain increasing awareness of the importance of cluster competitiveness and focus more sectoral promotion and reform efforts for target sectors/clusters
- Improvements in the regulatory and administrative environments for SMEs will be implemented as SME growth and expansion in target sectors/clusters becomes a driving force for change.

Annex 1
Documents Consulted

- 1) *GEO Draft Year Three Work Plan*, September 2001
- 2) *Guyana Draft Poverty Reduction Strategy Paper*, Revised October 2001
- 3) *A Study and Proposal for the Development of Selected Micro and Small Enterprise Subsectors in Guyana*, by Tim Canedo, February 2000, GEO Technical Report No. 11
- 4) *Guyana Competitiveness Initiative: Report of Feasibility Mission and Programme Design*, J.E. Austin Associates in collaboration with Econolynx International, Ltd., June 25, 2001
- 5) *Small Business (Empowerment) Bill*, by Richard Dreiman and Kenneth Smarzik, September 2000, GEO Technical Report No. 18
- 6) *Guyana Investment Act (Draft)*, by Donald Lecraw and Brynmor Pollard, July 2000, GEO Technical Report No. 12
- 7) *Guyana Investor Roadmap: Beyond the Roadmap*, by William Kedrock, Jamey Butcher and Conrad Plummer, March 2001, GEO Technical Report No. 24

Annex 2 Persons Contacted

David Yankana, Private Sector Commission
Jocelyn Dow, Red Thread
Clem Duncan, Swansea Industrial Associates
Manjula Brijmohan, IPED
Janet Kisson, GO-Invest
Leslie Chin, Guyana Volunteer Consultancy
Bryn Pollard, Attorney
Conrad Plummer, Consultant
Tom Whitney, GEO Project Director
Alexis Gardella, Inter-American Institute for Cooperation on Agriculture (IICA)
Judes Stellingwerf, U.S. Embassy
Patrick Zephyr, Small Business Association
Cyril Walker, Small Business Association
Clyde Dehass, Courts (Guyana) Inc.
Stanley McKenzie, Courts (Guyana) Inc.
Nisa Surajbally, Ministry of Agriculture
George Jardim, Industrial Engineering Ltd.
Mona Bynoe, Forest Products Association
Ramdial Bhookmohan, Association of Regional Chambers of Commerce
David Yhann, NGO Forum
Dennis Morgan, Denmor Garments Inc.
Komal Samaroo, Demerara Distillers Limited
Gordon Studebaker, GEO Private Sector Advisor
John Willems, Willems Timber & Trading Co. Ltd.
Ronald Bulkan, Precision Woodworking Ltd.
Rustum Bulkan, Precision Woodworking Ltd.
Deo Singh, DIDCO Trading Company Ltd.
Tarchan Ramgulan, DIDCO Trading Company Ltd.
Manzoor Nadir, Minister of Tourism, Industry and Commerce
Sonya Roopnauth, Ministry of Tourism, Industry and Commerce

William Kedrock, Chemonics GEO Roadmap Team (in D.C.)
Jamey Butcher, Chemonics GEO Roadmap Team (in D.C.)
Casey Hanewall, Chemonics GEO Team (in D.C.)

Annex 3

DRAFT SME SECTOR ACTION PLAN				
Component	Activity	Responsible Persons and Organizations	Timing	Expected Results
A) Local and export market opportunities				
<ul style="list-style-type: none"> Market linkages, synergies and partnerships <p style="text-align: right;">Phase I:</p>				
	Conduct market surveys to identify potential market opportunities for SMEs in: <ul style="list-style-type: none"> Guyana markets CARICOM and other Caribbean countries US and Canada 	Marketing specialists for each market	Months 1-3	Detailed market surveys for local and export markets prepared
	Establish SME Partnership Network: <ul style="list-style-type: none"> Workshop with key partners to establish common purpose, clear targets, and explicit approach 	GEO SME Advisor, GEO Private Sector Advisor, SME PartNET: IPED, ARCC, Go-Invest and GMA	Month 1	Informal partnership network established
	Identify potential SME partners: <ol style="list-style-type: none"> Present SME PartNet to potential SMEs throughout Guyana, using ARCC and IPED as organizers Assist SME PartNet in developing list of potential SME partners Screen SMEs for participation in SME PartNet based on assessment of current activities, commitment, capacity and 	SME PartNet and SME Advisor: <ol style="list-style-type: none"> Referrals from trade associations, chambers of commerce, SME associations, NGOs, banks and other financial institutions, larger companies 	Months 2-3	List of potential SME partners established, as well as key sectors identified

DRAFT SME SECTOR ACTION PLAN				
Component	Activity	Responsible Persons and Organizations	Timing	Expected Results
	willingness to collaborate with SME PartNet			
	Conduct subcontracting audits with larger Guyanese firms	SME Advisor and subcontracting specialist	Month 2	Potential subcontracting opportunities with larger firms identified
	Assess potential for market linkages, synergies and partnerships	SME Advisor, GEO Private Sector Advisor, SME PartNet	Month 3	Matches for market opportunities and linkages with SMEs developed; review and revision (as necessary) of Phase II action plan; decision to hire long-term SME Coordinator made
Phase II:				
	Hire long-term GEO SME Coordinator	GEO Project	Month 4	SME Coordinator in country and operational
	Sign MOUs between SME PartNet and dynamic SMEs	SME PartNet	Month 4	SME partnerships established and launched
	Assist SME partners in preparing business plans and marketing plans (required per MOU)	SME Coordinator, Business Planning and Marketing Trainers, local business development service organization	Month 5	Explicit plans for SME business growth and marketing developed
	Establish specific market opportunities and linkages plans for each SME partner	SME Coordinator, SME PartNet	Month 6	Market and linkages plans implemented
	Develop and provide training, technical assistance, market and export assistance, and financial linkages for SME partners	SME Coordinator, SME PartNet, other associations, donors, financial institutions	Months 6-18	SMEs growing through expanding business and market opportunities and linkages
<ul style="list-style-type: none"> Export promotion and assistance 				
Phase I:				
	Assist in conducting market studies (see above)	Marketing specialists; Go-Invest advisors	Months 1-3	Detailed market surveys for local and export markets prepared
	Assess results of	SME Advisor, GEO	Month 3	Matches for market

DRAFT SME SECTOR ACTION PLAN				
Component	Activity	Responsible Persons and Organizations	Timing	Expected Results
	market studies in conjunction with market linkages subcomponent	Private Sector Advisor, SME PartNet		opportunities and linkages with SMEs developed; review and revision (as necessary) of Phase II action plan
Phase II				
	Develop Go-Invest product website for Guyanese exporters	Go-Invest, website developer	Month 5	Guyanese export products displayed and sold through Go-Invest website
	Organize export awareness and promotion study tours	Go-Invest	Months 6-18	SME exporters exposed to regional and international markets
	Identify market intermediaries/brokers for SME exporters	Go-Invest, SME PartNET; SME Coordinator	Months 8-18	Linkages between SME exporters and export intermediaries established
	Provide expanded export assistance to SME exporters	Go-Invest, SME Coordinator, SME Partnet	Months 8-18	Increased SME exports
B) Sectoral support and promotion				
	Develop sectoral roadmaps for key sectors/clusters identified through market studies and screening of SME partners	Roadmap consultant(s), GEO Private Sector Advisor, Private Sector Organizations	Months 4-6	Sectoral Roadmaps developed
	Identify key areas for reform advocacy based on roadmap findings	GEO Private Sector Advisor, Private Sector Organizations	Month 6	Sectoral reform agenda developed for targeted sectors
	Support PSOs in analyzing and promoting sectoral reforms	GEO Private Sector Advisor, Private Sector Organizations	Months 6-18	Sectoral reforms analyzed and promoted
C) Regulatory and administrative reform				
	Support government offices in implementing sectoral reforms	GEO Project Director, reform specialists	Months 6-18	Sectoral reforms implemented

Annex 4

Illustrative Results Framework and Impact Indicators

Following is an illustrative Results Framework and Impact Indicators as they relate to the SME Sector Assistance Program. (Note: This is not intended to be a Results Framework for the entire GEO Project.)

IR 2: Improved Climate for Private Investment

IR Facilitation of Investment and Exports

- Targeted result: Improved business environment for exporters
- Benchmarks:
 - Sectoral roadmaps for eco-tourism and furniture/wood products prepared
 - Other sectoral roadmaps developed
 - Government review and validation of roadmaps
 - Government action plans to implement recommended improvements
- Impact indicators:
 - Key sectoral reforms and improvements implemented by government
 - Increased awareness of public sector leaders of importance of sectors/clusters

IR Investment and Export Promotion

- Targeted result: New export opportunities identified and market linkages formed
- Benchmarks:
 - Market studies for local and export markets prepared
 - Go-Invest product website developed for Guyanese exporters
 - Export awareness and promotion study tours organized by sector/cluster
 - Market intermediaries and brokers identified
 - Market opportunities and linkages in Guyana, Caribbean and North America identified
 - Market linkages established between SMEs and larger firms or brokers
- Impact indicators:
 - At least 3 SMEs showing increased sales from exports, either directly or through larger exporting firms or brokers
 - Ongoing export market information services developed and maintained

IR3: Strengthened Capacity of the Private Sector to Influence Public Policy

IR Private sector organization advocacy of sectoral reforms and improvements

- Targeted result: Enhanced PSO capacity to analyze and promote sectoral reforms
- Benchmarks:
 - Sectoral roadmaps reviewed by SMEs and PSOs
 - Priority sectoral reform agenda developed
 - Sectoral reforms analyzed and advocacy and promotional efforts undertaken
- Impact indicators:
 - Key sectoral reforms and improvements implemented by government

IR4: Increased Services Available to Support Small and Micro-Enterprises

IR SME Sector Assistance Program

- Targeted result: Increased productivity and competitiveness of SMEs
- Benchmarks:
 - Market studies for local and export markets prepared
 - Informal SME partnership network established
 - List of potential SME partners and key sectors identified
 - Potential subcontracting opportunities with larger firms identified
 - Market opportunities and linkages in Guyana, Caribbean and North America identified
 - SME matches for market opportunities and linkages developed
 - SME Coordinator hired and operational
 - 6 business planning and marketing workshops implemented throughout Guyana
 - SME service providers trained in for-fee service delivery to SMEs
 - At least 50 SME entrepreneurs trained in modern business skills, including management, marketing and finance
 - 20 SME partnerships established and launched
 - 20 business/marketing plans developed
 - 3 SME-large business subcontracts or partnerships in effect
- Impact indicators:
 - At least 10 SMEs showing measurable increase in revenues, employment, exports or market share through:
 - Selling in higher valued-added, more competitive sectors
 - Subcontracting to exporting firms
 - Subcontracting to larger firms supplying local markets
 - Exporting directly
 - Partner SMEs enhancing expertise in technology, management, and marketing
 - At least 2 PSOs or business development service organizations offering training and advisory services to SMEs on for-fee basis
 - Ongoing market information services developed and maintained by PSOs
 - Competitiveness clusters with large firms and SMEs emerging in targeted sectors
 - SME success stories disseminated to broad audience

Annex 5

Draft Scopes of Work for SME Sector Action Plan

1) SME Coordinator:

Position: SME development specialist

Purpose: Coordinate implementation of GEO's SME Sector Action Plan

Experience:

- MBA or equivalent or business development experience
- At least 5 years experience in business, business development or related field
- Experience in developing country highly desirable
- Ability to work collaboratively with chambers of commerce, financial institutions, business and trade associations, investment promotion agency, and government agencies
- Ability to do business planning, enterprise diagnostics, marketing plans, etc.
- Ability to design training, technical and marketing assistance, and information initiatives to support SME development

Roles and responsibilities:

- Coordinate implementation of SME Sector Action Plan
- Establish close and effective working relations with SME PartNet organizations and partner SMEs
- Draft Scopes of Work for short-term consultancies
- Identify expatriate and local trainers, technical advisors and marketing specialists to support PartNet organizations' assistance to partner SMEs)
- Facilitate market studies and market linkage analyses
- Ensure integration and coordination of SME Sector Action Plan with other SME programs, international donors, Government of Guyana, private sector organizations, business development service organizations, etc.
- Supervise semestrial review and updating of SME Sector Action Plan
- Ensure regular and comprehensive results and impact monitoring
- Provide input to GEO quarterly and annual reports, and workplanning exercises

2) Guyana Markets Survey

Position: Marketing specialist

Purpose: Conduct market survey in all Guyana regions of existing and potential demand for Guyanese products

Tasks:

- Identify range of products and services sold in Guyana
- Link products and services to potentially high-growth sectors/clusters
- Identify market intermediaries (brokers, wholesalers, retailers) and distribution chains

3) CARICOM and other Caribbean Markets Survey

Position: Marketing specialist

Purpose: Conduct market survey in CARICOM and other Caribbean countries of existing and potential demand for Guyanese products

Tasks:

- Identify range of products and services sold in Guyana
- Link products and services to potentially high-growth sectors/clusters
- Identify market intermediaries (brokers, wholesalers, retailers) and distribution chains

Jamaica Exporters Association (JEA)

Pauline Gray, Executive Director

13 Dominica Dr.

Kingston, 5, Jamaica

Tel: (876) 960-1675; 926-7158; 926-0586

Fax: (876) 960-1465

Website: <http://www.exportjamaica.org/>E-mail: infojea@cwjamaica.com

Chemonics assisted in the formation and development of JEA under the Jamaica Small Business Export Development (SBED) Project. Steve Wade was the Chief of Party, and initiated a number of innovative web-based export marketing efforts with JEA.

Possible market research firm:

Marketing Strategy Limited (MSL)

Ms. Rowena G. Coe, Managing Director

1C Braemar Avenue

Kingston, 10, Jamaica

Tel: (876) 978-3236

Fax: (876) 978-3237

E-mail: mssl@cwjamaica.com

MSL is part of Caribbean network of market research and survey firms that was founded by Market Facts and Opinions (MFO) in Trinidad in 1994. They do market research for such major multinational firms as Proctor & Gamble, Johnson and Johnson, etc.

4) **Expatriate Guyanese Markets Survey***Position:* Marketing specialist*Purpose:* Conduct market survey in Toronto, Canada and New York, NY of existing and potential demand for Guyanese products*Tasks:*

- Identify range of products and services sold in Guyana
- Link products and services to potentially high-growth sectors/clusters
- Identify market intermediaries (brokers, wholesalers, retailers) and distribution chains

5) **Eco-Tourism Roadmap (James MacGregor)***Position:* Eco-tourism policy, strategy and marketing specialist*Purpose:* Develop detailed eco-tourism roadmap for eco-tourism operators (exporters) and investors

6) **Furniture and Wood Products Roadmap**

Position: Wood products policy, strategy and marketing specialist

Purpose: Develop detailed furniture and wood products roadmap for exporters and investors

7) **Fresh Food Exports to CARICOM, Canada and USA**

Position: Food export broker

Purpose: Identify current and potential Guyanese fresh foods for export to target markets, establish export roadmap with quality and delivery standards, and propose strategy for improving subsectors

Possible connection for export broker in U.S.:

The Produce Connection

Dennis Young, Export Sales Representative

2260 N.W. 13th Avenue

Miami, Florida 33142

Tel: (305) 633-0011 or (800) 293-2221

Fax: (305) 633-4440

Res: (954) 447-0313

Cell: (305) 510-4760

Web site: www.theproduceconnection.com

Dennis Young is a buyer for The Produce Connection who I met in Georgetown. He was purchasing fresh fruits and vegetables from Guyana for export to the U.S.