



USAID Guyana Trade and Investment Support

A Joint Government of Guyana - U.S. Government Project

FY 2007 Work Plan

October 2006 – September 2007

Submitted by:
CARANA CORPORATION

To:
United States Agency for International Development
Georgetown, Guyana

Under Contract Number: 504-C-00-04-00111-00



USAID
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Implemented by the CARANA Corporation

55 Main Street, Georgetown, Guyana,
Tel: (592) 223 - 7144, Fax: (592) 223 – 7143

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Executive Summary

In FY 2006, the GTIS project observed accelerated progress in the expansion in non-traditional exports, particularly in wood products, where successful market linkage activities led to \$15 million completed or pending export deals. At the same time activities in the fresh produce, aquaculture and bird tourism clusters laid the foundation for the introduction of new export products and services and increased exports values in coming years. Activities focused on 1) identifying buyers and penetrating export markets, 2) enabling firms and supply chains to respond to market opportunities, and 3) raising the capacity of sector-specific organizations such as the Forest Product Marketing Council (FPMC), New Guyana Marketing Corporation (New GMC), Ministry of Agriculture, Food and Drug Department (FDD), tourism/hospitality training institutions, Guyana Tourism Authority and National Aquaculture Association of Guyana (NAAG) to provide firms with the support they need to take advantage of export opportunities. At the same time, outreach programs enhanced public awareness of export opportunities resulting from trade agreements, increasing domestic support for these agreements and further trade liberalization. Throughout the year, GTIS activities were implemented within the context of Guyana's National Competitiveness Strategy (NCS), within which USAID is considered a critical partner, both in terms of strategic vision and its demonstrated ability to support progress in target sectors.

As discussed in the FY 2007 Work Plan, GTIS activities over the next year will focus on implementing a market-led approach that provides Guyanese firms with the tools and information needed to increase their visibility and presence in North American and European export markets. At the same time, the project will provide highly targeted institutional support to government institutions that will enable them to facilitate market access and sustained export expansion. Through its 2007 activities, GTIS expects to achieve the following results:

- \$10 million of exports in value-added wood products attributable to project activities
- \$1 million in fresh Produce exports attributable to project activities
- \$200,000 in new aquaculture exports
- \$100,00 in new tourism receipts in Birding Tourism
- Milestone improvements in regulatory environment in value-added wood products sector (e.g. legal verification of sustainable logging techniques, removal of bias towards raw timber exports)

Strategic Approach for 2007

Implementing a Market-led Approach

GTIS FY 2007 activities will reflect the market-led export promotion program initiated during the second-half of FY 2006. This model, proven highly-effective in the wood products sector, involves initiatives that bring buyers Guyana and provide firms and organizations with the tools to respond to the demands of today's competitive wood products, agribusiness, aquaculture and tourism markets. This includes:

- ***Ongoing support through a series a market linkage activities*** that 1) raise the credibility and positioning of Guyana as a place to do business; 2) provide a venue for Guyanese firms and industry representatives to establish market contacts and engage influential buyers and investors in key markets; 3) help Guyanese translate market contacts into deals. This includes support for membership in key international industry associations and participation in trade shows, alongside ongoing matchmaking support as international buyers show interest in Guyana.
- ***Firm and supply-chain-level assistance aimed at addressing critical issues*** impacting their ability to access markets and respond to buyers' demands. This includes work in the areas of product design, quality assurance, and productivity and standards compliance, as well as efforts to facilitate investments in 'common' goods needed to meet industry-specific requirements, such as cold storage facilities for fresh produce and aquaculture exports and kiln drying facilities for high value wood products. Whenever possible, the Project will attempt to identify potential buyers willing to partner in the provision of 'embedded' services in the interest of strengthening the capacity of their global supply chains.
- ***Working with sector-specific organizations and regulatory bodies to improve the enabling environment for Guyanese exporters to identify, access and penetrate international markets.*** This includes 1) support for institutional marketing capacity within the FPMC, NGMC and GTA; 2) providing government agencies with quality and Safety and Phyto-sanitary (SPS) standards mandates with the laboratory and testing capabilities necessary to enable exporters to comply with international standards; 3) support for policy and regulatory changes that reflect international best practices.

Targeting Quick Wins

GTIS FY 2007 activities focus on cost-effective, high-impact, and market oriented activities that result in quick wins—such as the millions of dollars in signed and potential deals for value-added wood products achieved in FY2006 through only \$60,000 in GTIS resources—while laying the foundation for long-term competitiveness and export-led growth. In particular, achieving rapid increases in exports and private investments is critical to 1) demonstrate that Guyana can indeed compete in non-traditional export markets; 2) develop the positive track record needed to raise Guyana's credibility in the eyes of international industry players; 3) transform the way that both the public and private sector view and respond to opportunities in international markets.

Integrating activities for seamless implementation

As the project implements its market-led approach, it is adjusting the manner in which GTIS activities are designed and implemented under *IR 2: Increased competitiveness in the export of value-added products and services in the non-traditional sector*. In the past, activities fell under two different components: *sub-IR 2.1 Technical and Business Development Service (T&BDS) Delivered to increase Export Competitiveness of Value-Added Products and Services* or *sub-IR 2.2 Institutional Capacity to Identify and Establish Links to High-Value Niche Markets Enhanced*. The current approach integrates market

linkage activities and firm/level supply chain capacity building activities.¹ This approach ensures the seamless implementation of activities focused on establishing a platform for market penetration (IR 2.2) so that firms can make deals, followed by technical assistance (included embedded services provided by buyers) that provide firms/supply chains the with capability to deliver on these deals and compete for future orders (IR 2.1). These activities are complemented by projects that address issues that impact the cluster/sectors as a whole (IR 2.2, and to some extent IR 1.1). As a result of this shift in approach, GTIS will implement fewer individual projects and focus on larger, more comprehensive initiatives that cover a number of inter-related activities.

Proposed shift in resources towards IR 2 Activities

From FY 2007 forward, GTIS' management team is proposing a shift in IR funding allocations to increase the level of resources (time and financial) allocated for the implementation of IR 2 activities, and reducing funding of activities falling under IR 1. Multiple rationales justify this shift:

- ***Cost-Impact Evaluation of IR 2 vs. IR 1 Activities*** – The GTIS team believes that the project can have a far greater impact on Guyana's export environment by focusing resources on joint public-private initiatives aimed at helping exporters successfully identify and penetrate markets. The GTIS Team feels that the energy and excitement resulting from new business opportunities and actual export orders will have a transformative effect on individual firms and clusters and create a dynamic resulting in far higher exports than any policy, regulatory or institutional program could achieve in the short to medium term, particularly given limited available GTIS funding and institutional limitations on the part of government counterparts (see point below)
- ***Gaps in Government Counterpart Institutional Capacity*** – There is no question that policy, regulatory and institutional weaknesses impact Guyana's overall trade and investment environment and thus the ability of the country to secure export-led growth. In practice, however, the GTIS team has found that the level of resources required to effectively address these issues is beyond the scope of the project given its current funding amounts. This is particularly the case when considering the limited institutional capacity of government agencies to effectively partner with GTIS (in terms of absorptive capacity and the availability of human resources for implementation). Even in cases where a counterpart institution is willing and motivated to do its part, GTIS has often found that wider institutional issues limited the extent to which the institution could translate USAID support into sustainable policy, regulatory or institutional improvements. In sum, effectively addressing the many issues impacting the trade and investment environment would require sufficient resources for comprehensive institutional strengthening and reform initiatives.
- ***Significant Resources Allocated for IR.1.2. Activities in FY 2005-2006*** – During its first two years, the GTIS project allocated a significant amount of resource in public awareness and education in trade, investment, business policies and developments. IR 1.2 activities successfully targeted a range of demographics, from business people, to policy makers, to youth, to lawyers to the media, far exceeding PMP targets. GTIS civil society outreach activities were sufficiently widespread to have the desired impact, thus reducing the level of resources required for future IR 1.2 activities.

Due to the adjustments in strategic focus and suggested changes in funding allocations, the GTIS team is proposing changes to the GTIS PMP, explained in Annex 1

Selective support that addresses critical trade, investment, and sector-specific policy and institutional weaknesses

While proposing a reduction in IR 1 funding allocations, the GTIS management team agrees that policy and regulatory issues play a large role in the ability of GTIS targeted clusters to access and compete in

¹ While activities will be integrated, results under the PMP will continue to be tracked by sub-IRs.

international markets. As such, the GTIS Team will work with the private sector and government officials to identify 2-4 priority trade negotiation, policy and regulatory reform, and or trade facilitation initiatives that meet the following criteria:

1. Likelihood of having significant and sustainable impact on GTIS target sectors and overall facilitation of trade
2. Demonstrated buy-in and commitment on the part of government counterparts
3. Level of sustainable capacity building achievable through GTIS support
4. Level of buy-in, collaboration or complementarity with other donors

The GTIS project will pay special attention to strengthening the policy environment for nascent export clusters, such as aquaculture, bird watching tourism and value-added wood products, to grow and flourish. Given its alliances with both public and private stakeholders, GTIS has a significant comparative advantage working in these areas and will prioritize policy and regulatory issues that will have a dramatic impact on these clusters.

In the area of IR 1.2, the GTIS project will shift its focus away from wider civil society outreach activities in favor of targeted activities that improve the capability of the private sector and its representatives to engage in informed trade, investment and business discussions and influence trade negotiation agendas and policy outcomes. An emphasis will be placed on activities that bring together cluster/industry players to identify critical issues impacting cluster/sector performance.

Maintaining Flexibility to Take Advantage of Opportunities

In today's dynamic global economy, exporters throughout the world must be able to adjust to changing market trends and consumer demands. Unless they are flexible and open to these changes, they will ultimately be unable to compete. Similarly, a market-oriented program like GTIS must remain flexible and opportunity-driven in order to provide the services most needed by firms/supply chains trying to penetrate international markets. Within this context, the GTIS team will consistently look to international buyers, local industry players and government officials to determine activities that mobilize USAID funding in the most effective manner.

Planned Activities for FY 2007 by Intermediate Result Area

IR 1: INCREASED COMPETITIVENESS IN THE EXPORT OF VALUE-ADDED PRODUCTS AND SERVICES IN THE NON-TRADITIONAL SECTOR

In FY 2006, the GTIS Project embarked on a market-led export promotion program designed to facilitate a significant increase in non-traditional exports, introduce new export products in international markets, provide exporters the knowledge and technological transfer needed for them to respond to market demands, and transform the way that Guyanese firms operate within the context of global markets. Most activities involve joint public-private sector collaboration with GTIS playing a supportive and catalytic role in translating opportunities into reality. GTIS' FY 2007 program will build on previous work in the wood products and bird tourism clusters while ramping up programs targeting fresh produce and aquaculture exports. An overview of these activities, by cluster, is present below.

Non-Traditional Agriculture Cluster

With an abundance of arable land and fresh water, and an ideal climate that allows for a year-round growing season, Guyana should be exporting far more non-traditional (NT) agricultural products such as fresh produce and processed foods than the annual \$6.8 million figure observed in 2005. Unfortunately gaps in producers/exporters awareness of new global opportunities—and thus dependence on traditional exports—poor packaging and handling techniques and weaknesses in the transport and logistics chain prevented Guyana from taking advantage of lucrative export opportunities in North American and European markets.

In FY 2007, GTIS collaboration with the Ministry of Agriculture, the New GMC and Guyanese producers/exporters will establish a platform for accelerating the expansion of NT agriculture exports, particularly in fresh fruits and vegetables. GTIS support will 1) help raise the profile of Guyana non-traditional agriculture products in North American and European markets through participation in key industry trade shows in the U.S., Canada and Germany; 2) identify new NT agricultural products where Guyana has a competitive advantage; 3) strengthen the ability of the NGMC to interact and establish business linkages in the global marketplace; and 4) connect farmers to the market place and enable them to produce new export products. The GTIS project will also work with the NGMC and local logistics service providers to explore ways to improve packaging and handling and promote investments in cold storage. Finally, the project will follow-up on FY 2006 activities aimed at promoting the export of bull-nose peppers and poultry products. Throughout, the GTIS project will collaborate with the Ministry of Agriculture on its IDB-funded Agricultural Diversification program.

Expected outcomes include:

- Introduction of at least 2 new NT products for export (including \$350K in bull-nose peppers)
- At least 25 business relationships established, impacting at least 60 farmers
- A 10 percent increase in NT agricultural exports from previous year
- \$1 million in NT Agricultural exports attributable to GTIS activities
- Improvements in post-harvest handling and investments in cold storage facilities
- Strengthened supply chains involving farmers, NGMC, logistics companies and buyers

Work Program for Non-Traditional Agriculture Cluster		
Tasks	Timeline	Specific output/outcome
Develop market research and marketing capacity of NGMC <ul style="list-style-type: none"> ▪ Assistance in market research activities with industry associations ▪ Training in marketing/lead management ▪ Establishment of marketing committee ▪ Identification of new products for export 	All of 2007	<ul style="list-style-type: none"> • New capacity to attract buyers and to export products to North America • 6 market linkages facilitated through NMGC
Support for Guyanese membership in international industry associations and participation in key industry Trade shows <ul style="list-style-type: none"> • Fresh Produce Summit (San Diego) - Produce Marketing Association • Fruta Logisitica Trade Show (Berlin) • Fresh-Cut Show (Chicago) - United fresh Produce Association • Fresh Food Show (Montreal) - Canadian Produce Marketing Association 	<p>October 2006</p> <p>February 2007 May – 2007</p> <p>May -2007</p>	<ul style="list-style-type: none"> • Identify new products for export • Determine international best practices in packaging and handling • Raise profile of Guyana as a dependable producer • 25 business relationships established (4 resulting in deals) • \$2 million in completed or pending export deals
GTIS and NGMC Marketing trips to North America	Q 2, Q3, Q4	<ul style="list-style-type: none"> • Negotiate and finalize production and export agreements/contracts
Stimulate and increase production of bull-nose peppers and pumpkins for export	All of 2007	<ul style="list-style-type: none"> • Facilitation of between US\$600,000 - 1,000,000 million in new exports
Assistance (training, inputs) to 50 small farmers for production of new and current NT export products	All of 2007	<ul style="list-style-type: none"> • Introduction of new NT export products • Activation of 700-1,000 acres of fallow land for export-oriented production
Assistance (training, inputs) to 10 medium-sized farmers for production of new and current NT export products	All of 2007	<ul style="list-style-type: none"> • \$1million in exports attributable to GTIS assistance
Collaborative farm-to-market program with NGMC, logistics providers and farmers to improve transport of non-traditional agricultural exports	Q 3	<ul style="list-style-type: none"> • Improvements in post-harvest handling resulting 25% reduction in average losses from spoilage. • Increased reliability of supply chain • Investments in cold storage facilities • Increased revenues from exports for transport logistics companies
Collaboration with NGMC to introduce new packaging and handling techniques (e.g. produce crates) to reduce spoilage	Q3	<ul style="list-style-type: none"> • 25% reduction in average spoilage of products handled and marketed through NGMC
Collaboration with Guyana Poultry Association to explore market opportunities and monitor use of poultry laboratory	All of 2007	<ul style="list-style-type: none"> • Initiation of poultry exports to regional market
Pubic information – news articles, media stories and press releases and events which chronicle and promote a market-led strategy for non-traditional exports	All of 2007	<ul style="list-style-type: none"> • Creation of supportive environment for project among the public and private sector actors

Aquaculture

While Guyana’s marine resources have played an important role in the economy for some time, issues related to sustainability and the commercial viability of key marine species (i.e. shrimp and sea bob) have raised concerns. This has led many public, private and donor stakeholders to pay more attention to the export potential of the country’s fledgling aquaculture sector, where recent feasibility and market studies

suggest that Guyana existing irrigation system (initially designed for rice) and proximity to U.S. markets provides an opportunity to become an exporter of fresh tilapia to North American markets.

In FY 2006, GTIS helped establish the National Aquaculture Association of Guyana (NAAG) and worked with the Ministry of Agriculture/Department of Fisheries, private companies and interested donors to develop a national strategy for aquaculture that focuses on promoting investment in new aquaculture investments, the introduction of suitable tilapia species, securing inputs (e.g. feed and fingerlings), and extension training in commercial aquaculture (as opposed to subsistence fish farming). GTIS also supported Guyanese involvement in the American Tilapia Association's annual conference in Mexico, providing participants with an opportunity learn about industry best practices and global aquaculture markets while establishing relationships with industry players and potential buyers.

In FY 2007, GTIS will facilitate NAAG's efforts to build the foundations of this emerging industry through market linkage activities, support for the hatchery at Mon Repos, the promotion of pilot ventures in commercial aquaculture and ongoing development of a cluster strategy. The GTIS team and NAAG also plan to approach the USAID Aquaculture CRSP Project for targeted research and training support. Expected outcomes include:

- Two pilot projects resulting in commercial ventures capable of producing tilapia for export
- At least 4 business linkages made with potential buyers
- \$200,000 in tilapia exports to the North American market by end of FY 2007
- At least two companies exporting, with another 3 developing export capabilities
- The emergence of NAAG as a viable entity

Work Program for Aquaculture Cluster		
Tasks	Timeline	Specific output/outcome
Weekly cluster meetings with NAAG and other industry stakeholders to identify issues and support necessary for the sustainable development of export-oriented aquaculture	All of 2007	<ul style="list-style-type: none"> • Strategic plan for the development of the aquaculture sub-sector • Design and Implementation of initiatives to improve enabling environment for commercial aquaculture production
Support for membership in international trade associations and participation in trade shows <ul style="list-style-type: none"> • American Tilapia Association • Caribbean and Latin America Aquaculture 	Q1 Q4	<ul style="list-style-type: none"> • 4 business linkages established • Transfer of knowledge and best practices in aquaculture • Support secured for research activities
Technical assistance to NAAG	All of 2007	<ul style="list-style-type: none"> • Establishment of legal entity • Active advocacy for legislation supporting aquaculture sub-sector
Technical assistance and provision of inputs for 2 commercial venture pilot projects	All of 2007	<ul style="list-style-type: none"> • Guyanese capability to meet international standards established • \$200,000 in new aquaculture exports
Technical assistance and provision of inputs for Guyanese tilapia feed producer	Q1	<ul style="list-style-type: none"> • Strengthening of supply chain and availability of inputs for commercial aquaculture.
Technical assistance to Mon Repos Aquaculture station to establish hatchery	Q2	<ul style="list-style-type: none"> • Strengthened supply chain and input availability for aquaculture ventures.
Public information –news articles, media stories and press releases and events which chronicle and promote a market-led strategy for the development of Aquaculture (Tilapia for export)	All of 2007	<ul style="list-style-type: none"> • Creation of supportive environment for project among the public and private sector actors

Tourism Cluster

The fact that Guyana's unspoiled beauty, unique cultural heritage and natural attractions make it an ideal destination for tourists has not gone unnoticed by Guyanese stakeholders or donor programs. While Guyana has seen many tourism studies and market strategies, there has been little catalytic action aimed at actually developing the industry. In FY 2006, the GTIS project initiated an aggressive program to promote and develop Guyana's birding tourism cluster after consultations with international tour operators suggested that birding is a market niche with realistic growth potential since birders may be willing to forgive Guyana's shortfalls in tourism infrastructure in order to experience Guyana's unique offering of flora, fauna and rare birds.

In FY 2007, the GTIS program will continue implementing a Birding Tourism Marketing Plan designed by a world-class eco- and specialty-tourism expert. This comprehensive initiative focuses on raising the profile of Guyana's birding tourism offerings within international tourism markets and attracting the attention of tour operators and individual tourists. Activities include 1) the development of a Guyana Birding website featuring information on indigenous bird species and promoting companies offering services in Guyana; 2) the development of world-class promotional materials that promote Guyana as a birding destination; 3) participation in international birding shows in the US and UK that connect Guyana's tourism global birding tourism industry; 4) strengthening the capacity of the GTA to promote Guyana tourism and develop business linkages in the global marketplace; 5) facilitating a familiarization (FAM) trip involving international tour operators. The GTIS program will also work with local tour operators to develop itineraries and improve their product offerings.

In addition to bird tourism, the GTIS project is working with training institutions and the wider tourism sector to provide tourism and hospitality training in anticipation of the 2007 Cricket World Cup

Expected Outcomes include:

- Business linkages established with at least 20 international tour operators, 4 of whom follow-up by bringing birding tourists to Guyana.
- \$100,000 in bird tourism receipts in 2007, \$500,000 in receipts in 2008
- 250 persons trained in tourism and hospitality services prior to Cricket World Cup

Work Program for Tourism Cluster		
Tasks	Timeline	Specific output/outcome
Implementation of Birding Marketing Plan. <ul style="list-style-type: none"> • Continued outreach to generate new opportunities and support existing business • Website development, marketing material updates • Monitoring business linkages established in 2006 between local and international tour operators 	All of 2007	<ul style="list-style-type: none"> • International profile of Guyana as birding destination raise • New business linkages established with international operators • New contracts signed with local tour operators • New tourists visiting birding sites • Tourist expenditures tracked
Support for membership in international trade associations and participation in trade shows <ul style="list-style-type: none"> • American Birding Association Conference • United Kingdom Birding Fair 	April 2007 August 2007	<ul style="list-style-type: none"> • 20 business relationships established
Familiarization tour of Guyana – (10) international tour operators	February 2007	<ul style="list-style-type: none"> • New contracts signed with 6 local tour operators • 4 tours by affiliated operators after FAM trip

Production of a Bird's of Guyana checklist with Smithsonian Institute	Q2	<ul style="list-style-type: none"> Stimulate new interest and provide information to prospective new clients of Guyana's offerings
Work with 10 local companies providing tourism services or products to upgrade their business capacity and product range to "Market-ready"	All of 2007	<ul style="list-style-type: none"> Increased competitiveness, attractiveness/credibility of Guyana birding industry \$100,000 in birding tourism revenue earned by recipient firms
Cricket World Cup- Hospitality training to support the demands of 15,000+ cricket fans for international sporting event in April 2007	Q1	<ul style="list-style-type: none"> 250 hospitality sector employees trained in the latest management techniques of premium service delivery.
Strengthening training capacity of Carnegie School of Economics through procurement of equipment	Q1, Q2	<ul style="list-style-type: none"> Increase in Guyana's long-term tourism/hospitality training capacity Creating environment for sustained improvements in tourism services
Pubic information – news articles, media stories and press releases and events which chronicle and promote a market-led strategy for the development of "Birding" tourism in Guyana	All of 2007	<ul style="list-style-type: none"> Creation of supportive environment for project among the public and private sector actors

Wood Products Cluster

With vast forest resources covering more than three-quarters of its landmass and containing over 1,000 tree varieties, Guyana is well positioned to expand its role as a supplier of a wide range of wood products. In many respects, however, this potential is yet to be realized. While the country exports significant volumes of wood products every year, its product offering is relatively limited. Most export activities involve products that 1) have undergone limited processing, with little value added (e.g. rough sawn lumber, pilings); and 2) primarily utilize a small number of species. For years, Guyanese industry players have proclaimed their desire to move away from the country's traditional timber exports and move into value-added wood products markets but did not have the information, market exposure or the tools to do so.

In FY 2006, GTIS embarked on an aggressive initiative to raise the profile and credibility of Guyana's value-added wood products sector, establish new market linkages and facilitate business relationships resulting in new export deals. These efforts are expected to result in up to \$15 million in new exports in 2007. These deals involved products that capture higher prices, utilize more wood from each log, and utilize 'lesser-known' species. Many of the products have never been exported from Guyana before.

In FY 2007, GTIS will continue this market-led initiative, which involves membership in key international wood products associations, participation in trade shows, collaboration with the FPMC in business networking and matchmaking activities, and technical assistance to firms to improve productivity, quality control, supply chain management, or product development. In order to enhance the overall appeal of Guyana as a wood products source, GTIS will work with the Forest Commission to strengthen its logging verification system to address buyers' concerns of sustainable logging techniques. The project will also work with industry stakeholders to develop a strategic development plan for the sector and include recommendations for legislation that would promote the production and export of value-added wood products as opposed to raw timber. Expected outcomes include:

- Business linkages established with at least 4 international buyers
- 6 new exporting firms in wood products sector
- \$10 million in value-added wood products exports attributable to GTIS activities
- Legal verification in sustainable logging practices

Work Program for Wood Products Cluster		
Tasks	Timeline	Specific output/outcome
Collaboration with industry in development of Value-added Wood Products Strategic Plan <ul style="list-style-type: none"> ▪ Using market intelligence to identify new export market (incl. new products) ▪ Develop strategies to penetrate new markets, produce more value-added products, utilize lesser-known species and increase recovery rates 	All of 2007	<ul style="list-style-type: none"> • Development of value-added opportunities for industry cluster • Consensus of industry and policy makers for reduction of raw timber exports • Environment for export of value-added wood products enhanced
Support for membership in international trade associations and participation in trade shows <ul style="list-style-type: none"> • International Wood Products Association • North American Wholesale Lumber Association • Mill Working & Millwork Producers Association 	Q3 Q4 Q2	<ul style="list-style-type: none"> • Establish 4 international business linkages resulting in deals • Identify new products for exports
Collaboration with FPMC cultivating North American Promotional/Business Linkages <ul style="list-style-type: none"> • Promotional trips to meet with potential buyers • Facilitate matchmaking and follow-up correspondence between potential buyers and Guyanese exporters to finalize deals 	All of 2007	<ul style="list-style-type: none"> • Facilitation of at least \$10 million in exports
Technical assistance to 10 wood products producers/companies <ul style="list-style-type: none"> • Participation in trade shows • Market research • Product development • Plant improvements • Quality control 	All of 2007	<ul style="list-style-type: none"> • 10 firms with increased capacity to respond to export orders • \$2.5 million in exports by GTIS-recipient firms
Technical support for 2 furniture manufacturers <ul style="list-style-type: none"> ▪ Plant improvements ▪ Product design ▪ Quality control ▪ Supply chain management 	All of 2007	<ul style="list-style-type: none"> • 2 firms with increased capacity to respond to export orders • \$2 in exports by GTIS-recipient firms
Legal Log Tagging Verification Initiative	All of 2007	<ul style="list-style-type: none"> • Compliance to Buyers' concerns over sustainable logging practices effectively verified • Increased buyer interest in Guyana as source of environmentally friendly wood products • Ability to access more discriminating export markets • Increase in value-added wood products exports
Pubic information – news articles, media stories and press releases and events which chronicle and promote a market-led strategy for the production and export of value-added wood products from Guyana		<ul style="list-style-type: none"> • Creation of supportive environment for project among the public and private sector actors

IR 1: KEY TRADE AND INVESTMENT POLICIES, STANDARDS AND PRACTICES ARE CONSISTENT WITH NEGOTIATED OBLIGATIONS AND INTERNATIONAL BEST PRACTICES

In FY 2006, the GTIS program implemented a wide range of activities aimed at improving the environment for exports. This included support in the area of trade negotiations (e.g. training, research and advice), trade facilitation (e.g. standards compliance) and public awareness and education campaigns designed to raise support for trade liberalization.

As noted in the “strategic approach” section above, GTIS management is keen to ensure that USAID funding is cost-effectively allocated towards activities likely to have the largest impact on exports in targeted sectors. Due to the scale of institutional issues facing trade-related agencies, the limited capacity of these agencies to effectively partner on GTIS initiatives, and insufficient funding to sustainably address critical issues, GTIS management felt it necessary to re-evaluate GTIS activities in the IR 1 arena and develop a new GTIS Trade Policy Agenda. During the Summer of 2006, a trade policy expert worked with government and private sector stakeholders to identify trade policy priorities and critical institutional weaknesses, and areas where GTIS/government collaboration would be most appropriate and effective. The memo identified the following possible areas for support:

- Support for services negotiations
- Strengthening the collection of data
- Strengthen the private sector’s capability to advocate its interests and participate in decision-making processes
- Specialized training in specific trade issues (e.g. rules of origin, intellectual property, e-commerce, subsidies, anti-dumping, dispute settlement and labor rights)
- Support for implementation and administration of existing trade commitments
- Facilitating growth of exports by targeting trade policy barriers applied by Guyana’s trading partners
- Support for policy, regulatory and institutional improvements required to address technical and non-tariff barriers to trade (TBT and NTB, respectively) most impacting market access
- Support for upgrades in standards compliance capabilities

While the Trade Policy Agenda narrowed the scope for GTIS assistance, further prioritization and consultation is necessary, particularly since the August 2006 elections resulted in new Ministers within MOFTIC and MinTIC. The new Ministers need to be briefed on the GTIS program and their input and priorities considered.

Early in FY 2007, the GTIS team will meet with the new ministers, key agencies and private sector representatives to 1) discuss the GTIS trade policy agenda and identify areas where government/private sector policy/regulatory/institutional needs and priorities match GTIS strategic approach and capabilities, and 2) select 2-4 key initiatives to be carried out in the areas of trade negotiations, policy/regulatory reform, institutional capacity building and trade facilitation. These initiatives could have a time span of a few months to 2 years. Longer time spans (up to end of project) may be required to allow effective and sustainable implementation.

Any proposed initiative will be evaluated using the criteria highlighted in the “Strategic Approach” section, with a primary emphasis on sustainability of impact and the possible impact on exports from GTIS target sectors and the overall facilitation of trade. In all, the GTIS team will budget up to \$200,000 for the implementation of these activities over FY 2007 and FY 2008. In order to maximize the

utilization and effectiveness of USAID funding, the GTIS team will look for ways to leverage funding or initiatives from other donors (e.g. IDB, EU, DfID, CIDA).

Work Program for Trade Negotiations, Policy and Regulatory Reforms And Institutional Capacity Building		
Tasks	Timeline	Specific output/outcome
Consultations with new Government Ministries and private sector representatives to discuss programmatic options under IR 1.	Q1	<ul style="list-style-type: none"> • Selection of 2-4 cost-effective initiatives to be implemented between 2007-2008
Initiation of selected initiatives for FY 2007	Q2 and onwards	<ul style="list-style-type: none"> • TBD
Facilitation of public-private consultations addressing policy, regulatory and institutional issues facing GTIS target sectors and overall business community	Q2 and onwards	<ul style="list-style-type: none"> • At least 40 private sector representatives in policy discussions
Completion and Presentation Assessment on Opportunities for Increased Economic Growth and Trade Liberalization	Q1	<ul style="list-style-type: none"> • More informed policy making in areas of regulatory and policy reform and trade liberalization in services sectors

Donor Coordination

The GTIS Program is regarded as a critical counterpart in any government or donor program addressing competitiveness issues in Guyana. In FY 2006, Chief of Party Carl Larkins took part in regular forums addressing the design and implementation of Guyana’s IDB-funded competitiveness forum and sat on the Donor Harmonization Group that involves the IDB, World Bank, IMF, EU, and a number of bilateral donors. This forum focuses on discussing competitiveness-related programs in Guyana and coordinating donor activities within the country’s National Competitiveness Framework. He will continue playing this important strategic and advisory role during FY 2007.

Communications Program

In FY 2006, the GTIS project embarked on a communications program that provides USAID, the government and the media with regular updates on project activities and successes. This not only raises the profile of USAID’s involvement in Guyana’s development but also plays a role in changing long-standing perceptions that Guyana is making little progress in the areas of trade, investment and private sector development. This program will continue through the duration of the project, with regular press releases and success stories.

Proposed Changes to PMP

As noted in the “Strategic Approach” section, the GTIS management is proposing some changes to the PMP approved in the early stages of the project in order to reflect changes in the project’s strategic approach, available resources and field experience. Annex 1, provides a discussion and justification for these proposed changes.

ANNEX 1: Proposed Changes to GTIS Performance Monitoring Plan (PMP)

Proposed Changes to GTIS Performance Monitoring Plan (PMP)

Introduction

In the early stages of the GTIS Project, management submitted a performance monitoring plan (PMP). The indicators proposed at that time reflected assumptions regarding project priorities, planned activities, expected counterpart buy-in and collaboration, and the likely cost-effectiveness of specific types of activities. Since that time, the GTIS Team has determined that some of the indicators and targets may no longer be appropriate since 1) the measurement or achievement the indicators/targets is not realistic or practical given available GTIS resources and counterpart capacity; or 2) some indicators are no longer relevant given recent changes in the project's priorities and strategic approach. As such, the GTIS Team is proposing changes in the PMP as part of its 2007 Work Plan submission. Proposed changes involve:

- The elimination of indicators that cannot be cost-effectively measured, are impractical to work towards given budget and counterpart constraints, or do not reflect recent changes in the project's strategic approach
- The addition of indicators that capture progress under the project's current strategic approach and measure GTIS performance
- Revision of targets (both upwards and downwards) to reflect the project's current strategic focus, allocation of resources and realism in terms of available resources and counterpart capacity

A number of the proposed revisions to indicators fall under *IR 1 Key trade and Investment Policies, Standards and Practices Are Consistent with Negotiated Obligations and International Best Practices*. This includes the removal of indicators and reduction in targets to reflect:

- 1) GTIS' increased emphasis on activities aimed at improving market linkages and market readiness as a means to lead the expansion of exports (refer to GTIS 2007 Work Plan). Recent project experience suggests that export oriented activities are more cost-effective in achieving the SO aims of increasing non-traditional exports.
- 2) The gap between level of available GTIS funding and the level of resources required to effectively and sustainably address/resolve issues pertaining to trade, investment, business and sector-specific policies, regulations, procedures and persistent institutional weaknesses.
- 3) The gap between the existing institutional capacity of Guyanese counterparts (in terms of financial and human resources) and the capacity threshold required to translate USAID support into effective and sustainable improvements.

With an increased focus on market-led activities under *IR 2 Increased Competitiveness in the Export of Value-Added Products and Services in the Non-Traditional Sector* it is appropriate to raise 2007 and 2008 targets for selected indicators and add new targets to capture the impact of GTIS current strategic approach/emphasis. Furthermore, it is appropriate to adjust baselines and targets in relation to changes in the definitions of selected indicators, particularly in terms of the wood products sector.

The sections below presents proposed changes to the GTIS Project's PMP. When changes are recommended, a rationale is provided. The proposed revised PMP is included in its entirety as an appendix.

Proposed Changes by Indicator

Strategic Objective – Environment for Sustained Growth of Value-Added Exports Strengthened

Performance Indicator 1: Annual Non-Traditional Value-Added Exports and Percentage of Total Exports

Proposed changes to indicator: None

Proposed changes to targets: None

Performance Indicator 2: Annual Levels of non-Traditional Value-Added Exports by Selected Sectors

Proposed changes to indicator: Removal of the sub-indicator tracking manufacturing sector

Rationale: GTIS' current strategic approach focuses primarily on the agribusiness, aquaculture, tourism and wood products. Within each of these clusters/sectors, there are manufactured exports that are calculated under their respective cluster/sector in government statistics, not light industry. While there are other light industry exports (e.g. apparel) that could be tracked, they are not the focus of the GTIS project. Furthermore, the light industry sector (including apparel) is being covered under the IDB-funded competitiveness activity, such that GTIS work in this area could lead to duplicated efforts.

Proposed changes to targets: None

IR 1: Key Trade and Investment Policies Standards are Consistent with Negotiated Obligations and International Best Practices

Performance Indicator 1: Milestone Index on Guyana's participation in negotiation, trade-related obligations and international best practices

Proposed changes to indicator: No changes proposed, however, it is necessary to clarify that international best practices include milestones in trade facilitation. This includes laboratory upgrades and institutional strengthening that enable regulatory bodies to provide the certification or accreditation required for exporting firms to comply with quality and SPS standards (e.g. establishment of poultry laboratory) and gain access to export markets.

Proposed changes to targets: Reduction of target to one additional milestone each year.

Rationale: Two on-the-ground realities justify a reduction in milestone targets:

- 1) *Insufficient GTIS financial resources and limited government counterpart institutional capacity to address milestone issues* – Given the challenges facing Guyanese institutions, achieving the type of milestones identified in the indicator definition requires a significant level of effort and resources on the part of GTIS and its Guyanese partners. Unfortunately, there are resource and capacity gaps that limit the effectiveness of activities in this area. In many cases, institutions do not have the capacity to effectively partner with GTIS to reach a particular milestone. For example, activities with MOFTIC have consistently been hampered by the lack, or unavailability of staff able to participate in activities. This is due to a wider human resources and prioritization issue within institutions that GTIS is not well positioned to address. In other cases, the level of resources required to achieve milestones is well beyond those available to the GTIS project, which further exacerbates limitations on the parts of Guyanese counterparts. In order to achieve effective milestones, a significant increase in funding targeting trade, policy and regulatory issues would be required.
- 2) *Considerations of strategic focus, cost-effectiveness, sustainability and potential impact* – Given the challenges presented in Point 1 above, and current strategic focus (refer to GTIS 2007 Work

Plan), GTIS management questions 1) the extent to which the number of milestones outlined in the PMP can realistically be achieved; and 2) the extent to which efforts to achieve these milestones are the most cost-effective use of USAID resources and facilitating higher export figures. The former is particularly important given the amount of exports that can be achieved through market-led interventions that target the private sector.

The GTIS project agrees that it is important to help the government achieve milestones that address trade negotiation, policy, regulatory and trade facilitation issues. As such, GTIS management proposes a target with fewer milestones so that available project and counterpart resources can be more effectively mobilized to achieve critical milestones likely to have the largest impact on targeted value-added non-traditional export sectors.

Performance Indicator 2: Percentage of Guyanese (sample) who are aware of CSME functions (i.e. free movement of people and goods, etc) and feel that the CSME will benefit them

Proposed changes to indicator: Remove from PMP

Rationale: The primary purpose of public awareness activities related to the CSME was intended to help prepare the Guyanese population for the launch of the CSME in early 2006. GTIS used a significant amount of resources in public awareness and education activities, which was critical towards making progress towards this indicator. While carrying out a survey to measure public awareness of the CSME might be interesting, it is not clear whether it would be an accurate measurement of the effectiveness of GTIS activities. This is due to the fact that the CSME was launched in the early part of 2006 and now a “fact of life” for most Guyanese. As such, one could expect that the target would be reached or exceeded, even if no further GTIS support were provided. Given cost of carrying out a scientific survey and the limitations in GTIS funding, it is suggested that the requirement for the CSME survey be removed.

IR-1.1: HUMAN AND INSTITUTIONAL CAPACITY TO PREPARE POSITIONS AND IMPLEMENT NEGOTIATED COMMITMENTS STRENGTHENED

Performance Indicator 1: Scorecard rating on Guyana’s participation in negotiated trade related obligations and international best practices

Proposed changes to indicator: Remove from PMP

Rationale: Two factors justify removing this indicator from the PMP:

- 1) *Practicality of measurement* – GTIS management has determined that this indicator cannot be measured in a cost-effective manner. Scorecard measurement requires information on whether requests for information in negotiating forums were actually responded to. Collecting this information requires a significant amount of time and resources that could be more effectively used in project implementation. The process is dependent on 1) the record of such information on the part of negotiating counterparts (e.g. CARICOM, WTO); and 2) the willingness and ability of those counterparts to provide the information in a timely manner.
- 2) *Limited stakeholder interest in activities focusing on progress against the indicator* – Previous engagement with MOFTIC has shown that the Ministry’s leadership does not have the resources or interest to collaborate with GTIS in activities that would lead to improvements in the scorecard as defined. Previously planned activities that would have contributed to scorecard achievements (e.g. Gaps analysis to identify areas of focus and subsequent assistance to address gaps) were refused by the Minister and not considered a priority.
- 3) *Considerations of strategic focus, cost-effectiveness, sustainability and potential impact* – As noted in the rationale for changes under IR-1 above, GTIS management questions whether the GTIS project and/or government counterparts have the resources or capacity to make cost-

effective progress against the scorecard or whether activities focusing on improving the scorecard would be an effective use of USAID resources.

Performance Indicator 2: Number of staff from public trade institutions and private sector representatives trained in trade negotiations and international best practices

Proposed changes to indicator: None

Proposed changes to targets: Reduce number of targeted trainees to 10 trainees per year.

Rationale: GTIS experience has shown that both public officials and private stakeholders face time constraints that make it difficult for them to effectively in training programs. In particular, government agencies have found it difficult to allow personnel to take time away from their responsibilities to take part in training. Private sector representatives face similar challenges. Furthermore, there is only a limited scope of potential trainees for whom training in trade negotiations or policy implementation is appropriate.

IR-1.2: Country Trade Policy Consultative Process Fosters: a) Public-private consensus on Policy, Regulatory and Legislative Priorities and b) Increased Domestic Support or Negotiating Positions and International Commitments

Performance Indicator 1: Number of private sector and NGO representatives trained in trade, business and sector related topics or involved in related policy discussions

Proposed changes to indicator: Add “involved in trade, business and sector related policy discussions/consultations” after “training in trade, business, and sector-related topics.”

Rationale: The GTIS project has found that it is hard for many private sector representatives to find the time for formal training activities. On the other hand, Project management feels that private sector and NGO representatives can be effectively ‘trained by doing.’ As such, it is proposed that GTIS support for private sector involvement in policy discussions be considered as having a training element.

Proposed changes to targets: Reduction in 2007 target to 40 people per year.

Rationale: During the first two years of GTIS, the project focused a significant amount of resources towards activities aimed at raising public awareness of trade, investment or sector related topics, far exceeding original targets. For example, 435 people were involved in public awareness and training activities in 2005, far exceeding the target of 80. As such, GTIS management proposes focusing on a smaller number of private sector and NGO representatives that could play a core role in public-private consultations on policy decisions (refer to GTIS 2007 Work Plan)

IR-2: Increased Competitiveness in Export of Value-Added Products and Services in the Non-Traditional Sector

Performance Indicator 1: Growth in non-traditional export sales

Proposed changes to indicator: None

Proposed changes to targets: None

Performance Indicator 2: Number of Direct Firm Linkages That Lead to Increased Non-Traditional Exports

Proposed changes to indicator: None

Proposed changes to targets: Raise target number of linkages to 15 per year for 2007 and 2008. Raise total target of linkages to 37

Rationale: GTIS management feels that the targets for this indicator should be increased given the Project's increased focus on establishing market linkages and matchmaking. Raising the targets for this indicator better reflects the outcomes expected from the level of effort and resources allocated.

Performance Indicator 3: Average Percentage in Export Sales for GTIS Targeted Sectors

Proposed changes to indicator: Removal of the sub-indicator tracking manufacturing sector

Rationale: GTIS' current strategic approach focuses primarily on the agribusiness, aquaculture, tourism and wood products. Within each of these clusters/sectors, there are manufactured exports that are calculated under their respective cluster/sector in government statistics, not light industry. While there are other light industry exports (e.g. apparel) that could be tracked, they are not the focus of the GTIS project. Furthermore, the light industry sector (including apparel) is being covered under the IDB-funded competitiveness activity, such that GTIS work in this area could lead to duplicated efforts.

Proposed changes to targets: None

Proposed NEW Performance Indicator 4: Value of Exports Catalyzed by GTIS Activities (By Target Sector)

Indicator Definition: This indicator will indicate the value of exports or sales directly related or attributable to GTIS activities focusing on marketing, supply chain development, product development, and capacity and productivity upgrades.

Rationale: Cluster/sector, supply chain and firm level activities being carried out under GTIS' market-led approach are likely to result in significant increases in exports in targeted clusters/sectors. Whereas Performance Indicators 1 and 3 above follow aggregate export figures that also capture the impact of a wide range of internal and external factors not related to the GTIS project, this indicator will provide a better measurement of project outputs and performance.

IR-2.1: Technical and Business Development Services Provides

Performance Indicator 1: Number of Firms receiving GTIS Technical and Business Development Services assistance:

Proposed changes to indicator: None

Proposed changes to targets: None

IR-2.2: Institutional Capacity Strengthened to Identify and Foster Links Among Firms

Performance Indicator 1: Strategic Action Plans Developed that Attempt to Solve Common Problems with Tasks and Timelines

Proposed changes to indicator: None

Proposed changes to targets: None

Performance Indicator 2: Percentage completion of milestones/tasks identified in strategic actions plans

Proposed changes to indicator: None

Proposed changes to targets: None

Performance Indicator 3: Number of business relationships between Guyanese firms and potential buyers facilitated by the GTIS project

Proposed changes to indicator: None

Proposed changes to targets: None

Proposed NEW Performance Indicator 4: Number of Companies and Industry Representatives exposed to market through participation in industry-specific trade shows

Definition: Measures the number of companies and industry representatives that participate in GTIS trade show activities to facilitate engagement with buyers.

Rationale: Given the importance that the GTIS project is placing on using industry association membership and trade shows to facilitate the establishment of new business relationships, this indicator is important to track outputs. It should be noted, however, that relatively lower targets are proposed, with a GTIS preference towards quality, not quantity, in trade show representation. Only market-ready firms will receive support to participate in the shows.

Proposed NEW Performance Indicator 5: Number of public-private collaborative efforts in export development with GTIS Support

Definition: This indicator measures the results of GTIS efforts to address cluster/sector issues and facilitate the expansion of exports through joint public-private initiatives and collaboration.

Rationale: The GTIS project's current strategy places a significant emphasis on public-private collaboration to address cluster/sector issues and facilitate the expansion of exports. As such, it is important to track the outcome of these activities.



USAID Guyana Trade and Investment Support

A Joint Government of Guyana - U.S. Government Project

Proposed Revised Performance Monitoring Plan (PMP)

Submitted for Approval October 2006



USAID | GUYANA
FROM THE AMERICAN PEOPLE

Implemented by CARANA Corporation

55 Main Street, Georgetown, Guyana. Tel: (592) 223-7144, Fax: (592) 223-7143

Strategic Objectives Indicators

**Environment for Sustained Growth of
Value-Added Exports Strengthened**

SO: Environment for Sustained Growth of Value-Added Exports Strengthened

Performance Indicator 1: Annual Non-Traditional Value-Added Exports as a Percentage of Total Exports Unit: Percentage											
Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		27.0	28.4	28.7	30.1						
Actual	25.6										
<p>Indicator Description (Definition): Description of Indicator: This indicator will show changes in non-traditional exports as a share/percentage of total exports. Non-traditional exports will include all goods exports minus exports of gold, sugar rice, bauxite and timber. Re-exports are not included. Planned targets are based on an analysis that considered: a combination of past exports value for each major category in both traditional and non-traditional exports, a realistic estimate for export growth prospects in all sectors, and potential impact of GTIS programs on targeted. While each year is calculated separately, on average the targets assume:</p> <ul style="list-style-type: none"> Total exports will grow approximately 8.4 percent per annum, Traditional exports will grow approximately 6.6 percent per annum Non-traditional exports will grow approximately 13.3 percent per annum. The share of non-traditional exports to total exports will increase 4.5 percent per annum. 											
<p>Data Source: Statistics produced annually by the Bank of Guyana's Research Department and published in the <i>Statistical Bulletin</i>.</p>						<p>Rationale/Critical Assumptions for Indicator: The GoG has regularly provided statistics on the value of both total exports and traditional exports and this data can be used to calculate non-traditional exports. <u>Assumption:</u> The reporting of this indicator assumes the timely and accurate provision of export statistics. It also assumes stable exports in the traditional export sector. The share of non-traditional exports to total exports can be effected by various macro-economic and sector level factors. Dramatic fluctuations based on commodity prices or investments in the traditional export sector may also result in changes in the share of non-traditional export sector, even if strong growth in absolute non-traditional exports are observed.</p>					
<p>Schedule/Frequency of Data Collection: Annually with approximately a three month lag-time from completion of the year to the availability of the data.</p>						<p>Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.</p>					
<p>Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader</p>											

<p>Data limitation and Quality Assessments: A data quality assessment was completed on 15 April 2005. There were no limitations on the data identified at that time.</p>	<p>Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.</p>
<p>Other Donors in Sector: Inter-American Development Bank (IDB)</p>	
<p>Indicator's Relevance to Gender: None anticipated</p>	
<p>Indicator's Relevance to Poverty: Increased exports will result in more jobs and income opportunities for the poor.</p>	
<p>Additional Comments: Traditional exports are bauxite, gold, rice, sugar and timber.</p>	

SO : Environment for Sustained Growth of Value-Added Exports Strengthened

Performance Indicator 2: Annual Levels of Non-Traditional Value-Added Exports by Selected Sectors											
Unit: US Dollar Value (in millions)											
Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Agro-Proc Planned		17.7	18.9	20.3	21.7						
Agro-Proc Actual	16.6										
Forest Prod Planned		2.3	2.5	2.8	3.0						
Forest Prod Actual	2.1										
Seafood/ Aquaculture Planned		61.2	64.2	67.5	70.8						
Seafood/ Aquaculture Actual	58.3										
Tourism Planned		31.4	34.8	38.7	42.9						
Tourism Actual	28.2										
Indicator Description (Definition): This indicator measures the annual value of exports in targeted non-traditional export sectors. To date, four sectors are targeted, Agro-processing/Agro-business; Non-timber (NT) forest products; Seafood / Fisheries; and Tourism.											

<p>Data Source: Statistics produced annually by the Bank of Guyana's Research Department and published in the <i>Statistical Bulletin</i>.</p>	<p>Rationale/Critical Assumptions for Indicator: It is important to track the absolute value of exports in each of the targeted sectors so that program managers know which sectors are meeting expectations. This indicator, together with Indicator #1 will demonstrate where the environment for non-traditional exports is being best strengthened. Assumption: The reporting of this indicator assumes the timely and accurate provision of export statistics. Absolute export for targeted non-traditional sectors could be impacted by macro-economic and sector specific factors exports.</p>
<p>Schedule/Frequency of Data Collection: Annually with approximately a three month lag-time from completion of the year to the availability of the data.</p>	<p>Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data using the <i>Statistical Bulletin</i> and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.</p>
<p>Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader</p>	<p>Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.</p>
<p>Data limitation and Quality Assessments: A data quality assessment was completed on 15 April 2005. There were no limitations on the data identified at that time.</p>	<p>Other Donors in Sector: Inter-American Development Bank (IDB)</p>
<p>Indicator's Relevance to Gender: None anticipated</p>	
<p>Indicator's Relevance to Poverty: Increased exports will result in more jobs and income opportunities for the poor.</p>	
<p>Additional Comments: The selected sectors are agro-processing, forest products, light industry, seafood and tourism.</p>	

Intermediate Result #1 Indicators

Key Trade and Investment Policies, Standards and Practices Are Consistent with Negotiated Obligations and International Best Practices

IR-1: Key Trade and Investment Policies, Standards and Practices Are Consistent with Negotiated Obligations and International Best Practices

SO: Environment for Sustained Growth of Value-Added Exports Strengthened											
Performance Indicator 1: Milestone Index on Guyana's participation in negotiation, trade related obligations and international best practices											
Unit: Milestone Index											
Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		1 Milestone Completed	1 additional Milestones Completed	1 additional Milestones Completed	1 additional Milestones Completed	4 total Milestone Completed					
Actual	-0-										
<p>Indicator Description (Definition): A milestone index reflecting Guyana's performance in light of its trade agreements such as WTO, CARICOM, and others will be completed based on milestone benchmarks established in developing this PMP. This indicator measures Guyana's performance in addressing key issues related to meeting its WTO and CARICOM trade agreement obligations, and other critical legislative and regulatory issues impacting trade and the business environment. Milestones could include achievements in standards (e.g. SPS, ISO, exc.) compliance. Although the project will aim to complete a specific number of milestones each year, milestones will be identified on an ongoing basis through project interaction with public and private stakeholders, project analyses, public forums, and documents from the WTO, CARICOM and other international organizations. All milestones will be agreed upon in collaboration with USAID and included in annual work plans.</p>											
<p>Data Source: WTO, CARICOM, RNM, MFN Government of Guyana documents.</p>						<p>Rationale/Critical Assumptions for Indicator: The success of this indicator assumes that sufficient political will for selected reforms will exist within the government and parliamentary bodies. Successful completion of milestones could be affected by protracted parliamentary processes and political will on the part of stakeholders.</p>					
<p>Schedule/Frequency of Data Collection: Annually with timing depend on how early in the year information/materials are made available.</p>						<p>Method/Approach of Collection/Calculation: The Carana Corporation, USAID's implementing partner in this Strategic Objective, together with USAID will determine if a milestone has been met. The Carana Corporation will be responsible for providing evidence that a milestone has been met.</p>					
<p>Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader</p>											

<p>Data limitation and Quality Assessments: TBD</p>	<p>Data Analysis/Dissemination Plan: The Carana Corporation as USAID's implementing partner will collect and review respective documentary evidence that a milestone has been met or has not been met. Copies of all documentation and findings will be made available to SO Team members and will be used by USAID in its reporting requirements.</p> <p>Other Donors in Sector: World Trade Organization (WTO), Caribbean Common Market (CARICOM) and Inter-American Development Bank</p>
<p>Indicator's Relevance to Gender: None anticipated</p>	
<p>Indicator's Relevance to Poverty: Improved consistency on trade agreements is expected to lead to increased exports which will result in more jobs and income opportunities for the poor.</p>	
<p>Additional Comments: In considering the degree of consistency with trade obligations reviewers will look particularly at how Guyana has fared in its obligations under WTO and CARICOM agreements. However other considerations such as Guyana's concern for the protection of intellectual property rights, MFN tariff applications, preferential trade arrangements and exchange rate policies may also be considered.</p>	

IR-1.1: Human and Institutional Capacity to Prepare Negotiating Positions and Implement Negotiated Commitments Strengthened

SO: Environment for Sustained Growth of Value-Added Exports Strengthened
IR 1: Key Trade and Investment Policies, Standards and Practices Are Consistent with Negotiated Obligations and International Best Practices

Performance Indicator #1: Number of staff from public trade institutions and private sector representatives trained in trade negotiations and trade policy implementation *(Note: Identified as Performance Indicator #2 in original PMP)*

Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		50	10	10	10						
Actual	5										

Indicator Description (Definition): This indicator measures the number of persons who receive training in trade negotiations and trade policy as a result of GTIS support and/or sponsorship. Staff participation is expected to raise the human and institutional capacity of Guyanese to negotiate and implement trade negotiations.

Data Source: This indicator will be based on GTIS project information and input from participating institutions.

Rationale/Critical Assumptions for Indicator: This indicator assumes that the management of relevant organizations will have the staff available, or the willingness to make staff available, to participate in training.

Schedule/Frequency of Data Collection: Training information will be collected on an ongoing basis and reported annually.

Method/Approach of Collection/Calculation: The Carana Corporation, USAID's implementing partner in this Strategic Objective, together with USAID will collect information on an ongoing basis.

Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader

Data limitation and Quality Assessments: TBD

Data Analysis/Dissemination Plan: The Carana Corporation as USAID's implementing partner will collect and review respective documentary evidence that training has been completed. Copies of all documentation and findings will be made available to SO Team members and will be used by USAID in its reporting requirements.

Other Donors in Sector: World Trade Organization (WTO), Caribbean Common Market (CARICOM) and Inter-American Development Bank

Indicator's Relevance to Gender: None anticipated

Indicator's Relevance to Poverty: Improved consistency on trade agreements is expected to lead to increased exports which will result in more jobs and income opportunities for the poor.

Additional Comments: In considering the degree of consistency with trade obligations reviewers will look particularly at how Guyana has fared in its obligations under WTO and CARICOM agreements. However other considerations such as Guyana's concern for the protection of intellectual property rights, MFN tariff applications, preferential trade arrangements and exchange rate policies may also be considered.

IR-1.2: Country Trade Policy Consultative Process Fosters: a) Public-Private Consensus on Policy, Regulatory and Legislative Priorities and b) Increased Domestic Support for Negotiating Positions and International Commitments

SO: Environment for Sustained Growth of Value-Added Exports Strengthened
IR-1: Key Trade and Investment Policies, Standards and Practices Are Consistent with Negotiated Obligations and International Best Practices

Performance Indicator 1: Number of private sector and NGO representatives trained in trade, business or sector related topics, or involved related policy discussions/consultations

Unit: Number

Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		80	40	40	40						
Actual	-0-										

Indicator Description (Definition): This indicator will measure the number of representatives from the private sector and civil society that participate in workshops and training aimed at:

- Increasing awareness of trade, business and sector issues
- Enhancing skills in the analysis of trade, business and sector issues and the advocacy of private sector interests.
- Strengthening private sector involvement in policy discussions
- Taking advantage of opportunities for SMEs resulting from trade agreements.

Data Source: This indicator will be based on surveys conducted regularly by the GTIS Project of private sector organizations and NGOs.

Rationale/Critical Assumptions for Indicator: This indicator assumes that the private sector will demonstrate interest and make available representatives to sufficiently utilize training opportunities.

Schedule/Frequency of Data Collection: Annually

Method/Approach of Collection/Calculation: The Carana Corporation, USAID's implementing partner in this Strategic Objective will provide information regarding participation in training events.

Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader

Data limitation and Quality Assessments: TBD

Data Analysis/Dissemination Plan: The Carana Corporation as USAID's implementing partner will calculate the total participants involved and produce a table accompanied by appropriate analysis as to why or why not targets were met. Copies of all related training presentations and reports will be made available to SO Team members and will be used by USAID in its reporting requirements.

Other Donors in Sector: World Trade Organization (WTO), Caribbean Common Market (CARICOM) and Inter-American Development Bank

Indicator's Relevance to Gender: None anticipated

Indicator's Relevance to Poverty: Improved consistency on trade agreements is expected to lead to increased exports, which will result in more jobs and income opportunities for the poor.

Intermediate Result #2 Indicators

Increased Competitiveness in the Export of Value-Added Products and Services in the Non-Traditional Sector

IR-2: Increased Competitiveness in the Export of Value-Added Products and Services in the Non-Traditional Sector

SO: Environment for Sustained Growth of Value-Added Exports Strengthened											
Performance Indicator 1: Growth in non-traditional Export Sales (Percentage)											
Unit: Percentage											
Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		11.6%	12.41%	13.26%	14.13%						
Actual	US\$147.6										
<p>Indicator Description (Definition): This indicator will measure the growth of non-traditional exports. Non-traditional exports will include all goods exports minus exports of gold, sugar rice, bauxite and timber. Re-exports are not included. Planned growth targets are based on an analysis that considered: a combination of past exports value for each major category in both traditional and non-traditional exports, a realistic estimate for export growth prospects in all sectors, and potential impact of GTIS programs on targeted sectors. The planned and actual result data will be calculated from a US \$147.6 million baseline for non-traditional exports in 2004.</p>											
<p>Data Source: Export Statistics produced annually by the Bank of Guyana's Research Department and published in the <i>Statistical Bulletin</i>.</p>						<p>Rationale/Critical Assumptions for Indicator: The reporting of this indicator assumes the timely and accurate provision of export statistics. It also assumes stable domestic sales levels.</p>					
<p>Schedule/Frequency of Data Collection: Annually with approximately a three month lag-time from completion of the year to the availability of the data.</p>						<p>Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.</p>					
<p>Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader</p>											
<p>Data limitation and Quality Assessments: TBD</p>						<p>Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.</p>					
<p>Other Donors in Sector:</p>											
<p>Indicator's Relevance to Gender: None anticipated</p>											
<p>Indicator's Relevance to Poverty: Increased exports which will result in more jobs and income opportunities for the poor.</p>											
<p>Additional Comments: The selected sectors are agro-processing, forest products, light industry, seafood and tourism.</p>											

IR-2 : Increased Competitiveness in the Export of Value-Added Products and Services in the Non-Traditional Sector

SO: Environment for Sustained Growth of Value-Added Exports Strengthened

Performance Indicator 2: Number of Direct Firm Linkages Created Which Lead to Increased Non-Traditional Exports
Unit: Number

Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		2	5	15	15	37 Total					
Actual	TBD										

Indicator Description (Definition): This indicator will measure the number of market linkages facilitated by GTIS activities that lead to new non-traditional export sales deals. This would primarily, but not exclusively include deals between firms based in Guyana and international firms.

Data Source: This indicator is based on surveys of firms that take part in GTIS activities that aim to establish market linkages.

Rationale/Critical Assumptions for Indicator: This indicator measures the success of GTIS market linkage activities. Successful linkages are expected to result in increased exports in target sectors. Assumption: This indicator is based on the assumption that conditions at the macro-economic and sector level allow for export expansion, and that international markets of non-traditional export products do not experience significant changes that impact export demand.

Schedule/Frequency of Data Collection: Annually with completion of the report done within two months of the completion of the survey.

Method/Approach of Collection/Calculation: Data will be collected and analyzed annually through a system of filling out firm profiles and surveys that report on firm level linkages resulting from GTIS activities. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.

Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader

Data limitation and Quality Assessments: There are no limitations on the data identified at this time.

Data Analysis/Dissemination Plan: The Carana Corporation as USAID's implementing partner will receive the respective survey responses and calculate the number of linkages leading to increased non-traditional exports. Copies of all reports will be made available to SO Team members and will be used by USAID in its reporting requirements.

Other Donors in Sector: IDB, CIDA

Indicator's Relevance to Gender: None anticipated

<p>Indicator Description (Definition): This indicator will measure the growth of exports of those sectors targeted for GTIS technical assistance activities. These activities include both cluster activities carried out under IR 2.2 and technical assistance activities under IR 2.1. To date, four sectors are targeted, Agro-processing/Agro-business; Non-timber (NT) forest products; Seafood / Fisheries; and Tourism. Based on strategic planning in collaboration with USAID and cluster stakeholders, additional targeted sectors will be selected. At time of selection, baselines and performance indicators will be added.</p> <p>Planned targets are based on an analysis that considered: a combination of past exports value for each major category in both traditional and non-traditional exports, a realistic estimate for export growth prospects in all sectors, and potential impact of GTIS programs on targeted sectors. The planned and actual result data will be calculated from sector export data for 2004</p>	
<p>Data Source: Statistics produced annually by the Bank of Guyana's Research Department and published in the <i>Statistical Bulletin</i>.</p>	<p>Rationale/Critical Assumptions for Indicator: This indicator will capture the extent to which each sector's exports are growing year on year. <u>Assumption:</u> This indicator is based on the assumption that conditions at the macro-economic and sector level allow for export expansion, and that international markets of non-traditional export products do not experience significant changes that impact export demand.</p>
<p>Schedule/Frequency of Data Collection: Annually with approximately a three month lag-time from completion of the year to the availability of the data.</p>	<p>Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.</p>
<p>Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader</p>	
<p>Data limitation and Quality Assessments: TBD</p>	<p>Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.</p>
<p>Other Donors in Sector:</p>	
<p>Indicator's Relevance to Gender: None anticipated</p>	
<p>Indicator's Relevance to Poverty: Increased exports, which will result in more jobs and income opportunities for the poor.</p>	
<p>Additional Comments: The selected sectors are agro-processing, forest products, seafood/aquaculture and tourism.</p>	

<p>Indicator Description (Definition): This indicator will measure the value of exports or sales directly related or attributable to GTIS activities focusing on marketing, supply chain development, product development, and capacity and productivity upgrades. To date, four sectors are targeted, Agro-processing/Agro-business; Non-timber (NT) forest products; Seafood / Fisheries; and Tourism.</p> <p>Planned targets are based on an analysis that considered: a combination of past exports value for each major category in both traditional and non-traditional exports, a realistic estimate for export growth prospects in all sectors, and potential impact of GTIS programs on targeted sectors. This is a new indicator proposed for 2007 – 2009 programming, so 2005/2006 export figures will be used for baseline information. Targets are not provided for 2005-2006</p>	
<p>Data Source: Statistics produced annually by the Bank of Guyana's Research Department and published in the <i>Statistical Bulletin</i>.</p>	<p>Rationale/Critical Assumptions for Indicator: This indicator will capture the extent to which increases in exports in each sector are directly attributable to GTIS activities. Assumption: This indicator is based on the assumption that conditions at the macro-economic and sector level allow for export expansion, and that international markets of non-traditional export products do not experience significant changes that impact export demand.</p>
<p>Schedule/Frequency of Data Collection: Annually with approximately a three month lag-time from completion of the year to the availability of the data.</p>	<p>Method/Approach of Collection/Calculation: Data will be collected and analyzed annually through a system of filling out firm profiles and surveys that report on firm level exports. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.</p>
<p>Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader</p>	
<p>Data limitation and Quality Assessments: TBD</p>	<p>Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.</p>
<p>Other Donors in Sector:</p>	
<p>Indicator's Relevance to Gender: None anticipated</p>	
<p>Indicator's Relevance to Poverty: Increased exports which will result in more jobs and income opportunities for the poor.</p>	
<p>Additional Comments: The selected sectors are agro-processing, forest products, seafood/aquaculture and tourism.</p>	

IR-2.1: Technical and Business Development Services Provided

SO: Environment for Sustained Growth of Value-Added Exports Strengthened											
Performance Indicator: Number of firms receiving GTIS Technical and Business Development Services (T&BDS) interventions (Cumulative)											
Unit: Number											
Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		10	25	40	55	60					
Actual	-0-										
Indicator Description (Definition): This indicator will indicate how many firms have received firm level technical assistance. This includes technical assistance activities in general business management, production, standards systems and processes, marketing, and supply chain linkages.											
Data Source: Records of the GTIS Project.						Rationale/Critical Assumptions for Indicator: Since many of GTIS activities are demand driven, this indicator assumes that firms will respond to GTIS efforts to solicit proposals and present acceptable/reasonable requests for assistance					
Schedule/Frequency of Data Collection: Annually at the close of each calendar year.						Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.					
Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader											
Data limitation and Quality Assessments: TBD						Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.					
Other Donors in Sector: CIDA, IDB											
Indicator's Relevance to Gender: None anticipated											
Indicator's Relevance to Poverty: Increased exports, which will result in more jobs and income opportunities for the poor.											
Additional Comments:											

IR-2.2: Institutional Capacity Strengthened to Identify and Foster Links Among Firms

SO: Environment for Sustained Growth of Value-Added Exports Strengthened											
Performance Indicator 1: Strategic Action Plans Developed that Attempt to Solve Common Problems with Tasks and Timelines											
Unit: Number (Cumulative)											
Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		8	20	20	20	20					
Actual	-0-										
<p>Indicator Description (Definition): This indicator measures the number of cluster level strategic action plans developed through a number of consultative processes among targeted clusters. To date, four sectors are targeted: Agro-processing/Agro-business; Non-timber (NT) forest products; Seafood / Fisheries; and Tourism. Based on strategic planning in collaboration with USAID and cluster stakeholders, additional targeted sectors will be selected.</p>											
<p>Data Source: This indicator will be based on information provided by ECG, the GTIS partner leading cluster activities and reported on an annual basis Records of the GTIS Project.</p>						<p>Rationale/Critical Assumptions for Indicator: The action plans will allow firms within a particular cluster to work together to solve common problems and better their industry. <u>Assumption:</u> This indicator assumes that stakeholders in targeted cluster groups are able to agree upon effective plans of activities.</p>					
<p>Schedule/Frequency of Data Collection: Annually at the close of each calendar year.</p>						<p>Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.</p>					
<p>Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader</p>											
<p>Data limitation and Quality Assessments: TBD</p>						<p>Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.</p>					
<p>Other Donors in Sector: IDB, CIDA</p>											
<p>Indicator's Relevance to Gender: None anticipated</p>											
<p>Indicator's Relevance to Poverty: Increased exports which will result in more jobs and income opportunities for the poor.</p>											
<p>Additional Comments:</p>											

IR-2.2: Institutional Capacity Strengthened to Identify markets and Foster Links Among Firms

SO: Environment for Sustained Growth of Value-Added Exports Strengthened

Performance Indicator 2: Percentage completion of milestones/tasks identified in strategic action plans

Unit: Percentage

Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		10%	20%	40%	65%	70%					
Actual	-0-										

Indicator Description (Definition): Each strategic action plan will include a list of tasks or actions that address critical issues impacting the competitiveness of firms within a specific cluster. Within this list of tasks, key milestones and tasks will be identified for specific attention. This indicator will track the completion of these milestones.

Data Source: This indicator will be based on information provided by ECG, the GTIS partner leading cluster activities and relevant cluster stakeholders Records of the GTIS Project.

Rationale/Critical Assumptions for Indicator: This indicator assumes that the cluster working group process will establish sufficient stakeholder buy-in for the effective implementation of milestone activities. The indicator also assumes that sufficient financial resources—including GTIS project and stakeholder buy-in/implementation funds—are available.

Schedule/Frequency of Data Collection: Annually at the close of each calendar year.

Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.

Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader

Data limitation and Quality Assessments: TBD

Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.

Other Donors in Sector: IDB, CIDA

Indicator's Relevance to Gender: None anticipated

Indicator's Relevance to Poverty: Increased exports which will result in more jobs and income opportunities for the poor.

Additional Comments:

IR-2.2: Institutional Capacity Strengthened to Identify and Foster Links Among Firms

SO: Environment for Sustained Growth of Value-Added Exports Strengthened											
Performance Indicator 3: Number of business relationships between Guyanese firms and potential buyers facilitated by the GTIS project											
Unit: Number											
Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		10	20	30	30	10 (100 total)					
Actual	NA										
Indicator Description (Definition): This indicator measures how many potential business relationships are established as a result of GTIS activities. This includes both relationships that resulted in deals, and interactions between firms and buyers that may not necessarily result in a deal but can be defined as a market linkage nonetheless. One firm may have more than one potential relationship.											
Data Source: This indicator will be based on surveys conducted by GTIS of recipient firms in targeted sectors. Surveys will be conducted annually or as part of ongoing follow-up with firms.						Rationale/Critical Assumptions for Indicator: This indicator assumes that international market players will be sufficiently interested in doing business with Guyanese firms to consider a potential business relationship.					
Schedule/Frequency of Data Collection: Annually at the close of each calendar year.						Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.					
Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader											
Data limitation and Quality Assessments: TBD						Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.					
Other Donors in Sector: IDB, CIDA											
Indicator's Relevance to Gender: None anticipated											
Indicator's Relevance to Poverty: Increased exports which will result in more jobs and income opportunities for the poor.											
Additional Comments:											

IR-2.2: Institutional Capacity Strengthened to Identify and Foster Links Among Firms

SO: Environment for Sustained Growth of Value-Added Exports Strengthened

Performance Indicator 4: Number of Companies and Industry Representatives exposed to market through participation in industry trade shows

Unit: Number

Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		NA	25	25	25	75 total					
Actual	NA										

Indicator Description (Definition): Measures the number of companies and industry representatives that participate in GTIS trade show activities to facilitate engagement with buyers. That relatively lower targets reflect a preference towards quality, not quantity, in trade show representation. Only market-ready firms will receive support to participate in the shows.

This is a new indicator proposed for 2007 – 2009 programming, so 2005/2006 export figures will be used for baseline information.

Targets are not provided for 2005-2006

Data Source: This indicator will be based on GTIS project reporting and surveys of recipient firms in targeted sectors.

Rationale/Critical Assumptions for Indicator: Given the importance that the GTIS project is placing on using industry association membership and trade shows to facilitate the establishment of new business relationships, this indicator is important to track outputs. This indicator assumes that international market players will be sufficiently interested in doing business with Guyanese firms to consider a potential business relationship.

Schedule/Frequency of Data Collection: Annually at the close of each calendar year.

Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.

Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader

Data limitation and Quality Assessments: TBD

Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.

Other Donors in Sector: IDB, CIDA

Indicator's Relevance to Gender: None anticipated

Indicator's Relevance to Poverty: Increased exports, which will result in more jobs and income opportunities for the poor.

Additional Comments:

IR-2.2: Institutional Capacity Strengthened to Identify and Foster Links Among Firms

SO: Environment for Sustained Growth of Value-Added Exports Strengthened

Performance Indicator 5: Number of public-private collaborative initiatives in export development with GTIS Support

Unit: Number

Results Data	Baseline Year: CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	2010	2011	2012	2013	2014
Planned		NA	10	10	10	30 Total					
Actual	NA										

Indicator Description (Definition): Measures the results of GTIS efforts to address cluster/sector issues and facilitate the expansion of exports through joint public-private initiatives and collaboration.

This is a new indicator proposed for 2007 – 2009 programming, so 2005/2006 export figures will be used for baseline information. Targets are not provided for 2005-2006

Data Source: This indicator will be based on GTIS project reporting and surveys of recipient firms in targeted sectors.

Rationale/Critical Assumptions for Indicator: The GTIS project's current strategy places a significant emphasis on public-private collaboration to address cluster/sector issues and facilitate the expansion of exports. As such, it is important to track the outcome of these activities.

This indicator assumes that the public and private industry players will effectively collaborate in joint activities. The indicator also assumes that sufficient financial resources—including GTIS project and stakeholder buy-in/implementation funds—are available.

Schedule/Frequency of Data Collection: Annually at the close of each calendar year.

Method/Approach of Collection/Calculation: Data will be collected and analyzed annually. Collection of the data and calculations of the data will be done by the Carana Corporation as the prime USAID partner implementing this Strategic Objective.

Responsible Officer: Winston Harlequin, Activity Manager, SO Team Leader

<p>Data limitation and Quality Assessments: TBD</p>	<p>Data Analysis/Dissemination Plan: Data will be analyzed by the Carana Corporation as USAID's prime partner implementing this SO. A table will be presented to USAID showing planned and actual targets accompanied by an analysis of reasons for exceeding or falling short of the target. The resulting report with table will be shared with all SO Team members and will be used by USAID in its reporting requirements.</p>
<p>Other Donors in Sector: IDB, CIDA</p>	
<p>Indicator's Relevance to Gender: None anticipated</p>	
<p>Indicator's Relevance to Poverty: Increased exports, which will result in more jobs and income opportunities for the poor.</p>	
<p>Additional Comments:</p>	