

DRAFT POLICY PAPER  
Version II



# Implementing The National Competitiveness Strategy

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## **Action Plan and Institutional Arrangements**

Government of Guyana  
in  
Partnership with the Private Sector



May 2006

## Main Abbreviations and Acronyms

ACP	African, Caribbean and Pacific Group of States
BDS	Business Development Services
BEAMS	Basic Education Access and Management Support
BOAT	Build, Operate and Turnover
BOT	Build, Operate, Transfer
CAGI	Consultative Association of Guyanese Industries
CARICOM	Caribbean Community
CARIFORUM	Forum of the Caribbean ACP States
CBI	Caribbean Basin Initiative
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
CJIA	Cheddi Jagan International Airport
CSM	CARICOM Single Market
CSME	CARICOM Single Market & Economy
DDL	Demerara Distillers Ltd.
DFID	Department for International Development (United Kingdom)
EIG	Economical Interest Groups
EPA	Economic Partnership Agreement
EU	European Union
FG	Farmers' Groups
FPMC	Forestry Products Marketing Council
FTAA	Free Trade Area of the Americas
FTSD	Fast-Track Sector Development
GASCI	Guyana Association of Securities Companies and Intermediaries Inc.
GDP	Gross Domestic Product
GEO	Guyana Economic Opportunities project
GMAS	Guyana Manufacturers and Services Association
GMC	(New) Guyana Marketing Corporation
GNBS	Guyana National Bureau of Standards
GOG	Government of Guyana
GO-INVEST	Guyana Office for Investment
GPL	Guyana Power and Light Company
GSC	Guyana Securities Council
GTIS	Guyana Trade and Investment Support project
GuySuCo	Guyana Sugar Corporation
HACCP	Hazard Analysis Critical Control Point
IAST	Institute of Applied Science & Technology
IDA	International Development Association
IDB	Inter-American Development Bank
ILO	International Labour Organization
IMF	International Monetary Fund
IPC	Investment Promotion Council
ISO	International Standards Organization
ITC's	International Technology Centres
JAMPRO	Jamaica Promotions Corporation
MFI's	Micro Finance Institutions
MINTIC	Ministry of Tourism, Industry & Commerce
MOE	Ministry of Education

MoF	Ministry of Finance
MinLA	Ministry of Legal Affairs
MinPW	Ministry of Public Works and Communications
MOFTIC	Ministry of Foreign Trade and International Cooperation
NAC	National Accreditation Council
NACEN	National Advisory Committee on External Negotiations
NARI	National Agricultural Research Institution
NCC	National Competitiveness Council
NCTVET	National Council for Technical and Vocational Education and Training
NGO	Non Governmental Organization
N-TNC	National Trade Negotiations Committee
NTS	National Trade Strategy
OAS	Organization of American States
PMU	Program Management Unit
PPD	Public-Private Dialogue
PSOs	Private Sector Organizations
SBC	Small Business Council
SIMAP	Social Impact Amelioration Program
SMEs	Small and Medium Enterprises
SSRP	Secondary School Reform Project
TA	Technical Assistance
TVET	Technical and Vocational Education and Training
TWG	Technical Working Groups
UG	University of Guyana
UNIDO	United National Industrial Development Organization
USAID	United States Agency for International Development
WTO	World Trade Organisation

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# CHAPTER ONE

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## IMPLEMENTING THE NATIONAL COMPETITIVENESS STRATEGY

### Introduction

Guyana's National Competitiveness Strategy (NCS) outlines 122 actions and planned activities to enhance national competitiveness. These are being implemented in three ways:

- (i) **Regular activities of various Government agencies and private sector actors.**
- (ii) **Existing programs:** A number of programs are already working to support the achievement of the NCS objectives. Key among these include Guyana Trade and Investment Support (GTIS), the Commercial Court Program, the Agricultural Support Services Program, the Linden Economic Advancement Program (LEAP), EU Support to the Competitiveness of Rice Industry in the Caribbean, private sector support programs, and numerous infrastructure projects (e.g. Road Rehabilitation Programs).
- (iii) **New programs.** This includes the **Support for Competitiveness Program** (also referred to as the IDB-funded Competitiveness Programme) and the **Agricultural Diversification Program** (also supported by the IDB).

In addition, the **Sugar Action Plan** has been designed in the context of the objectives and priorities established by the NCS – the Sugar Action Plan and NCS are complementary and mutually supportive. However, large tracts of the Sugar Action Plan remain unfunded, and large front loaded investments will be needed in the near future to support the policy recommendations of the Sugar Action Plan.

This document sets out the Action Plan and Institutional Arrangements for the implementation of each of the 122 actions in the NCS, as well as the institutional arrangements for the NCS moving forward:

- Chapter 2 details major new, existing and proposed programs that support the NCS.
- Chapter 3 outlines the institutional structure to support the analysis and formulation of NCS policies and programmes.
- Chapter 4 provides a brief overview of the institutional structure to support the implementation of NCS actions.
- Chapter 5 provides an overview of the over-arching monitoring and evaluation framework for the NCS.
- Chapter 6 summarizes all 122 actions set out in the NCS, and provides a link (i) to the relevant Government or private sector agency which has responsibility for action; (ii) where relevant, to an implementing project or program; (iii) to target completion dates; (iv) to indicators of success.

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## CHAPTER TWO

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# MAJOR NEW, EXISTING, AND PROPOSED PROGRAMS SUPPORTING NCS IMPLEMENTATION

### *New Programs*

#### **Support for Competitiveness Program**

The Support for Competitiveness Program will be funded by a loan to the Government from the IDB and takes forward 27 of the planned actions outlined in the NCS (see Table 1.1).

The program objectives are two fold:

- i. Strengthening the institutions for public-private dialogue on competitiveness**
- ii. Improving the environment for private investment and export development**

The program will have four sub-components which flow from the actions outlined in the NCS. The first sub-component will work at the institutional level to deliver the first objective listed above by supporting the strengthening of Guyana’s institutional framework to formulate and implement the National Competitiveness Strategy (as outlined in Chapters 2 and 3). The remaining three sub-components will work at a more direct operational level to deliver improvements in the environment for private investment and export development. **Table 1.1 outlines the mapping of these four sub-components to the actions outlined in the National Competitiveness Strategy, and more detail about the four sub-components is set out below.**

**Table 1.1: Supporting NCS Implementation:  
The Support for Competitiveness Program**

NCS Action	Planned Activities	Support for Competitiveness Program
<b>Trade Policy</b>		
TP.A7	Create Trade Point Guyana at GoInvest and linked to the other trade related agencies	Sub-Component 3
<b>Competition and Consumer Protection Policy</b>		
CP.A1	Set-up Competition and Fair Trading Commission	Sub-Component 2
CP.A2	Set-up Consumer Protection Commission	Sub-Component 2
CP.A3	Ensure adequate training and internships for staff	Sub-Component 2
CP.A4	Develop outreach program with business community	Sub-Component 2
CP.A5	Strengthen the consistency and public awareness of commercial legislation	Sub-Component 2
CP.A6	Conduct dialogue between private and public stakeholders on M&A, anti-dumping, and structure of	Sub-Component 2

	institutional regulatory framework.	
CP.A7	Develop collection and management of statistics at market, sector or business level.	Sub-Component 2
CP.A8	Coordinate actions on the widespread use of purchase receipts between Guyana Revenue Authority and Competition and Consumer Protection Commission	Sub-Component 2
CP.A9	Strengthen consumer associations	Sub-Component 2
CP.A10	Participate in CARICOM competition policy coordination	Sub-Component 2
<b>Taxation Policy</b>		
TaP.A2	Carry out a study to examine the various options for lowering the Corporate Rate of Income Tax (CIT). Following the results of the study, reduce the Corporate Rate of Income Tax (CIT) to a level that will be effective in stimulating higher levels of private investment whilst not unduly compromising Government revenue.	Sub-Component 2
TaP.A3	Carry out a study examining options for improving the efficacy of the current system of fiscal and duty incentives and tariff structures, as part of the same study that will be looking at the options for unifying and reducing Corporate Income Tax (CIT). Following the results of the study, refine the system of fiscal and duty incentives and/or tariff structure in a way that improves the business friendliness of the tax environment without unduly compromising government revenue.	Sub-Component 2
<b>Investment Promotion and Facilitation</b>		
IP.A2	Create a new vision for GoInvest to reflect its increasingly important role in country image building, facilitation, investment generation, policy advocacy, and export promotion by approving a new expanded charter through revised Order under the Public Corporations Act.	Sub-Component 3
IP.A3	Expand the capacity and capabilities of Go-Invest.	Sub-Component 3
<b>Export Promotion and Facilitation</b>		
EP.A1	Refocus GoInvest's export promotion services to offer two key services at the firm-level: exporter readiness assessments and specific "value-adding" advisory services.	Sub-Components 3 and 4
EP.A2	Improve export facilitation efficiency to internationally-benchmarked standards	Sub-Component 2
EP.A3	Carry out a study examining options for improving the system of export taxes and incentives for export to i). give equal treatment to exports to CARICOM ii). reduce or eliminate export taxes. Following the results of the study, refine the system export taxes and incentives for export to effectively stimulate exports in a way which does not unduly compromise government revenue.	Sub-Component 2
EP.A4	Study policy options for designing tax incentives that do not introduce overly burdensome administrative	Sub-Component 2

	overheads to encourage firm-level business to business export promotion services, as part of the same study that will be looking at the options for unifying and reducing Corporate Income Tax (CIT) and improving the general structure of incentives.	
<b>Access to Finance</b>		
AF.A2	Adjust the Financial Institutions Act to allow for regulation in the use of confidential client information by credit bureaus.	Sub-Component 2
AF.A3	Study policy options for extending temporary tax incentives for long term lending and investing in enterprises	Sub-Component 2
<b>BDS</b>		
BDS.A7	Study policy options for designing tax incentives that do not introduce overly burdensome administrative overheads to encourage the development of private BDS networks of service providers, farmers, and enterprises, as part of the same study that will be looking at the options for unifying and reducing Corporate Income Tax (CIT) and improving the general structure of incentives.	Sub-Component 2
<b>Enterprise Registration and Operation</b>		
ER.A1	Bring Deeds Registry Authority Act into effect and make the Deeds Registry semi-autonomous	Sub-Component 2
ER.A2	Reorganize the Deed's Registry Workforce and Develop Training Program for Staff to meet demands of new agency status	Sub-Component 2
ER.A3	Expand the use of Information Technology to allow for the automation of all registration procedures, the conversion of all manual records into digitized images, and the backward integration into the new Tax Identification Number (TIN) system at GRA	Sub-Component 2
<b>CDR</b>		
<b>Overarching Enablers</b>		
OE.A1	Design and set-up a permanent and sustainable institutional structure to ensure continuing development, implementation and coordination of the NCS	Sub-Component 1

**Subcomponent 1: Strengthening the institutional capacity to formulate and implement the National Competitiveness Strategy:** This subcomponent will help strengthen the institutional framework that will coordinate, provide advise on, and implement the NCS. The program will finance the following activities:

- i. **Strengthening public-private advisory institutions for competitiveness:** the Program will provide technical assistance to public-private institutions involved in assessing policy options regarding the National Competitiveness Strategy, such as the National Competitiveness Council (NCC) (see Chapter 8 for further details), NACEN, the Small Business Council, and Investment Promotion Council (IPC). Assistance will help these institutions develop the capacity to analyze, dialogue and present policy options on specific subject areas that incorporate legitimate private sector concerns, in order to aid the government in formulating policy that will enhance business competitiveness.
- ii. **Strengthening institutions that coordinate the implementation of the National Competitiveness Strategy:** the Program will strengthen the Ministry of Tourism, Industry and

Commerce's analytical and coordination capabilities for the implementation of the NCS. Furthermore, the component will support the MINTIC in functioning as the Secretariat to the NCC (see Chapters 3 and 4 for further details).

**Subcomponent 2: Improving the business climate:** This subcomponent will provide support to government institutions involved with regulating key areas of business activity in Guyana to help improve and streamline their services, thus contributing to enhanced levels of private investment and export development. The program will finance the following activities: a) technical assistance to the Ministry of Finance to conduct a tax study to identify options for improving the tax system and system of incentives; b) technical assistance to the Customs Authority to reduce the average time to clear customs, and to discern additional ways of reducing the total time to import and export; c) technical assistance, training, hardware and software to digitize and computerize the Deeds Registry in order to reduce time for business registration and incorporation, and to enable the agency to function semi-autonomously; d) technical assistance to the Bank of Guyana to identify and draft a legal and institutional framework that will allow for the creation of a Credit Bureau in Guyana, as well as guidelines for a formal client-credit information sharing system among commercial banks; e) technical assistance, training, hardware and software to help establish the Competition and Fair Trading Commission and Consumer Protection Commission.

**Subcomponent 3: Enhancing the ability of investment attraction and export promotion agencies:** This subcomponent will provide technical assistance, training, hardware and software to Go-Invest so that it can effectively fulfill its expanded charter of investment promotion, facilitation, image building and export promotion. It will also support staff expansion at GoInvest. Areas to be financed include the following: a) assistance to restructure and strengthen the organization in line with its new mandate including setting annual targets and developing new operational procedures, b) a system to develop indicative investment attraction and export targets and a system for developing and updating Annual Export Plans; c) strengthening GoInvest's performance management system including the investor tracking system and development of a regular client survey; d) assistance to set-up strategic investment attraction programs; e) support to strengthen the investment facilitation role by simplifying the investment application process involving different steps at different agencies; f) assistance to set-up and implement an export support department offering export-readiness tool for private sector firms in order to diagnose the main bottlenecks they face in their export activity; g) support to develop in-country image-building and product promotion programs in CARICOM countries; h) connection to trade point software, computer equipment and training material geared to provide export market information to businesses.

**Subcomponent 4: Competitiveness Enhancing Fund to support private enterprise competitiveness for export development:** This subcomponent will also provide support to firms in overcoming critical constraints that affect their export competitiveness through the co-financing of business advisory services tailored to the firms' export-readiness assessment. Examples of business advisory services to be provided would include the following: a) co-financing of activities that stimulate the modernization of production process and improvement of companies' management; b) consulting services on technical issues related to productivity; c) technical assistance to satisfy more demanding buyers and/or overcome non-tariff barriers to trade, such as product design, labeling, packaging, product and/or process quality certification, and environmental management. The program would be demand driven and available to firms that comply with minimum eligibility criteria.<sup>1</sup> This component will be closely coordinated with GTIS program in order to ensure that there is no overlap in this support.

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<sup>1</sup> Specific eligibility criteria will be defined as a result of the feasibility study currently underway. Eligible firms will have at least the following characteristics: (i) they will be formal micro, small or medium sized enterprises; (ii) in operation for at least one year; and (iii) already exporting or close to starting to export, as determined by the export-readiness diagnostic.

The finalization of the design of the Support for Competitiveness Program is nearing completion after Wave I of consultation.

## The Agricultural Diversification Program

As outlined in the NCS, diversification of the agricultural sector into non-traditional agricultural products is a major strategic priority for the Government. Implementation of this strategic priority will be done via i). measures identified for NTAPs in the Sugar Action Plan (SAP); ii). implementation of the Agricultural Diversification Program (ADP). Both the SAP and ADP have largely reached completion in terms of high-level design and the exact details of programmable activities to be covered under each programme will be finalized in the near future.

The Agricultural Diversification Program (ADP) is supported by a loan from the IDB and takes forward 9 of the planned actions of the National Competitiveness Strategy (see Table 1.2).

The ADP is explicitly designed to contribute to sustained economic growth through the implementation of an action plan for agricultural diversification that will result in a sustainable increase of non-traditional agricultural exports in fruits and vegetables, and meat products. The program has three sub-components:

- i. Promote Private Sector entrepreneurship into agribusiness
- ii. Improve capabilities of agribusiness export services; and
- iii. Enhance business facilitation services within agriculture

**Table 1.2 outlines the mapping of these three sub-components to the actions outlined in Part II of the NCS.**

**Table 1.2: Supporting NCS Implementation:  
The Agricultural Diversification Program**

NCS Action	Planned Activities	Agricultural Diversification Program
NTAPA.2	Support the development of initial export supply chains in fruit and vegetables and beef to produce a sustainable increase of non-traditional exports of fruits, vegetables, and beef.	All
BFV.A1	Support the vegetable and fruit, and beef supply chains through the setting up of an institutional arrangement to provide incremental public goods to current exporters and enterprises with agribusiness potential	Sub-component 1
BFV.A2	Strengthen public services needed to support the livestock and fruit and vegetable chains by support to i) technology development and transfer; ii) support implementation of animal and plant health systems; and iii) facilitate access to foreign markets.	Sub-component 2
BFV.A3	Streamline agri-business processes related to i) Sanitary and Phytosanitary Systems (SPS) and quality certification systems and ii) land applications and related incentives for agribusiness investors.	Sub-component 3
BFV.A4	Upgrade the SPS inspection service process for outgoing products.	Sub-component 3
BFV.A5	Design and implement an information system for land	Sub-component 3

	lease requests.	
BFV.A6	Set up a non-discretionary land lease and water rights allocation system.	Sub-component 3
BFV.A7	Conduct a pilot program for allocating relative large land plots in order to attract larger investors.	Sub-component 3
BFV.A8	Design an investment strategy to attract the private investors, both local and foreign.	Sub-component 3

The section below gives a more detailed description of the three sub-components:

**Sub-Component 1: Private Sector Entrepreneurship into Agribusiness.** This component will finance setting up a Diversification Institutional Arrangement (DIA) for two agribusiness chains: i) the vegetable and fruit, and ii) the livestock chain. A manager will be responsible for coordinating the execution of an agreed action plan for each supply chain. Private enterprises with agribusiness potential and current exporters will be invited to join the DIA. The eligibility criteria to participate will be: i) legally established firms; ii) interest in exporting as shown by criteria such as investments carried out in the productive chain, actual experience in related exports, business plan revised by administrative authorities, or partially financed by the private sector, input suppliers and logistic services providers; and iii) willingness to participate and co-finance activities. In the case of farmers, preference will be given to those: i) having experience growing other crops, ii) members of a Water User Association, and iii) willing to engage in contract farming. A number of incremental public goods<sup>2</sup> will be financed by the DIA covering: i) training and knowledge sharing aimed at small groups of farmers; ii) Technical Assistance provided by technicians involved in the export process, or consultants hired by the growers in specific crops; iii) Research and Development Partnerships whereby a group of farmers and exporters of each cluster to form a partnership, which in turn will apply for R&D subsidies to conduct trials for new varieties, pastures and breeds; iv) Private Sector Participation on agribusiness facilities: a basic abattoir will be financed; and v) technical assistance and training to promote new business plans through contract farming.

**Sub-Component 2: Agribusiness Export Services:** These services will focus on the institutional strengthening of public services needed to support the livestock and fruit and vegetable chains, specifically: i) support to technology development and transfer; ii) animal and plant health, and food safety services, iii) facilitation of foreign market access, and iv) identifying additional potential export chains. Technology development and transfer activities under consideration are strengthening NARI and carrying out a livestock census to form the basis for improving the genetic pool of cows. To accelerate technology development and deployment, the project is also considering financing agreements with institutions in other countries to support the introduction of new varieties and races from similar climates. There will also be support for implementation of a Plant Health System taking into account requirements such as the need to enhance phytosanitary regulations and standards, monitor pesticide usage, and train farmers in good agricultural practices. Support for implementation of an Animal Health System will also be provided taking into account considerations such as the need to revise regulations (specially those for animal movement, and for handling and slaughtering beef), and introduce Continuous Sample Testing.

**Sub-component 3: Business Facilitation Services:** This sub-component will help streamline processes related to i) Sanitary and Phitosanitary Systems (SPS) and quality certification systems and ii) land applications and related incentives for agribusiness investors. It will also finance technical assistance for upgrading the SPS inspection service process for outgoing products; designing and implementing an

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<sup>2</sup> Requirements placed by the agribusiness chain could be in the form of government regulatory support, and incremental public goods investments specific to the agribusiness chain that are not directly executed by the government.

information system for land lease requests; setting up a non-discretionary land lease and water rights allocation system; and conducting a pilot program for allocating relative large land plots in order to attract larger investors. Furthermore, the component will finance a campaign to attract the private investors, both local and foreign.

The finalization of the design of the Agricultural Diversification Program is nearing completion. This will be done in conjunction with work to finalize the details of support for the Sugar Action Plan (see below).

## ***Existing Programs***

### **Guyana Trade and Investment Support (GTIS)**

The GTIS project is a \$US5m project to be implemented over 4 years (2004-2008). It takes forward 34 of the NCS ongoing and planned actions (see Table 1.3) and has been designed to help Guyana create and implement a vision that will enable the private sector to maximize the country's benefits from emerging non-traditional export opportunities through support to enterprises, private sector organizations and government institutions. The project places a focus on supporting private sector driven/led initiatives and activities, based on the premise that ultimately it is private enterprise that will provide the impetus required to achieve sustainable export expansion, employment and income generation and economic growth in Guyana. Within this context, GTIS works to support initiatives that address performance, capability and policy gaps that effect firms' abilities to compete in regional and international export markets. This includes:

- ***Cluster Development and Market Assistance:*** Strengthening the ability of firms within targeted Guyanese clusters to collaborate, meet critical success factors, attract investment, establish linkages with international markets, and effectively market their goods.
- ***Technical Assistance and Supply Chain Development:*** Providing technical assistance for firms and supply chains to develop the systems, standards, and capabilities necessary to grow and respond to the demands of an increasingly competitive global market.
- ***Strengthening Trade Policy and Guyanese Enabling Environment:*** Improving Guyana's ability to negotiate and implement trade agreements, as well as identify ways to enhance the business environment, thus ensuring that exporters are able to turn existing trade agreements into real market opportunities and attract new investment.
- ***Developing Public-Private Consultative Processes:*** Strengthening consultative processes between the Government and civil society to increase the public's awareness of developments in trade negotiations and to empower Guyana's private sector to better influence trade, business, and investment policies, which are necessary for businesses to compete.

Since its inception in 2004, the GTIS project has coordinated and implemented a number of important competitiveness enhancing activities with various stakeholders from Government and the private sector; as reflected in Part II of the National Competitiveness Strategy. The project has been noted for its participatory approach which has instilled an important dynamic of trust building between the public and private sectors and among firms themselves. In addition, another important result has been the development of a common and shared vision for a number of sectors of the economy including agro-processing, forest products, fisheries, and tourism. The project has also delivered some success in motivating and maintaining enthusiasm among stakeholders during sectoral working group processes

which have helped participants to focus on the opportunities to be gained through the development process.

From a general point-of-view, there are a number of ways that GTIS can play a role in supporting the NCS *process* moving forward:

- ***Catalyzing informed discussion on competitiveness, trade and investment issues:*** Through civil society outreach workshops, cluster working group activities, and events such as the summit on “Converting Opportunities into Business”, GTIS can help place focus on the ‘process’ of building competitiveness and help raise the profile of competitiveness issues among many Guyanese stakeholders within the public and private sectors. Effective ongoing collaboration between GTIS and NCS stakeholders will ensure that the discussion on competitiveness issues accelerates, particularly in terms of identifying and developing initiatives that address critical issues that impact competitiveness.
- ***Providing targeted input to support competitiveness initiatives:*** Although finite funding levels limit the scale and scope of its initiatives, the GTIS project is well positioned to provide strategic inputs that address aspects of critical issues that impact business, trade and investment. This is achieved through a combination of 1) analyses that draw attention to issues related and highlight possible interventions; 2) assistance in the development of action plans focusing on critical issues; 3) financial and technical support for firm level technical assistance, cluster development initiatives, and capacity building programs for public and private institutions. Given the flexible and demand driven nature of the project, GTIS is designed to respond to a range of issues, from policy and regulatory frameworks, to export and investment promotion, to standards development, to product development, to market identification, to skills training. Through collaboration with NCS stakeholders, GTIS can support efforts to jump-start or catalyze aspects of the NCS, particularly the short-term when other funding is not yet available for national implementation.
- ***Utilization of past experience, lessons learned and best practices of GEO activities in Guyana and beyond:*** As it carries out efforts designed to strengthen Guyana’s ability to expand non-traditional exports, the GTIS project is able to draw upon the work carried out by the previous GEO project (also supported by USAID), as well as CARANA’s (who implement the GTIS project) experience in successful competitiveness projects elsewhere in the Caribbean, Latin America, Africa and Eastern Europe. Through collaboration with Guyanese public and private stakeholders, GTIS can help ensure that the development and implementation of the NCS incorporates the experience, best practices and lessons learned from similar efforts elsewhere.

The potential for synergies between GTIS and NCS process is reinforced by the fact that GTIS is already engaged in activities directly linked to topics covered under the NCS. **Many of GTIS’s past, current and planned activities are thus reflected in the progress and actions covered in Part II and the overall NCS Action Plan.** They include activities across a wide gamut of different areas in support of the NCS strategic framework (see Table 1.3).

**Table 1.3: Supporting the NCS: Guyana Trade and Investment Support (GTIS)**

NCS Action	Ongoing Actions or Planned Activities
<b>Trade Policy</b>	
TP.A1	Enhancing knowledge and understanding of trade, business and investment issues within relevant agencies

TP.A2	Facilitating the flow of trade information between public institutions
TP.A3	Facilitating implementation of commitments and obligations
TP.A4	Assessing civil society's role in the trade negotiation process
TP.A5	Developing a civil society outreach program for negotiations esp. opportunities of CSME
TP.A6	Strengthening the private sector's capacity to advocate its interests in the trade negotiation process and the development of policies effecting the business enabling environment
<b>Investment Promotion and Facilitation</b>	
IP.A4	Complete and disseminate an updated Go-Invest Investment Guide: "Doing Business in Guyana" for use as a marketing tool for attracting potential investors.
<b>BDS</b>	
BDS.A1	Develop training program targeting development of a National Conformity Assessment System for a number of international standards, including ISO 9001, ISO Guide 65 and ISO 17020
BDS.A2	Update Weights and Measures act (1981) and the Guyana National Bureau of Standards Act (1984) to reflect regional and international metrology standards best practices
BDS.A3	Assist firms and Government agency's in their efforts to receive certification in ISO 9001, 14001, 17025, 17020, 2200 guide 65 and GYS 231
BDS.A4	Establish a poultry laboratory and upgrade Guyana's veterinary diagnostic capacity
BDS.A5	Upgrade the capacity of the Food and Drug Department to carry out nutritional analysis
BDS.A6	Provide BDS support to targeted non-traditional exporters to develop the systems, standards and capability to grow and become competitive in export markets
<b>Fisheries</b>	
Fi.A2	Facilitate seafood/fisheries cluster working group activities
<b>Manufacturing</b>	
M.A4	Improve factory layout and management, production processes, quality control, scheduling and plant/employee safety
<b>Tourism</b>	
T.A4	Facilitate tourism cluster development working groups activities
T.A5	Develop training program in collaboration with MINTIC, GTA, THAG and private sector firms to upgrade tourism and hospitality services in preparation of the 2007 Cricket World Cup.
T.A7	Strengthen GTA's capacity to network, share information, and engage in website development and management through provision of personnel, hardware and software to upgrade GTA's IT capacity

T.A8	Develop a birding marketing strategy
T.A9	Assess Guyana's potential in the yachting market
<b>ICT</b>	
ICT.A1	Review and revise draft E-Commerce legislation and supporting necessary public consultations throughout the process.
<b>Beef, Fruit and Vegetables</b>	
BFV.A9	Assess the feasibility of establishing a central cold storage facility for perishable goods
BFV.A10	Improve innovation and the diffusion of new agriculture-related products and services of a technological nature
BFV.A11	Support to the New GMC in establishing linkages with American pepper buyers.
BFV.A12	Develop a training program for the Ministry of Agriculture and the Rising Sun Abattoir and Beef Processing Plant to establish HACCP procedures for slaughtering and meat handling.
BFV.A13	Conducting a feasibility study on the production and export of sheep and goats.
BFV.A14	Carrying out a census of livestock in Regions 5 and
BFV.A15	Support the New Guyana Marketing Corporation (New GMC) in efforts to improve the post-harvest packaging and quality of Guyanese non-traditional agriculture exports.
<b>Agro-Processing</b>	
AP.A1	Support efforts of local agro-processors to improve marketing activities efforts
AP.A2	Facilitate of agro-processing cluster working group activities
<b>Forest Products</b>	
FP.A1	Work with a cross cutting section of loggers, manufacturers and other stakeholders to put in place forest products strategy to ensure maximum value added
FP.A2	Improve quality control and production efficiency of high-end, hardwood door manufacturers
FP.A3	Upgrade the Guyana Technical Institute (GTI) training capacity in wood working.
FP.A4	Assist furniture firms with design, prototype, produce and promote furniture products and provide technical assistance in plant design and production efficiency

Nevertheless, whilst GTIS's programming objectives do in many ways mesh well with the NCS framework, there have been some shortcomings associated with the GTIS effort to date. These issues have been mainly associated with a lack of coordination regarding technical inputs, inadequate communication with stakeholders regarding funding mechanisms, process/meeting fatigue, implementation issues, and a perceived disconnection from Guyana's broader, national economic agenda.

Notwithstanding these shortcomings, the GTIS project team, implementing organization (CARANA), and funding agency (USAID) have been taking active steps to tackle these challenges to ensure that the GTIS project delivers higher bottom line economic value in future and becomes a more credible and effective organizational body that is better integrated within the national strategic framework. It is recognized by the GTIS project team that the new policy and implementation framework for the NCS (see Chapters 8 and 9) offer GTIS the opportunity to become better integrated into the Government's economic policy decision-making processes. The new framework will provide a crucial oversight mechanism for the

program to ensure that it becomes a more focused action-orientated project geared towards alleviating crucial bottlenecks impeding the competitiveness of the economy.

## ***Proposed New Programs***

### **Catalyzing the Small Business Sector in Guyana**

The next new component of the NCS will be primarily taken forward by a grant from the Canadian International Development Agency (CIDA).<sup>3</sup> In-line with tentative discussions, a highly focused program is currently proposed that would concentrate resources on catalyzing the development potential of the small and micro enterprise (SME) sector in Guyana.

The program would have a number of complementary priority sub-components which flow from the recommendations outlined in the NCS (see Table 1.4):

- **Subcomponent 1: Strengthening the SME Institutional Support Structure.** This sub-component would include activities designed to support initial institutional strengthening of the Small Business Council and supporting Small Business Bureau.
- **Subcomponent 2: Strengthening TVET for the SME sector:** This sub-component may include activities such as supporting the development of rapid response skills training for the SME sector and designing and implementing a pilot TVET development project for the SME forest products sector.
- **Subcomponent 3: Support to private enterprise through the provision of Business Development Services to SME's** (with the option to directly contribute to the proposed Competitiveness Enhancing Fund which could be designed for this purpose). This sub-component would complement sub-component 1 by supporting and complementing the activities of the Small Business Bureau to help SME's to improve their technology assimilation capacity, improve marketing, meet standards, and improve management and production processes. It would also encourage networking with relevant BDS institutions involved in facilitating SME development, encourage SME's to collaborate with larger scale enterprises, and encouraging the development business partnerships and mentoring activities.
- **Subcomponent 4: Strengthening the Ability of SME's to Access Finance:** This sub-component may include activities such as helping establish a Mutual Guarantee Fund for SME exporters and their suppliers for both working capital and investment as provided for under the SBA.

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<sup>3</sup> With the release of a new International Policy Statement (IPS), Canada recently confirmed its commitment to Guyana by naming it as one of 25 development partners with whom CIDA will concentrate development efforts.

**Table 1.4: Potential Design for a Focused CIDA Program**

NCS R#	CIDA	NCS Policy Recommendation	Small Business (<25 employees)	Medium and Large Enterprises
BDS.R1	Sub-Component 1	Strengthen the institutional structure for delivering support to the SME sector through initial institutional strengthening of the Small Business Council and Small Business Bureau.	X	
HR.R1	Sub-Component 2	Develop Rapid Response Skills Training to meet urgent needs in basic technical skills through a multiplicity of training centers	X	
HR.R2	Sub-Component 2	Design and implement a pilot development project for the forest products sector in partnership with the private sector (especially the FPMC) to test and agree on best practices for developing policy for future sector specific training with multiple partners	X	
BDS.R2	Sub-Component 3	Maximize the efficiency of existing BDS programs by stimulating existing networks of BDS service providers through the development of an organizational structure	X	
BDS.R3	Sub-Component 3	Enhance certification quality management systems by focusing efforts in a number of strategic areas through i). introducing FCS and NTFP certifications for export markets in the forestry sector ii). enhancing organic certification for export markets in the fruits and vegetables sector.	X	
BDS.R4	Sub-Component 3	Increase support for ISO certification to enhance enterprises quality management systems in strategic sectors.	X	
AF.R12	Sub-Component 4	Establish a Mutual Guarantee Fund with the involvement of small businesses, participating banks and the government to address the limited availability of collateral affecting principally small businesses and small farmers.	X	

To guide the process of designing new NCS components, a stakeholder workshop will be held in May 2006 (est.) to look at the investment plan for the unfunded components of the NCS. This workshop will start to identify a) the next set of priorities for implementation b) explore where there is funding available to support NCS implementation..

### ***The Sugar Action Plan***

Guyana remains heavily dependent upon the Sugar Sector both economically and socially. As detailed in the NCS, in response to the difficulties experienced by the industry in the early 1990s, GuySuco launched its Strategic Plan in 1998 aimed at reforming the industry into a competitor on the world market and reduce its dependence upon preferential markets. Since the launching of the plan, the Sugar industry has grown and performed well due to improved management and strategic direction. Nevertheless, as detailed in the NCS, in November 2005 the European Agriculture Council agreed to cut the EU guaranteed sugar price by 36% over 4 years starting in 2006. This decision will have a severe impact on the sugar sector and broader economy with long term implications for growth, employment, social stability and poverty reduction. Such a severe shock will be reflected in the balance of payments, Guyana's reserve position, the exchange rate and capacity to service debt. Reduced revenues to the Sugar Industry could also jeopardize the implementation of GuySuco's Strategic Action Plan.

In March 2006, Guyana launched the National Sugar Action Plan designed to present a comprehensive strategy to respond to the EU sugar price cut with the overall objective of generating economic growth by i). bringing about sustainable improvements in the competitiveness of the sugar industry ii). promoting the growth and development of specific non-traditional agriculture sub-sectors (beef, fruit and vegetables, fisheries and aquaculture), and iii). providing infrastructural and human resource development support to achieve i) and ii). The Sugar Action Plan is a *nationally owned* strategy and has been prepared on the basis of a consultative process including a broad range of stakeholders including a specially appointed Cabinet Sub-Committee, a Steering Committee, an Inter-Agency Working Group and inputs received through National Consultations.

The major thrust of the Action Plan is to support the first of the three objectives by leveraging funding to allow the industry to make the investments necessary to enable it to remain competitive following the EU price cut. As above, there is also a focus on developing other agricultural sectors that have been identified for potential expansion based on a series of consultations and studies commissioned *inter alia* by the Ministry of Agriculture and the Inter-American Development Bank (IDB) in preparation for the Agricultural Diversification Program. In addition, the Action Plan includes retraining and enterprise development, and infrastructural support to ensure the effective and successful execution of the projects to be embarked upon in sugarcane and non-traditional agriculture. A subsidiary objective of the SAP also relates to the return to the Government its recent contributions to the sugar sector which inevitably forced a reallocation of resources away from investments in health, education and other social sectors.

**Table 1.5 outlines the mapping of the SAP to the ongoing actions and policy recommendations outlined in the NCS.**

**Table 1.5:  
Ongoing actions and policy recommendations of the  
Sugar Action Plan in support of the NCS**

<b>Ongoing Actions</b>	
<b>Infrastructure</b>	
I.R1:	Construct a deep water berth in Berbice, to reduce transport costs
<b>Land and Property Markets</b>	
LPM.A1	Improve land administration by streamlining the land lease allocation system, standardizing procedures in order to reduce elements of discretion, and establishing a fast track system for allocation of land leases for small farmers and export oriented producers
<b>Sugar</b>	
S.A1	Construct raw sugar factory, Skeldon
S.A2	Construct co-generation plant, Skeldon
S.A3	Improve agricultural practices and mechanisation aimed at increasing yield
S.A4	Brand new products such as Demerara Gold, for value addition
<b>Policy Recommendations</b>	
<b>Sugar</b>	
S.R1	Construct sugar refinery for production of value added sugar products
S.R2	Construct a distillery at Skeldon
S.R3	Upgrade factories at Albion, Blairmont, and Enmore to improve productivity and operating efficiencies, reduce costs, and raise the quality of the finished product.
S.R4	Install packaging plant at Enmore

S.R5	Upgrade the Enmore Factory to facilitate production of high value Demerara Gold direct consumption raw sugar
S.R6	Expand the Blairmont operations.
S.R7	Continue mechanisation of operations;
S.R8	Construct further co-generation plants at Albion and Enmore;
S.R9	Ethanol production from sugar cane
S.R10	Provide support to private cane farmers
S.R11	Improve drainage and irrigation at Wales and Uitvlugt to improve cane yields
S.R12	Address the storage, shipping and logistical constraints facing the Sugar industry
S.R13	Provide support to the The West Indies Central Sugarcane Breeding Station
S.R14	Address basic human capital constraints facing the sugar industry by offering training in basic literacy, numeracy, computer and book-keeping skills for workers in the sugar industry.
S.R15	Reduce flooding amongst settlements and farmlands adjacent to the sugar estates by increasing regular maintenance work on drainage and irrigation structures through the development of a water-user management scheme.
S.R16	Improve access to sugarcane cultivations and farms in backlands neighbouring the sugar estates through the development of a programme of all-weather road construction and improvement to assist producers in accessing their lands and reducing transport costs and post harvest losses by more timely delivery to the market place.
S.R17	Improve the supply of more highly skilled workers needed by the sugarcane industry through the expansion of the Technical Training Programme at the Guysuco/ Port Mourant Apprentice Training College and the creation of a new college at Enmore.
S.R18	Implement recommendations of SAP concerning agricultural diversification
<b>Non-Traditional Agricultural Products</b>	
NTAP.R1	Establish comprehensive Plant and Animal Health Systems.
NTAP.R2	Implement a Livestock Census
NTAP.R5	Develop an Agricultural Business Development Unit
NTAP.R6	Provide specific support to the fruits and vegetables sector through strengthening the capacity of NARI
NTAP.R7	Provide specific support to the beef sector to strengthen the production for export on the intermediate savannas.
NTAP.R8	Establish credit facility for non-traditional exports
NTAP.R9	Address basic human capital constraints facing individuals engaged in agricultural activities by offering training in basic literacy, numeracy, computer and book-keeping skills for workers in agriculture
NTAP.R10	Improve the supply of more highly skilled workers needed by the non-traditional agricultural sector through the expansion of the Technical Training Programme at the Guysuco/ Port Mourant Apprentice Training College and the creation of a new college at Enmore
<b>Fisheries</b>	
Fi.R1:	Create a semi-autonomous Fisheries Authority to address human and technical capacity issues
<b>Aquaculture</b>	
A.R4:	Expand Integrated Pest Management in Rice Production

The Sugar Action Plan is now being studied in detail by the EU to determine in more detail exactly which elements can receive funding. Importantly, this is being done in collaboration with the Government to ensure that the delineation between any other programmes providing complementary support is understood as the strategic priorities are organized into specific tasks.

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# CHAPTER THREE

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## NCS INSTITUTIONAL STRUCTURE

### *Policy Formulation*

### Introduction

As outlined in the NCS, supporting effective ongoing strategy formulation and implementation will require a sustainable **institutional structure** incorporating four key enablers. These enablers are:

1. **Policy Coordination and Leadership**
2. **Public-Private Collaboration for Competitiveness**
3. **Improved Analytical/Technical Capabilities**
4. **Donor Harmonization**

To date a number of interim groups have been driving forward strategy development (see NCS Chapter 7). The following Chapter outlines a permanent, sustainable institutional framework for competitiveness to replace these groups

### Institutional Structure for Competitiveness

#### Four Overarching Enablers and Two Key Principles

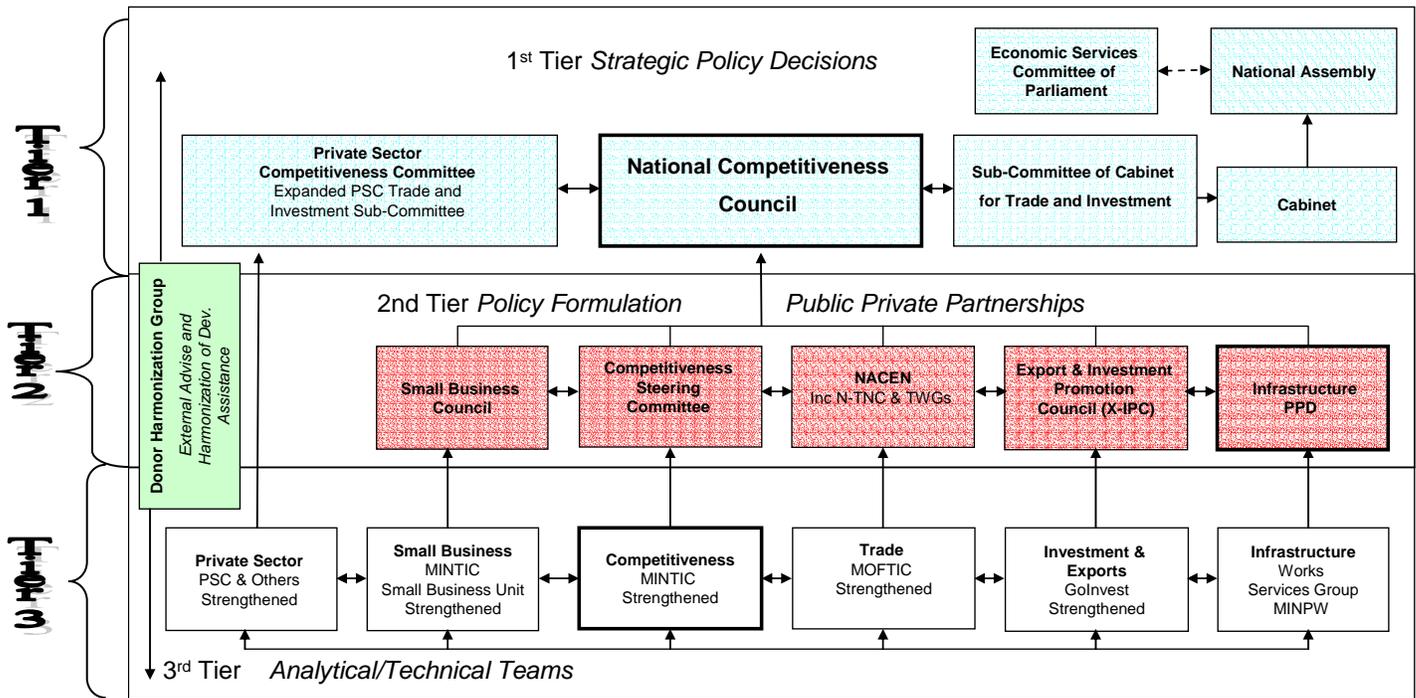
The design of the institutional structure for competitiveness outlined in this section is based around the four overarching enablers outlined in the NCS and two overarching principles:

1. The need to “**make what we already have work**” rather than creating too many new institutions.
2. The need to ensure that the goals to be achieved remain **focused** on delivering competitiveness enhancing solutions which lead to more jobs, more exports, and more investment.

The institutional structure for competitiveness is outlined in Figure 3.1. It is comprised of three tiers of institutions:

- **1st Tier: Decision Making:** Involves the highest level advisory and decision-making bodies for competitiveness strategies, policies, and actions. These bodies should focus on steering competitiveness policy, tracking impact and driving course corrections.
- **2<sup>nd</sup> Tier: Policy Formulation:** These bodies make crucial policy recommendations to the decision-making bodies.
- **3rd Tier: Policy Analysis:** These bodies provide the critical analytical capabilities required to formulate well-defined and consistent sets of policy recommendations to enhance national competitiveness.

**Figure 3.1: Institutional Structure for Enhancing Guyana’s Competitiveness**



Two points are salient regarding the structure outlined in Figure 3.1:

1. **Almost all of the institutions already exist in some form;** the emphasis is on strengthening existing institutions at all levels focusing immediately on strengthening the analytical capabilities of MINTIC, MOFTIC, GoInvest, and key private sector organizations which undergird the key decision-making bodies.
2. **The only major new institution being proposed is the National Competitiveness Council.**<sup>4</sup>

## Key Institutions

Through the structure outlined in Figure 3.1, over time all key stakeholders will be able to gain access to the collaborative NCS formulation process through a formalized institution. These formalized institutions are summarized in Table 3.1. The following section provides a brief description of these institutions which will be crucial to the sustainable functioning of the proposed framework.

<sup>4</sup> Although the National Competitiveness Council is the most significant new public-private entity proposed, there are also plans to set up a public-private entity to discuss infrastructure issues.

**Table 3.1: Stakeholder Access to Partnership for Progress**

Stakeholders	Institution
Government/Private Sector/Labor	National Competitiveness Council
Government/Donors	Donor NCS Harmonization Group
Private Sector/Labor/Donors	Private Sector, Labor, and Donor NCS Harmonization Group
Government/Parliament	Economic Services Committee
Wider Civil Society	Presidential Summit on Competitiveness and other public events

### **The National Competitiveness Council (NCC)**

Mission:

- Take ownership of the NCS and act as central point of policy leadership to ensure ongoing strategy development and implementation

Objectives:

- Act as a central point of public-private leadership for the national competitiveness strategy to oversee and co-ordinate ongoing strategy formulation, ensure that the goals of strategy are adhered to, that policies and program are implemented, results are monitored, policies and program are altered in light of performance, and that new policies and programs are devised.
- Promote and communicate the strategy locally and internationally
- Search for solutions for key cross-cutting issues challenges facing the country's economic development
- Search for synergies among donors to improve effectiveness of donor and lender institutions

Composition: Public-Private

Meeting frequency: Quarterly

Reporting: NCC submits recommendations quarterly to Sub-Committee of Cabinet for Trade and Investment (which would then proceed via the normal Government channels). Existing PPD bodies including NACEN, SBC, and the IPC will present policy proposals to the NCC.

Secretariat: MINTIC, Competitiveness Secretariat (see below)

Membership of the NCC: The NCC will have twelve members. Six will be nominated by the Government:

- His Excellency, the President, or in the President's absence, the Prime Minister (Chair)
- Minister representing Public Works, Energy, and Telecoms, or the Minister of Finance
- Minister of Tourism, Industry and Commerce
- Minister of Foreign Trade and International Co-operation (as the chair of NACEN)
- Minister of Agriculture
- Chief Executive Officer of GO-Invest (as the chair of the IPC)

Four will be nominated by the Private Sector:

- Representative selected by the PSC
- Representative selected by the PSC Trade and Investment Sub-Committee
- Representative of the Association of Regional Chambers of Commerce
- The Small Business Association's Representative on the Small Business Council

Two will be nominated by Organized Labor – the method to do this will be finalized during the second wave of consultations on the NCS, which will take place between April 2006 and September 2006. All members will be supported by technical officers.

### **National Competitiveness Strategy Unit (NCSU), MINTIC**

Currently, MINTIC's Commerce Division which produced the initial ENC document in collaboration with the Office of the President has been providing most of the key policy inputs and has been supporting many of the coordinating activities and public-private consultations required for developing the NCS. To institutionalize these crucial functions, a designated unit is required outside of Commerce's regular responsibilities.<sup>5</sup> The new unit would draw on the institutional knowledge embedded within Commerce's current technical team to help in the start-up phase. The unit would be designed to provide the policy leadership and analytical capability undergirding the newly emerging national economic competitiveness agenda under the guidance of a seasoned, innovative leader designated as a new Director of Competitiveness. The Director would be supported by a strong technical team of 2 or 3 economists (including a new Senior Economist provided with assistance from the UK's Overseas Development Institute, ODI). The unit would also be supported by an officer and assistant to perform the function of Secretariat to the new NCC.

Mission: To provide the policy leadership required for the ongoing development and implementation of the NCS. It would also act as the Secretariat to the new NCC and would have a coordinating role in organizing an *annual Presidential Summit on Competitiveness* (see below).

Objectives:

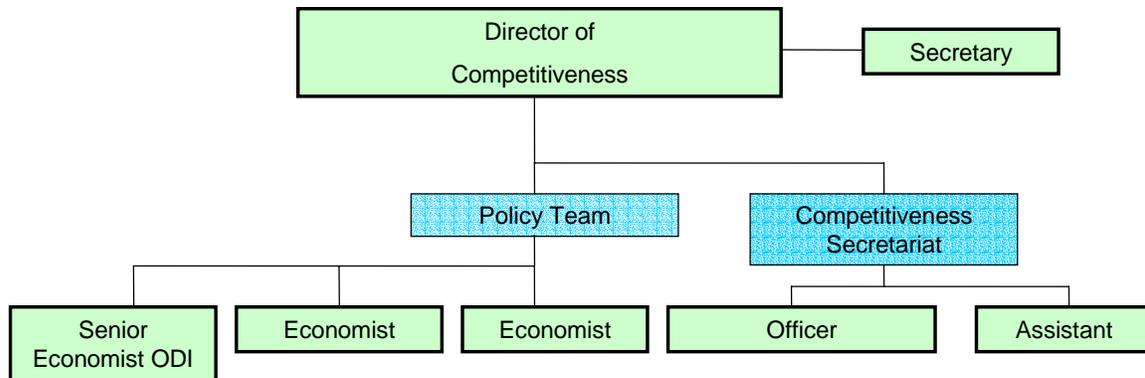
- To act as a central point for policy formulation and coordination for the systematic implementation of the national competitiveness strategy
- To guide the development and coordination of existing technical teams (for example, at MOFTIC and MINTIC) to ensure top-quality economic policy analysis and draft policy formulation is provided to the NCC, the Sub-Committee of Cabinet on Trade and Investment and other bodies.
- To support the accelerated development of a team of professionals to take an on-going leading role in economic competitiveness analysis, program management and action implementation
- To provide a locus of innovation to support mindset shift, systems thinking and continuous learning for those engaged in conceptualising and executing the NCS
- To help coordinate the organising of an annual Presidential Summit on Competitiveness.

Reports to Minister of MINTIC and is responsible to the Executive Committee of the NCC.

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<sup>5</sup> Which include among other things monitoring key prices in the economy, working with MOFTIC to provide trade policy analysis, working with MOFTIC to assess Guyana's capacity to supply in response to requests from other CARICOM states for exemptions to the CET, and driving forward the Government's Competition Policy and E-Commerce agenda's.

**Figure 3.2**  
**National Competitiveness Strategy Unit:**  
**Institutional Strengthening at MINTIC**



**Private Sector “Competitiveness Committee”**

The private sector will lead in the formation of an action team of committed private sector leaders willing to serve for the next 12-18 months in overseeing all aspects of the NCS. As detailed in the NCS Chapter 6, the PSC has thus far taken the lead in interfacing with the Government. The PSC have committed to expanding their Trade and Investment Sub-Committee to be representative of a wider cross section of the private sector by inviting the Chair of ARCC and the Small Business Association’s Representative on the Small Business Council to join the PSC Trade and Investment Sub-Committee. This group will form the private leadership group to oversee the development and implementation of the NCS on an ongoing basis. This group will be represented on the NCC.

**Donor Harmonization Group**

A formal Donor NCS Harmonization Coordination Group will be formed to begin participating more widely in ensuring greater harmonization in the scope, volume and timing of development assistance to support development and implementation of the NCS.

**Economic Services Committee and Parliament: Developing the Competitiveness White Paper**

Following the release of the fourth draft of the NCS, the document will be presented to the National Assembly as a Parliamentary White Paper. It is hoped that this will provide an opportunity for the NCS to receive the appropriate Parliamentary scrutiny. The Minister of Tourism, Industry and Commerce (MINTIC) has spoken of this in Parliament.

**Annual Presidential Summit on Competitiveness**

Stakeholders have recognized the importance of a regular opportunity for public and private leaders and other stakeholders to discuss and review priorities for competitiveness. To this end, a first Presidential Summit on Competitiveness will be held at the beginning of May 2006 involving a wide range of stakeholders.

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# CHAPTER FOUR

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## NCS INSTITUTIONAL STRUCTURE *Implementation*

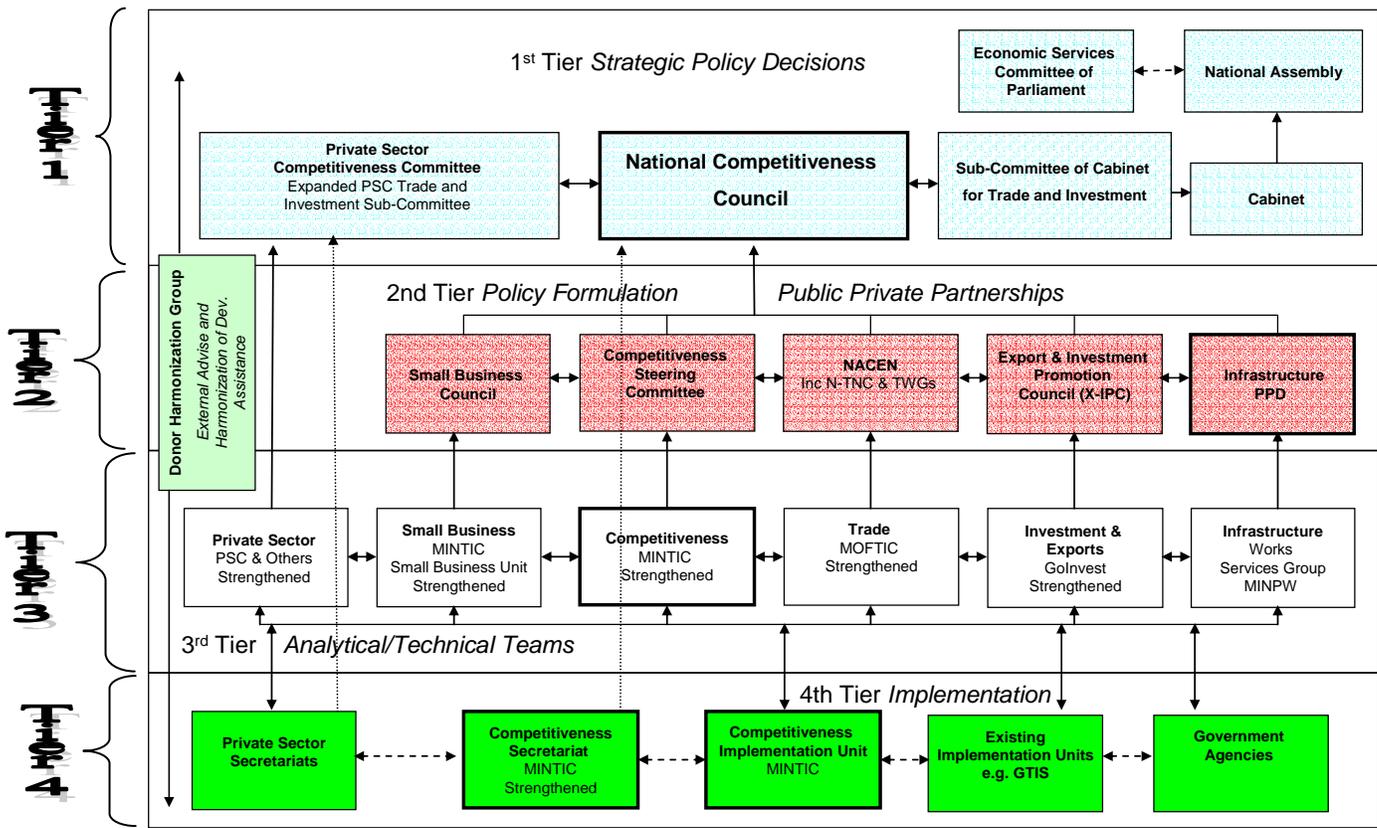
### **Introduction**

To complement the institutional structure for competitiveness policy analysis and formulation outlined in the previous chapter, it is crucial to put in place the necessary capabilities to actually implement the NCS on a sustainable and moving forward basis. The inadequacy of a sufficiently strong implementation mechanism for the NCS would render the strategic policy making structure outlined in the previous chapter almost useless in the medium to longer term. The following Chapter outlines the proposed implementation mechanism for the NCS.

### **Implementation of the NCS**

Implementation of the NCS effectively means adding a fourth implementation tier to the institutional structure outlined in Figure 4.1.

**Figure 4.1: Institutional Structure for Enhancing Guyana’s Competitiveness**



### Fourth Tier: Implementation

The NCS will be implemented by numerous Government and private sector agencies across a whole gamut of different policy areas (as detailed in the Action Plan). In many instances, like the development of new legislation, this will be done through the normal activities of the Ministry or agency. In other instances they will be done through specific programmes or projects. The implementing agencies and/or programme are set out the NCS Action Plan. These agencies and/or programmes will be the main bodies responsible for the implementation of the respective sub-components of the NCS. Figure 4.3 provides an indicative outline of the main agencies involved in NCS implementation.

As the lead Ministry in the development of the NCS, MINTIC will establish a new designated unit, the Competitiveness Implementation Unit, to implement NCS projects and programmes which fall under MINTIC’s remit. This unit will sit within the National Competitiveness Strategy Unit (NCSU). Whilst the Competitiveness Implementation Unit will be a new unit, initially it will simply function as the Project Execution Unit (PEU) for the Support for Competitiveness Program (supported by the IDB). The role of the unit will nevertheless expand over time as new donor supported programs come on board to implement other priorities of the NCS falling under MINTIC’s remit.

**Mission:** to provide the operational leadership and implementation capacity to actualize new competitiveness related programs falling under the remit of MINTIC. The implementation unit’s responsibilities are to supervise and coordinate on-the-ground implementation of each program’s work plan and where necessary to coordinate with other related implementing units.

### Objectives

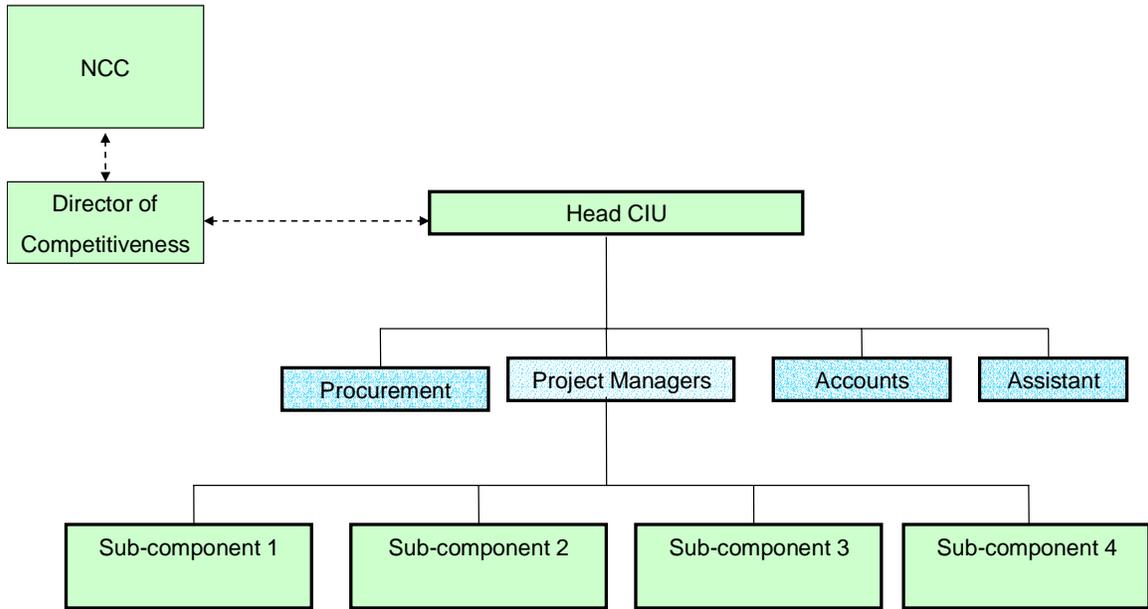
- To create efficient and effective management systems and financial mechanisms to ensure implementation of new NCS components falling under MINTIC's remit. The unit will coordinate the program with beneficiary institutions and serve as the single point of contact with donors and other relevant entities concerning matters of compliance with conditions on procurement, disbursements, information activities, financial statements and monitoring and evaluation.
- To provide management, monitoring, and evaluation of the NCS (with the capacity to expand to manage, monitor and evaluate additional economic competitiveness and development programs as they emerge).
- To design rules of operations for the programs and funding mechanisms of the various subcomponents of the NCS, and to execute the various lines of support in a way that encourages innovation, creativity, and responsibility.
- To support the accelerated development of a team of professionals to take an on-going leading role in economic competitiveness analysis, program management and action implementation

### Functions and Activities

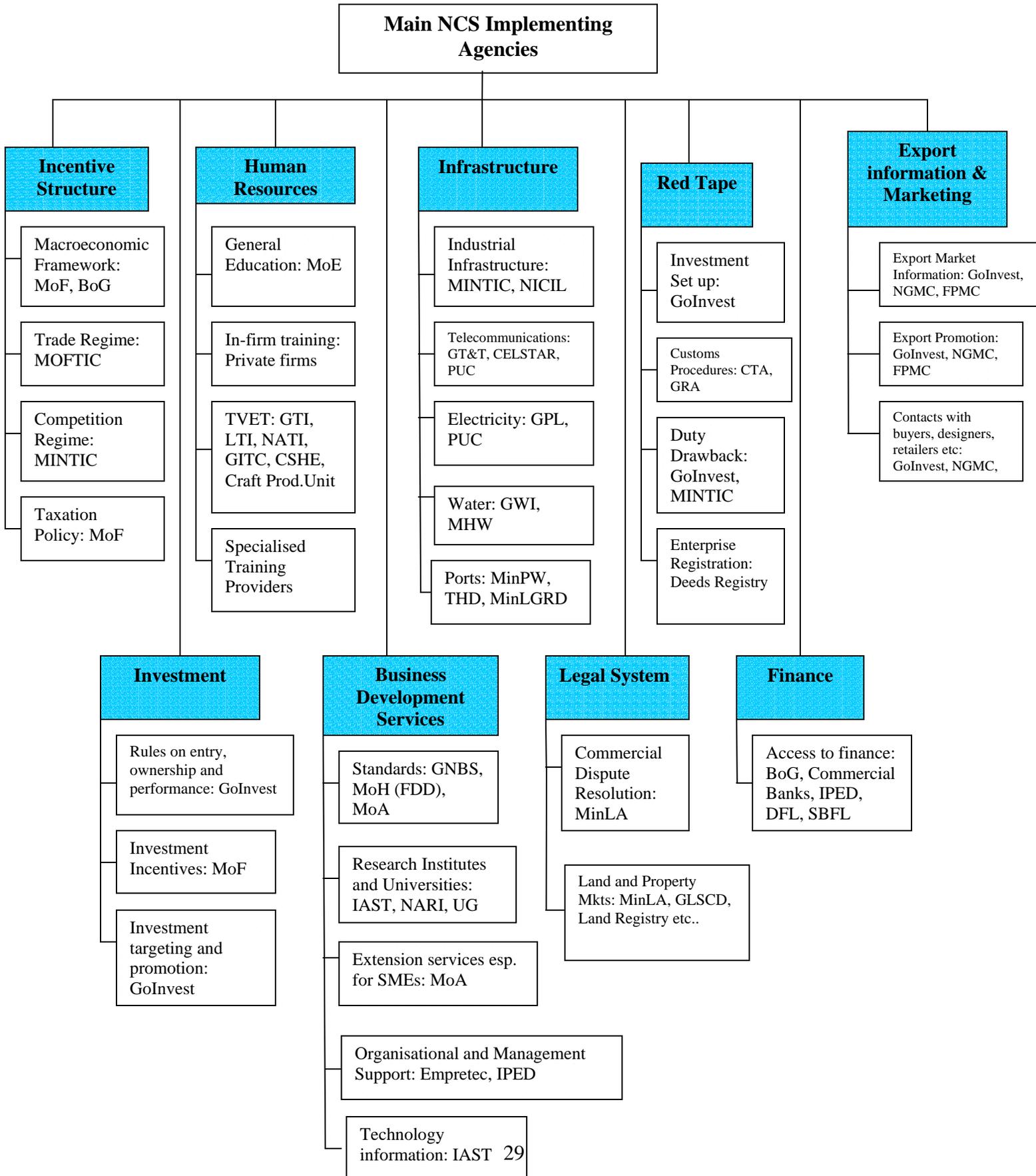
- Works closely with and reports to the Director of Competitiveness and the Minister of MINTIC and to the NCC via the Director of Competitiveness.
- Provides staff support to the National Competitiveness Strategy Unit and the NCC
- Provides quarterly updates on the progress and finances of the subcomponents of the NCS.
- Supports the National Competitiveness Strategy Unit in producing annual plans to align activities relevant to implementation of policies and activities to enhance national competitiveness strategies; monitors and adapts plans based on monitoring feedback
- Develops and maintains a web based communication to managers and stakeholders in the subcomponent programs of the NCS.

The PMU would be headed by a full-time senior program coordinator with extensive experience in overseeing economic development and competitiveness programs. The program coordinator will initially be supported by a secretary/assistant, a project management officer, a finance/accounting officer (and assistant), and a procurement officer.

**Figure 4.2: Competitiveness Implementation Unit**



**Figure 4.3: Institutional Structure for Competitiveness**



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# CHAPTER FIVE

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## MONITORING AND EVALUATION

### Introduction

To ensure that the NCS has the desired bottom line impact on jobs, investment, and exports, it is crucial to put in place an effective system for monitoring and evaluation (M&E). This will involve the development of an appropriate set of monitoring indicators which will then provide a basis for analyzing the impact of proposed programs on national competitiveness.

The National Competitiveness Strategy Unit (NCSU) will work to build an overarching monitoring and evaluation structure. This overarching structure will be supported at a more detailed level by monitoring and evaluation arrangements for each of the NCS components, which will be coordinated by the CIU. This monitoring and evaluation framework will be designed during Wave II of consultation [i.e. between March 2006 and October 2006], and will be purposefully designed to tie into bottom line impact indicators (i.e. tracking of exports, jobs, and investment).

### Competitiveness Indices

As part of developing the M&E framework it will be imperative to incorporate the latest competitiveness indices developed internationally by important institutions such as the World Economic Forum (WEF) and the World Bank, which regularly track cross-country competitiveness performances using a variety of indicators. Given the paucity of data available for cross-country competitiveness comparisons, incorporating the absolute value and rankings for key international indices into the M&E framework is important for tracking progress in improving competitiveness and for benchmarking progress vis-à-vis Guyana's competitors.

In many cases, Guyana is making its debut in world-wide competitiveness indices. Table 5.1 outlines Guyana's ranking for the latest WEF Growth and Business Competitiveness indices and the World Bank's Doing Business index. Guyana ranks in the lower half of countries listed in the overall ranking of these indices, although there are large variations within the overall ranking. For example, Guyana registers strong performances in areas such as starting a business, registering property, dealing with licenses, and tax efficiency which is reflective of the progress that has been made in these areas over the last few years. However, there are disappointing rankings in many other areas which reflect the longstanding challenges and realities that limit enterprise development and economic competitiveness in Guyana that are well-documented and outlined in this draft of the NCS. The job of the NCS is to help swiftly reverse these trends and propel Guyana onto a path to sustained economic growth and enhanced competitiveness. Tracking the value of individual indicators will provide agency's leading NCS implementation with incentives to improve performance in their respective areas.

These indices have a number of well-know limitations relating to their over-reliance on a limited number of indicators, problems of index construction, the use of *ad hoc* data to measure perceptions, and the short run focus of the data.<sup>6</sup> Nevertheless, despite these shortcomings, these indices are used worldwide by investors to track the performance of countries as potential locations to invest.

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<sup>6</sup> See Wignaraja et al, 2003, "Competitiveness Strategy in Developing Countries," Routledge for a review

As a result, it will be crucial in the development of the M&E framework to form a better understanding of the compilation and make-up of the indices including sources of data to not only track competitive progress but also to develop over time quantitative and qualitative mechanisms to help strengthen the reliability of the indices and so provide a more accurate assessment of the attractiveness of Guyana as a place to invest and do business.

**Table 5.1:  
Guyana's Rank in Major Competitiveness Indices**

<b>WEF Growth Competitive Index</b>	<b>Rank (of 117)</b>	<b>WEF Business Competitiveness Index</b>	<b>Rank (of 117)</b>	<b>World Bank Doing Business Index</b>	<b>Rank (of 155)</b>
<b>Growth Competitiveness Index Rank</b>	<b>115</b>	<b>Sophistication of Company Operations and Strategy</b>		<i>Doing Business Overall Rank</i>	105
Macroeconomic Environment Index Rank	113	Nature of competitive advantage	73	Starting a Business	63
Macroeconomic Stability Subindex Rank	115	Control of international distribution	77	Dealing with Licenses	61
Government Waste Rank	86	Reliance on professional management	84	Hiring and Firing	....
Country Credit Rating Rank	92	<b>Quality of the National Business Environment</b>		Registering Property	25
Public Institutions Index Rank	109	Prevalence of trade barriers	53	Getting Credit	145
Contracts and Law Subindex Rank	110	Business costs of corruption	55	Protecting Investors	101
Corruption Subindex Rank	105	<b>Other Indicators Rank/117</b>		Paying Taxes	65
Technology Index Rank	112	Hiring and firing practices	27	Trading Across Borders	112
Innovation Subindex Rank	111	Efficiency of the tax system	27	Enforcing Contracts	123
ICT Subindex Rank	94	Ease of hiring foreign labor	29	Closing a Business	104
Technology Transfer Subindex Rank (out of 92 non-core innovators)	88	Agricultural policy costs	42		
		Soundness of banks	49		
<b>Business Competitiveness Index Rank</b>	<b>106</b>				
Sophistication of Company Operations and Strategy Rank	103	<b>Sophistication of Company Operations and Strategy</b>			
Quality of the National Business Environment Rank	105	Prevalence of foreign technology licensing	109		
		Production process sophistication	106		
		Extent of marketing	102		
		<b>Quality of the National Business Environment</b>			
		Financial market sophistication	110		
		Intellectual property protection	110		
		Laws relating to ICT	110		
		<b>Other Indicators Rank/117</b>			
		Pervasiveness of money laundering through banks	117		
		Brain drain	117		
		Reliability of police services	116		
		Centralization of economic policymaking	115		
		Irregular payments in public contracts	114		
		Quality of management schools	114		
		Business costs of crime and violence	113		
		Efficiency of legal framework	113		
		Cooperation in labor-employer relations	113		
		Pay and productivity	112		
		Ethical behavior of firms	112		
		Telephone/fax infrastructure quality	112		
		Availability of scientists and engineers	111		

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# CHAPTER SIX

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## NCS ACTION PLAN

The NCS Action Plan set out below is based on the analysis of the challenges confronting Guyana detailed Parts II and III of the NCS. The current and planned actions and policy recommendations outlined in Parts II and III map directly to the NCS Action Plan. **The plans/programs outlined in Chapter 1 in support of NCS implementation naturally correspond to the actions, planned activities, and policy recommendations detailed in the NCS.** The plan is presented in the form of a policy matrix, setting out, in summary form, the ongoing, planned actions and recommendations made in Parts II and III of the NCS. The table lays out the action/policy recommendation, lead executing agency, implementing project/programme, an indicative target date for completion, and some possible indicators of success.

## Action Plan for Enhancing Guyana's Competitiveness

#No.	Actions/Recommended Policy Option	Implementing Ministry/Agency	Implementing Project/ Programme	Target Completion Date	Indicators of Success
	<b>CORE POLICIES</b>				
	<b>Incentives (Demand-Side) Policies</b>				
	<b>Macroeconomic Framework</b>				
MF.A1	<b>Continue to adhere to sound macroeconomic framework</b>	MOF BoG	NA	NA	BoG meeting inflation objectives  Exchange rate maintaining external competitiveness  Debt remains in sustainable position
MF.A2	<b>Pursue a strategy to seek debt relief from outstanding non-Paris Club bilateral creditors and Guyana's main multilateral lender, the IDB</b>	MOF	NA	NA	TBD
MF.A3	<b>Promote operations of MoF Aid Strategy Task Force (ASTF)</b>	MOF	NA	NA	TBD
	<b>Trade Policy</b>				
TP.A1	<b>Enhancing knowledge and understanding of trade, business and investment issues within relevant agencies</b>	MOFTIC	GTIS	2006	Number of staff from public trade institutions and private sector representatives trained in trade negotiations and trade policy implementation  Scorecard rating on Guyana's participation in negotiated trade related obligations and international best practices
TP.A2	<b>Facilitating the flow of trade information between public institutions</b>	MOFTIC	GTIS	2006	Scorecard rating on Guyana's participation in negotiated trade related obligations and international best practices
TP.A3	<b>Facilitating implementation of commitments and obligations</b>	MOFTIC	GTIS	2006	Milestone Index on Guyana's participation in negotiation, trade related obligations and international best practices

TP.A4	<b>Assessing civil society's role in the trade negotiation process</b>	MOFTIC PSC, Chambers of Commerce	GTIS	2006	Number of private sector and NGO representatives trained in trade, business or sector related topics.
TP.A5	<b>Developing a civil society outreach program for negotiations esp. opportunities of CSME</b>	MOFTIC PSC, Chambers of Commerce, Caribbean Vision	GTIS CARICOM Secretariat	2006	Number of private sector and NGO representatives trained in trade, business or sector related topics.
TP.A6	<b>Strengthening the private sector's capacity to advocate its interests in the trade negotiation process and the development of policies effecting the business enabling environment</b>	MOFTIC PSC, Chambers of Commerce	GTIS	2006	Number of private sector and NGO representatives trained in trade, business or sector related topics.
TP.A7	<b>Create Trade Point Guyana at GoInvest and linked to the other trade related agencies</b>	GoInvest	Support for Competitiveness Program	2006	<i>Trade Point</i> installed and in use by private sector.
TP.R1	<b>More concentrated focus on trade negotiating positions to prepare for the loss of preferences; targeted use of SDT; analysis to support Guyana's position as a Small and Vulnerable Economy; and protect advantages in the priority markets of Brazil and CSM</b>	MOFTIC	TBD	TBD	Papers developed to support realistic negotiating positions that appear consistently in reports coming out of regional and international trade policy and negotiating meetings
TP.R2	<b>Refocus efforts on implementing a limited number of priority recommendations form National Trade Strategy</b>	MOFTIC	TBD	TBD	NACEN provides regular, timely and effective input to CARICOM on Guyana's trade negotiating positions TWGs meet regularly  Trade staff has completed implementation of Brazil and CSM agreements
TP.R3	<b>Create technical unit of sector specific specialists in MOFTIC and provide further specialists in other trade-related agencies, including the private sector</b>	MOFTIC PSC, Chambers of Commerce	TBD	TBD	Trade specialists trained and retained at MOFTIC  NACEN provides regular, timely and effective input to CARICOM on Guyana's trade negotiating positions TWGs meet regularly, supported by trade specialists who have been trained and placed in the relevant bodies  Trade specialists consistently represent

					Guyana in their area(s) of expertise
TP.R4	<b>Strengthen existing mechanisms to defend Guyana's trade interests</b>	MOFTIC	TBD	TBD	Identified trade issues are resolved
	<b>Competition and Consumer Protection Policy</b>				
CP.A1	<b>Set-up Competition and Fair Trading Commission</b>	MINTIC	Support for Competitiveness Program	2007	Development of functions of the proposed team.
CP.A2	<b>Set-up the Consumer Protection Commission</b>	MINTIC	Support for Competitiveness Program	2007	Development of functions of the proposed team.
CP.A3	<b>Ensure adequate training and internships for staff</b>	MINTIC	Support for Competitiveness Program	2007	Successful completion of courses and internships  Undertaking of joint academic program in Competition Theory and Industrial Organization between UWI and UG  Incorporation of graduate scholarship professionals in the Commission.
CP.A4	<b>Develop outreach program with business community</b>	MINTIC	Support for Competitiveness Program	2007	More active participation of the private sector and general population (more cases presented to the Commission) and better-founded claims and denounces.
CP.A5	<b>Strengthen the consistency and public awareness of commercial legislation</b>	MINTIC	Support for Competitiveness Program	2007	Carry out necessary modifications to legal documents if inconsistencies exist
CP.A6	<b>Conduct dialogue between private and public stakeholders on M&amp;A, anti-dumping, and structure of institutional regulatory framework.</b>	MINTIC	Support for Competitiveness Program	2008	The elaboration of adequate bills regarding M&A regulation, anti-dumping legislation and structure of institutional regulatory.
CP.A7	<b>Develop collection and management of statistics at market, sector or business level.</b>	MINTIC	Support for Competitiveness Program	2008	Specialized reports, and other statistics-intensive documents on consumer protection and competition
CP.A8	<b>Coordinate actions on the widespread use of purchase receipts between Guyana Revenue Authority and Competition and Consumer Protection Commission</b>	MINTIC	Support for Competitiveness Program	2008	Inclusion of Commission's recommendations in the design of the reform.
CP.A9	<b>Strengthen consumer associations</b>	MINTIC	Support for	2008	More active participation of consumer associations (more and better-justified

			Competitiveness Program		claims and denounces)
CP.A10	<b>Participate in CARICOM competition and consumer protection policy coordination</b>	MINTIC	Support for Competitiveness Program	2008	Consistency of national and regional regulations.
	<b>Taxation Policy</b>				
	<b>General Taxation</b>				
TaP.A1	<b>Implement the new VAT and Excise Tax including an outreach program with the local business community to sensitize them in the workings of the new system.</b>	GRA	Fiscal Financial Management Program (IDB)	2007	GRA is systematically collecting revenues from the VAT  Quarterly reports providing implementation information on number of monthly VAT payments, refund returns and supporting information on processing time and operation of VAT refund program
TaP.A2	<b>Carry out a study to examine the various options for lowering the Corporate Rate of Income Tax (CIT). Following the results of the study, reduce the Corporate Rate of Income Tax (CIT) to a level that will be effective in stimulating higher levels of private investment whilst not unduly compromising Government revenue.</b>	MOF	Support for Competitiveness Program	2006 study 2007 imple.	Impact study conducted, and findings widely and publicly disseminated to build support and expectation.  Corporate tax regime consistent with the target rates determined by the tax study.  Fiscal performance reviews conducted
	<b>Incentives for Attracting Investment</b>				
TaP.A3	<b>Carry out a study examining options for improving the efficacy of the current system of fiscal and duty incentives and tariff structures, as part of the same study that will be looking at the options for unifying and reducing Corporate Income Tax (CIT). Following the results of the study, refine the system of fiscal and duty incentives and/or tariff structure in a way that improves the business friendliness of the tax environment without unduly compromising government revenue.</b>	MOF	Support for Competitiveness Program	2006 study 2007 imple.	Impact study conducted, and findings widely and publicly disseminated to build support and expectation.  Fiscal performance reviews conducted  Reduction of tariffs on key intermediate and capital goods (by HS code) to levels agreed through PPD  Track duty receipts at yearly intervals
	<b>Supply Side Policies</b>				

	<b>Investment Promotion and Facilitation</b>				
	<b>Investment Act 2004</b>				
IP.A1	<b>Ensure effective implementation of the Investment Act through a) development of appropriate regulations and other implementing measures b) setting-up the Investment Promotion Council.</b>	GoInvest	NA	NA	
IP.R1	<b>Review the Investment Act (and other related legislation) to i). further reduce outstanding discretionary loopholes ii). tighten the article on expropriation iii). revise Go-Invest mandate iv). review and expand the role of The Investment Promotion Council.</b>	Ministry of Legal Affairs , GoInvest	TBD	TBD	Better Investment Act enacted.  Effective X-IPC
	<b>GoInvest</b>				
IP.A2	<b>Create a new vision for GoInvest to reflect its increasingly important role in country image building, facilitation, investment generation, policy advocacy, and export promotion by approving a new expanded charter through revised Order under the Public Corporations Act.</b>	Ministry of Legal Affairs, GoInvest, NGMC, FPMC	Support for Competitiveness Program	2006	Revised Order under Public Corporations Act approved.
IP.A3	<b>Expand the capacity and capabilities of Go-Invest.</b>	GoInvest	Support for Competitiveness Program	2008	Organizational strengthening study  Establish investor relations / contacts as performance criteria with feedback  Indicative investment attraction and export target system;  Performance management, work program and investor tracking system.  Improvements in client surveys  Website traffic, and physical enquiries increased  Guyana spread in international newspaper

					such as FT. Broadband communications installed. Average quarterly client contacts increase Existence of export support department Trade-point software connection.
IP.A4	<b>Complete and disseminate an updated Go-Invest Investment Guide: “Doing Business in Guyana” for use as a marketing tool for attracting potential investors.</b>	GoInvest	GTIS	2006	Guide completed and disseminated to investors
	<b>Export Promotion and Facilitation</b>				
EP.A1	<b>Refocus GoInvest’s export promotion services to offer two key services at the firm-level: exporter readiness assessments and specific “value-adding” advisory services.</b>	GoInvest	Support for Competitiveness Program	2007	TBD
EP.A2	<b>Improve export facilitation efficiency to internationally-benchmarked standards</b>	MOF GRA	Support for Competitiveness Program	2006 study 2007 imple.	Comprehensive trade transaction analysis completed of all major exports to i) identify areas of inefficiency and ii) generate an action plan to eliminate/reduce them  Number of days to export and import have been reduced as determined in the diagnostic study.
EP.A3	<b>Carry out a study examining options for improving the system of export taxes and incentives for export to i). give equal treatment to exports to CARICOM ii). reduce or eliminate export taxes. Following the results of the study, refine the system export taxes and incentives for export to effectively stimulate exports in a way which does not unduly compromise government revenue.</b>	MOF	Support for Competitiveness Program	2006 study 2007 imple.	Impact study conducted, and findings widely and publicly disseminated to build support and expectation.  Increase in a) the number of firms exporting to CARICOM and b) number of firms taking advance of special incentives extended to them for CARICOM exports
BDS.A4	<b>Study policy options for designing tax incentives that do not introduce overly burdensome</b>	MoF	Support for Competitiveness	2006 Study. 2007 Imple.	Impact study conducted, and findings widely and publicly disseminated to build

	<b>administrative overheads to encourage the provision of firm-level business to business export promotion services.</b>		Program		support and expectation.
EP.R1	<b>Maximize use of NGMC's limited resources by re-focusing targeting of export promotion on providing information and advisory services that support value added initiatives</b>	NGMC	TBD	TBD	TBD
EP.R2	<b>Maximize the initial impact of activities delivered by the FPMC by focusing resources on seeking out investment linkages with North American wood processors and CARICOM importers/distributors</b>	FPMC	TBD	TBD	TBD
EP.R3	<b>Increase the provision of firm-level assistance to firms to strengthen their capacity to penetrate new markets with value added products.</b>	TBD	TBD	TBD	Exports increase exponentially each year
EP.R4	<b>Develop in-country programmes to continually promote: a) Guyanese products in CARICOM markets; and b) integrated investment promotion/export promotion strategies for investors/exports.</b>	TBD	TBD	TBD	Exports to CARICOM increase exponentially each year
EP.R5	<b>Strengthen the capacity of Guyana's Export Promotion Agencies (GoInvest, NGMC, FPMC) by: a) charging user fees; and b) marketing fee-based project management services to clients</b>	GoInvest, NGMC, FPMC	TBD	TBD	
EP.R6	<b>Increase private sector representation at executive decision-making level in the Export Promotion Agencies</b>	GoInvest, NGMC, FPMC	TBD	TBD	Average private sector representation increases to at least 50% within 24 months of policy adoption
EP.R7	<b>Expand the role of the IPC</b>	Ministry of Legal Affairs, GoInvest, NGMC, FPMC	TBD	TBD	New X-IPC established  Annual Work Plans prepared and endorsed by members  An investment and export performance monitoring plan in place
EP.R8	<b>Revise Go-Invest's and NGMC's charter to</b>	Ministry of Legal	TBD	TBD	TBD

	<b>reflect their roles in the provision of export promotion services through a revised Order under the Public Corporations Act</b>	Affairs, GoInvest, NGMC			
	<b>Access to Finance</b>				
	<i>Providing the Legislative and Regulatory Framework</i>				
AF.A1	<b>Establish a commercial court</b>	Ministry of Legal Affairs	Commercial Courts Program	TBD	Significant reduction in backlog in establishing and perfecting secures interest and in seizing and selling immovable property  Increase in loan portfolio for enterprises  Reduction of interest rate
AF.R1	<b>Develop a comprehensive land and property markets policy</b>	Ministry of Legal, Affairs, GLSC, GGMC, GFC, MINTIC, CHPA	TBD	TBD	Increase in ownership of land  Increase in new 50 year leases  Increase in use land as collateral  Increase in loan portfolio for enterprises  Reduction of interest rate
AF.R2	<b>Improve land administration</b>	Ministry of Legal, Affairs, GLSC, GGMC, GFC, MINTIC, CHPA	TBD	TBD	Significant reduction in backlog in establishing and perfecting security interest in land  Increase in loan portfolio for enterprises
AF.R3	<b>Promote understanding of property related economic opportunities</b>	Ministry of Legal, Affairs, GLSC, GGMC, GFC, MINTIC, CHPA CHPA	TBD	TBD	Increase in loan portfolio for enterprises Reduction of interest rate
AF.R4	<b>Review legal framework in relation with establishment and perfecting secures interests in other property than land</b>	Ministry of Legal, Affairs, GLSC, GGMC, GFC, MINTIC, CHPA	TBD	TBD	
AF.R5	<b>Establish a legal framework which enables</b>	BoG, Ministry of	TBD	TBD	Increase in numbers of users

	<b>profitable leasing activities</b>	Legal Affairs.			Increase in leasing portfolio  Financial and portfolio quality performance indicators
AF.R6	<b>Conduct a study examining options for reducing restrictions on borrowing abroad, opening foreign currency accounts and on the use of foreign currency. Following the results of the study, revise regulations governing borrowing abroad, opening foreign currency accounts and on the use of foreign currency to improve the efficiency of business transactions for export</b>	MoF	TBD	TBD	
	<i>Encouraging an Active and Competitive Banking Market-Place</i>				
AF.A2	<b>Determine if the competitive situation in the financial sector is delivering value to customers and the wider economy.</b>	BoG	TBD	TBD	TBD
AF.A3	<b>Adjust the Financial Institutions Act to allow for regulation in the use of confidential client information by credit bureaus.</b>	BoG	Support for Competitiveness Program	2007	Study to: i) draft a legal and regulatory framework for gathering and sharing client credit information among financial institutions and allows the creation of a credit registry/credit bureau; ii) Recommend different institutional set-ups for a formal system of gathering and sharing information among financial institutions, along with a budgeted action plan for their implementation.  Adjustment made to Financial Institutions Act
AF.A4	<b>Study policy options for extending temporary tax incentives for long term lending and investing in enterprises</b>	MoF	Support for Competitiveness Program	2006 Study. 2007 Imple.	Impact study conducted, and findings widely and publicly disseminated to build support and expectation.
AF.R7	<b>Develop an awareness program for financial services institutions designed to outline progress made in the areas of property rights and</b>	BoG	TDB	TBD	TBD

	<b>commercial dispute resolution and involve the financial services sector in all future activities related to property rights and commercial dispute resolution.</b>				
AF.R8	<b>Establish a credit bureau with international links to improve the efficiency of the banks and the reliability of the information about the credit worthiness of their clients.</b>	BoG, Commercial Banks	TBD	TBD	Increased loan portfolio Improved loan portfolio quality Reduction in the cost of collecting credit information Reduced interest rate Bureau established with at least three participating institutions Increase no of queries Use of confidential client information by credit bureaus is regulated
AF.R9	<b>Establish an export credit insurance scheme and appropriate legal framework to reduce the commercial and political risk of exporters.</b>	BoG, Commercial Banks	TBD	TBD	TBD
	<i>Enhancing the Capacity of Enterprises to access and deal with the Financial System</i>				
AF.R10	<b>Establish a Matching Grant Fund to address weaknesses enterprises in the area of business planning, project appraisal, accounting, financial management and marketing and also improve capacity of local financial institutions to appraise long term projects in non traditional exports</b>	TBD	TBD	TBD	Increase in long term loan portfolio Increase in loan portfolio quality Fund established Fund manager selected No. of bank staff trained No. of bank clients trained staff No. of local BDS providers trained
AF.R11	<b>Develop an awareness program for the business community about the availability of typical export finance services in Guyana for the (potential) exporter and prepare a catalogue describing the various services including costs, requirements of accessing them and possible restrictions.</b>	TBD	TBD	TBD	TBD
AF.R12	<b>Establish a Mutual Guarantee Fund with the involvement of small businesses, participating banks and the government to address the limited availability of collateral affecting principally</b>	Small Business Council	TBD	TBD	TBD

	<b>small businesses and small farmer.</b>				
	<b>Human Resources</b>				
	<b>Technical and Vocational Training</b>				
HR.A1	<b>Strengthen the embryonic National Council for TVET (TVET Council) and National Accreditation Council (NAC)</b>	MoE	NA	TBD	TBD
HR.R1	<b>Develop Rapid Response Skills Training to meet urgent needs in basic technical skills through a multiplicity of training centers</b>	MoE	TBD	TBD	Funds allocated and disbursed to meet urgent RRST costs of equipment, training and monitoring/reporting Labour pool, employment increases to meet expansion plans for strategic sectors Diversity of training centres offering skills training
HR.R2	<b>Design and implement a pilot development project for the forest products sector in partnership with the private sector (especially the FPMC) to test and agree on best practices for developing policy for future sector specific training with multiple partners</b>	MoE	TBD	TBD	FSTC launched and established with administrative structure, advisory body, legal framework, sector links, inception plan and budget FSTC Advisory Board meets monthly Skills needs for next 6-10 years forecast FSTC Training policy and methodology for sector-specific training developed and adopted by all stakeholders FSTC Training plan based on needs approved and training centre allocation agreed National Qualifications Frameworks for sector approved Accreditation and worker skill certification agreed Standards for sector established Training offered at partner training centres Enhanced training curricula/facilities, methodology, quality, quantity at all training centres including Technical Institutes Public/private sector partnership Improved and lessons learnt shared as best practices for sector specific training FSTC is active member of NCTVET network of sector-specific Training

					Councils
HR.R3	<b>Develop a public education and awareness campaign on TVET</b>	MoE	TBD	TBD	Public education program launched Increased enrolment in courses
HR.R4	<b>Formulate with full participation of all stakeholders a comprehensive long-term, systemic, and multi-faceted <i>National Policy Framework for TVET</i></b>	MoE	TBD	TBD	Reform for TVET accepted and regularized NCTVET/MOE/MOL reports verify new standards New curricula and teacher training programs Increase in employment Increased in enrolment NCTVET/MOL reports Tripartite talks on productivity Partnership level of satisfaction is acceptable NCTVET/Steering Committee Plan for a Phase 2
HR.R5	<b>Improve current mechanisms for the collection, analysis and dissemination of labor market information and establish a proper industrial classification of occupation, wage structure and trends in employment.</b>	MoE	TBD	TBD	Labor market Studies & Information System
	<b>Addressing the “Brain Drain”</b>				
HR.R6	<b>Assess the strengths and weakness of the current policy framework for the retention and attraction of skills and identify policy options for improving skill retention and attraction.</b>	TBD	TBD	TBD	Studies on strengthening links with Diaspora, maximizing remittances, agreements with third countries re controlled migration, possible special incentives, changing donor modalities, and strengthening public sector reform
	<b>BDS</b>				
BDS.A1	<b>Develop training program targeting development of a National Conformity Assessment System for a number of international standards, including ISO 9001, ISO Guide 65 and ISO 17020</b>	GNB	GTIS	2006	TBD

BDS.A2	<b>Update Weights and Measures act (1981) and the Guyana National Bureau of Standards Act (1984) to reflect regional and international metrology standards best practices</b> <b>Recommendations</b>	GNBS	GTIS	2006	TBD
BDS.A3	<b>Assist firms and Government agency's in their efforts to receive certification in ISO 9001, 14001, 17025, 17020, 2200 guide 65 and GYS 231</b>	GNBS and private companies	GTIS	2006	TBD
BDS.A4	<b>Establish a poultry laboratory and upgrade Guyana's veterinary diagnostic capacity</b>	MoH (FDD)	GTIS	2006	TBD
BDS.A5	<b>Upgrade the capacity of the Food and Drug Department to carry out nutritional analysis and risk based certification testing</b>	MoH (FDD)	GTIS	2006	TBD
BDS.A6	<b>Provide BDS support to targeted non-traditional exporters to develop the systems, standards and capability to grow and become competitive in export markets</b>	GTIS	GTIS	2006	TBD
BDS.A7	<b>Study policy options for designing tax incentives that do not introduce overly burdensome administrative overheads to encourage the development of private BDS networks of service providers, farmers, and enterprises</b>	MoF	Support for Competitiveness Program	2006 Study. 2007 Imple.	Impact study conducted, and findings widely and publicly disseminated to build support and expectation.
BDS. A8	<b>Continue to foster entrepreneurship and enterprise for economic development in the Linden area through effective implementation of the LEAP programme.</b>	MoF	LEAP	2009	TBD
BDS.R1	<b>Strengthen the institutional structure for delivering support to the SME sector through initial institutional strengthening of the Small Business Council and Small Business Bureau.</b>	MINTIC	TBD	TBD	TBD
BDS.R2	<b>Maximize the efficiency of existing BDS programs by stimulating existing networks of BDS service providers through the development of an organizational structure</b>	TBD	TBD	TBD	TBD
BDS.R3	<b>Enhance certification quality management</b>	MoH (FDD),	TBD	TBD	TBD

	<b>systems by focusing efforts in a number of strategic areas through i). introducing FCS and NTFP certifications for export markets in the forestry sector ii). enhancing organic certification for export markets in the fruits and vegetables sector.</b>	GFC, GNBS, MoA			
BDS.R4	<b>Increase support for ISO certification to enhance enterprises quality management systems in strategic sectors.</b>	GNBS	TBD	TBD	TBD
BDS.R5	<b>Strengthen the technology promotion infrastructure by i). creating a food incubator linked to IAST to promote modernisation, innovation and stimulation ii). revamping and reactivating the IAST in order to have a fully functioning technology center providing BDS to companies.</b>	IAST	TBD	TBD	TBD
BDS.R6	<b>Update the legal regulatory framework for BDS by i). creating a “Guyana food label” with a coordinated quality insurance system ii). enacting the food control bill</b>	GNBS, MoH (FDD), MoA	TBD	TBD	TBD
BDS.R7	<b>Establish a Business Information Center / Knowledge Center affiliated to Go-Invest to provide marketing support and business information services through Trade Points software</b>	GoInvest	TBD	TBD	TBD
	<b>Infrastructure</b>				
I.A1	<b>Complete reconstruction of the Mahaica/Rosignol road including the Ithaca section.</b>	Ministry of Public Works	Mahaica-Rosignol Road Rehabilitation Project	TBD	TBD
I.A2	<b>Construct and rehabilitate bridges along the Timehri/Georgetown/Rosignol highway through implementation of the</b>	Ministry of Public Works	Road Rehabilitation Programme Phase II (Bridges Rehabilitation)	TBD	TBD
I.A3	<b>Complete rehabilitation of Moleson Creek - New</b>	Ministry of Public	Road Rehabilitation	TBD	TBD

	<b>Amsterdam Road.</b>	Works	Programme Phase II (Bridges Rehabilitation) (IDB)		
I.A4	<b>Consolidate structural reforms in the electricity sector, promote the development of markets for energy efficiency, and promote rural energy development</b>	Office of the Prime Minister	Unserviced Areas Electrification Programme (IDB)	TBD	TBD
I.A5	<b>Complete construction and rehabilitation of paved road network through completion of four lane highway, the Harbour Bridge to Ruimveldt, resurfacing of Demerara Harbour Bridge and replacement of wooden bridges along West Demerara Road.</b>	Ministry of Public Works	West Demerara/ Four Land Roads Project (IDB)	TBD	TBD
I.A6	<b>Rehabilitate the non-paved road network</b>	Ministry of Public Works	Rural Transportation Program.	TBD	TBD
I.A7	<b>Support reforms to i). address Guyana's capacity to finance, operate, maintain and expand urban infrastructure and services on a sustainable basis; ii) rehabilitate infrastructure and reestablish municipal services in Guyana's six urban municipalities</b>	Ministry of Local Government and Regional Development	Urban Development Program	TBD	TBD
I.A8	<b>Prepare a Secondary Towns Development Plan to improve the governance systems, infrastructure and the quality of basic services provided to Charity, Supernaam, Parika and Bartica</b>	Ministry of Local Government and Regional Development	Towns Development Project	TBD	TBD
I.A9	<b>Complete Berbice River Bridge project to improve access to the Berbice region and commercial links with Suriname.</b>	Ministry of Public Works, private operators	NA	TBD	TBD
I.A10	<b>Work with Brazil to encourage successful completion of the Takutu Bridge Project to improve access to Lethem and other interior locations, Brazil and the rest of South America.</b>	GoG	NA	TBD	TBD
I.A11	<b>Steadily upgrade and improve maintenance of the Linden-Lethem road including bridges to support container trucks.</b>	Ministry of Public Works, private operators	NA	TBD	TBD
I.A12	<b>Complete rehabilitation of the Ogle Aerodrome to enable development of regional air linkages</b>	Ministry of Public Works, private	NA	TBD	TBD

	<b>with Caribbean and South American markets.</b>	operators			
I.R1	<b>Construction of deep water berth in Berbice, to reduce transport costs.</b>	Ministry of Public Works	TBD	TBD	Construction of deepwater berth at Berbice completed  Exports of major commodities from Berbice begin using large vessels with significantly lower shipping costs
I.R2	<b>Develop a legal framework and policies for public-private-partnerships (PPPs).</b>	Ministry of Public Works	TBD	TBD	TBD
I.R3	<b>Develop of more advanced road maintenance and bridge construction schemes, such as BOAT, to deliver higher quality roads and bridges along the entire transport chain.</b>	Ministry of Public Works	TBD	TBD	TBD
I.R4	<b>Revise the legislative and regulatory framework governing the telecommunications sector so as to encourage, facilitate and effectively regulate a fully competitive sector that will act as an engine of growth for the economy.</b>	Office of the Prime Minister	TBD	TBD	TBD
I.R5	<b>Assess the feasibility of providing air cargo space storage with refrigeration facilities at CDJI and Ogle.</b>	Ministry of Public Works	TBD	TBD	TBD
I.R6	<b>Assess the feasibility of introducing an Integrated Management Information System (MIS) and Electronic Data Interchange (EDI) for the shipping community.</b>	MARAD	TBD	TBD	TBD
I.R7	<b>Develop an action plan for short term priority infrastructure improvements for the Cricket World Cup in 2007.</b>	Ministry of Public Works	TBD	TBD	TBD
I.R8	<b>Strengthen the maritime sector by reorganizing MARAD's operating structure to enhance planning and regulation of the port and maritime sector.</b>	MARAD	TBD	TBD	TBD
I.R9	<b>Conduct a spatial analysis of the location of strategic sectors likely to drive growth and diversification and develop an action plan to serve their immediate, medium, and long term projected transport needs.</b>	Ministry of Public Works	TBD	TBD	TBD
	<b>Bureaucratic Procedures</b>				

	<b>Enterprise Registration and Operation</b>				
ER.A1	<b>Bring Deeds Registry Authority Act into effect and make the agency semi-autonomous</b>	Deeds Registry, Ministry of Legal Affairs	Support for Competitiveness Program	2006	<p>Bringing into force of the Deeds Registry Authority Act through Presidential signature and dating</p> <p>Acceptance of financial resource plan by relevant government ministries</p> <p>Costs versus revenues analysis at end of each year, and tested against financial plan.</p> <p>The number of days to register and incorporate business enterprises has been reduced</p>
ER.A2	<b>Reorganize the Deed's Registry Workforce and Develop Training Program for Staff to meet demands of new agency status</b>	Deeds Registry, Ministry of Legal Affairs	Support for Competitiveness Program	2007	<p>Acceptance of human resource plan by relevant government ministries</p> <p>Costs versus revenues analysis at end of each year, and tested against financial plan.</p>
ER.A3	<b>Expand the use of Information Technology to allow for the automation of all registration procedures, the conversion of all manual records into digitized images, and the backward integration into the new Tax Identification Number (TIN) system at GRA</b>	Deeds Registry, Ministry of Legal Affairs	Support for Competitiveness Program	2007	<p>Government endorsement of plan for integrating Companies Registry with Tax Administration System</p> <p>Functioning pilot operation for current registrations</p> <p>Successful digitization of past records (with expected reduction in number of companies); announcement of new baseline total registration figure.</p> <p>New equipment installed (computers scanners) and linked to tax system.</p> <p>New operations manual prepared for staff</p> <p>Training completed</p>
	<b>Land and Property Markets</b>				

LPM.A1	<b>Improve land administration by streamlining the land lease allocation system, standardizing procedures in order to reduce elements of discretion, and establishing a fast track system for allocation of land leases for small farmers and export oriented producers.</b>	GLSC	NA	2007	TBD
LPM.R1	<b>Develop a comprehensive land and property markets policy</b>	Ministry of Legal, Affairs, GLSC, GGMC, GFC, MINTIC, CHPA	TBD	TBD	Establishment of multisectorial group. Land and property markets policy developed.
LPM.R2	<b>Further improve land administration procedures</b> by i) transferring delegation of the transports certificates administration from the Land Registry to the GLSC ii) medium term transformation of transported into titled land iii) consolidating processes relating to land administration into the GLSC, including mapping of parcel boundaries iv) training staff accordingly	Ministry of Legal, Affairs, GLSC, GGMC, GFC, MINTIC, CHPA	TBD	TBD	Consolidation of processes related to land administration in one sole institution. Standardization of different freehold land systems.
LPM.R3	<b>Establish a sole, efficient and updated Land Information System</b>	Ministry of Legal, Affairs, GLSC, GGMC, GFC, MINTIC, CHPA	TBD	TBD	Completion of surveys, generation of standardized information and integrated database.
LPM.R4	<b>Promote tenure security as an opportunity for economic development</b>	Ministry of Legal, Affairs, GLSC, GGMC, GFC, MINTIC, CHPA	TBD	TBD	Implementation of information campaigns. Coordination among projects.
	<b>Resolution of Commercial Disputes</b>				
CDR.A1	<b>Setting up Commercial Court and appropriate ADR mechanism</b>	Ministry of Legal Affairs	Commercial Courts Program	2006	A Commercial Court has been established and commercial cases are being allocated according to the operational guidelines and adjudicated by the Commercial Court.
CDR.R1	<b>Develop a public awareness and promotion of accountability campaign with members of the Bar, academia (university professors), NGOs,</b>	Ministry of Legal Affairs	TBD	TBD	Brochures, other printed materials Regular meetings

	<b>international cooperation agencies and other governmental authorities to draw public attention to the judiciary's role and specific advances in the establishment of the Commercial Court</b>				
CDR.R2	<b>Set up a Coordination or Consultative Board, integrated by representatives of the institutions mentioned above, to receive information and reports about the establishment of the Commercial Court</b>	Ministry of Legal Affairs	TBD	TBD	
CDR.R3	<b>Identify and measure factors having an impact in the judiciary and administrative staff productivity and make recommendations to strengthen judiciary and administrative staff</b>	Ministry of Legal Affairs	TBD	TBD	Judges productivity study and base line Supportive staff productivity study and base line
CDR.R4	<b>Evaluate the benefits of establishing a mandatory ADR system and make recommendations for establishment of a potentially suitable system taking into account experience with the USAID-Carter Centre including the issue of financial sustainability</b>	Ministry of Legal Affairs	TBD	TBD	Study to establish a mandatory ADR system
<b>SECTOR POLICIES</b>					
<b>Sugar</b>					
S.A1	<b>Construct raw sugar factory, Skeldon</b>	GUYSUCO	NA	2008	Significant reduction in production costs at Skeldon
S.A2	<b>Construct co-generation plant, Skeldon</b>	GUYSUCO	NA	2008	The production of 10Mw of power for sale to the national grid during cropping season
S.A3	<b>Improve agricultural practices and mechanisation aimed at increasing yield</b>	GUYSUCO	NA	2010	Raise cane yields from 70 tonnes to 91 tonnes cane per hectare and to increase sucrose content of sugar cane from 10.55% to 11.66%
S.A4	<b>Brand new products such as Demerara Gold, for value addition</b>	GUYSUCO	NA	Ongoing	Securing of sustainable markets for branded products

S.R1	<b>Construct sugar refinery for production of value added sugar products</b>	GUYSUCO	SAP/EU	2008	Marketing of 130,000 tonnes of refined sugar within CARICOM by 2010 and penetration into other markets
S.R2	<b>Construct a distillery at Skeldon</b>	GUYSUCO	SAP/EU	2008	TBD
S.R3	<b>Upgrade factories at Albion, Blairmont, and Enmore to improve productivity and operating efficiencies, reduce costs, and raise the quality of the finished product.</b>	GUYSUCO	SAP/EU	2012	Increased extraction, improved recoveries and better sugar quality at all factories with lower production costs
S.R4	<b>Install packaging plant at Enmore</b>	GUYSUCO	SAP/EU	2007	Marketing of 20,000 tonnes of packaged, branded Demerara sugar within CARICOM by 2010 and penetration into other markets
S.R5	<b>Upgrade the Enmore Factory to facilitate production of high value Demerara Gold direct consumption raw sugar</b>	GUYSUCO	SAP/EU	2009	TBD
S.R6	<b>Expand the Blairmont operations.</b>	GUYSUCO	SAP/EU		Increase in production and significant reduction in unit costs
S.R7	<b>Continue mechanisation of operations;</b>	GUYSUCO	SAP/EU	2008	Reduction in estate production costs from 12 US cents/lb to 7.5 US cents/lb by 2010 on converted lands.
S.R8	<b>Construct further co-generation plants at Albion and Enmore;</b>	GUYSUCO	SAP/EU	2009	The production of 7Mw of power for sale to national grid during cropping period from each plant
S.R9	<b>Ethanol production from sugar cane</b>	IAST,GUYSUCO	SAP/EU	2010	Feasibility study available by end 2006
S.R10	<b>Provide support to private cane farmers</b>	GUYSUCO	SAP/EU	2008	Private farmers are able to continue operations in spite of EU price cut
S.R11	<b>Improve drainage and irrigation at Wales and Uitylugt to improve cane yields</b>	GUYSUCO	SAP/EU	2007	Cane yields increase from an average of 65 to 85 tonnes per hectare
S.R12	<b>Address the storage, shipping and logistical constraints facing the Sugar industry</b>	GUYSUCO	SAP/EU	2008	Feasibility study available by end 2006
S.R13	<b>Provide support to the The West Indies Central Sugarcane Breeding Station</b>	GUYSUCO	SAP/EU	2007	TBD
S.R14	<b>Address basic human capital constraints facing the sugar industry by offering training in basic literacy, numeracy, computer and book-keeping skills for workers in the sugar industry.</b>	MoE	SAP/EU	2010	Improvement in literacy and numeracy amongst former sugar workers

S.R15	<b>Reduce flooding amongst settlements and farmlands adjacent to the sugar estates by increasing regular maintenance work on drainage and irrigation structures through the development of a water-user management scheme.</b>	D&I Board	SAP/EU	2012	D&I maintenance programme established for locations close to sugar estates providing temporary employment for at least 1,000 former sugar workers.  Reduced frequency of flooding amongst areas
S.R16	<b>Improve access to sugarcane cultivations and farms in backlands neighbouring the sugar estates through the development of a programme of all-weather road construction and improvement to assist producers in accessing their lands and reducing transport costs and post harvest losses by more timely delivery to the market place.</b>	MoLG	SAP/EU	2012	Road construction and maintenance programme established for locations close to sugar estates providing temporary employment for at least 500 former sugar workers.  Improvement in all-weather accessibility of farming areas close to sugar estates
S.R17	<b>Improve the supply of more highly skilled workers needed by the sugarcane industry through the expansion of the Technical Training Programme at the Guysuco/ Port Mourant Apprentice Training College and the creation of a new college at Enmore.</b>	Port Mourant/Enmore	SAP/EU	2010	Enrolment of at least 500 sugar and other agricultural workers in training programme  At least 70% of trainees find new employment within 2 years of graduation
S.R18	<b>Implement recommendations of SAP concerning agricultural diversification</b>	MoA	SAP/EU	2012	TBD
	<b>Rice</b>				
R.A1	<b>Support agricultural support services through i) civil works to rehabilitate primary and secondary D&amp;I systems in selected areas ii) D&amp;I institutional development including farmers' training and extension, and establishment of Water User Associations (WUA's) in those selected areas iii) rice seed research and production</b>	GRDB	Agricultural Support Services Program	2008	Significant improvements to the productivity of rice production in Guyana.
R.A2	<b>Support the rice sector through targeted measures to i) strengthen the Guyana Rice Development Board and Rice Producers Association ii) support water rehabilitation through improving drainage and irrigation systems, and iii) provide credit to rice farmers</b>	GRDB	EU Support to the Competitiveness of the Rice Industry in the Caribbean	2007	Increased capacity of GRDB and GRPA to provide services to their clients. Increased productivity through rehabilitation of drainage and irrigation systems. Farmers have access to credit at affordable rates and realistic payback periods to satisfy working capital needs.

	<b>currently restricted due to high interest rates, short payback periods and lack of collateral</b>				
R.A3	<b>Support research to be conducted at Burma Rice Station</b>	GRDB	Agricultural Support Services Program	Ongoing	Provision of the highest quality seed paddy for production
R.A4	<b>Construct new seed paddy sites</b>	GRDB	Agricultural Support Services Program	2006	All seed paddy requirements in Guyana are met.
R.A5	<b>Conduct quality control consultations</b>	GRDB	GRDB	Ongoing	Improved quality of rice exports
R.R1	<b>Further diversification of international markets to reduce dependence on EU</b>	GRDB	GRDB	2011	A variety of regional and extra regional markets are secured to reduce dependence on EU market
R.R2	<b>Diversification of production to include value added products</b>	GRDB	GRDB	2011	Exports of package and branded products to regional and extra regional markets commence.
R.R3	<b>Continue efforts in research and development to bring Guyana's productivity in line with internationally competitive levels</b>	GRDB	GRDB	2011	Guyana rice production in line with international levels of productivity
	<b>Forestry</b>				
F.A1	<b>Improve forest management by continuing ongoing projects</b>	GFC	NA	TBD	TBD
F.A2	<b>Improve forestry management by holding awareness and training courses/workshops on differing aspects of forestry management.</b>	GFC	NA	TBD	TBD
F.R1	<b>Monitor progress of workplans set by the Forestry Commission.</b>	MoFCL	NA	TBD	TBD
	<b>Mining</b>				
M.A1	<b>Implement workplan of the Guyana Geology and Mines Commission</b>	GMC	NA	TBD	TBD
M.A2:	<b>Enact Mining Amendment Act and implementing regulations to improve incentives to invest in the sector and provide adequate environmental protection.</b>	GMC	NA	2006	TBD
	<b>NTAP</b>				
NTAP.A1	<b>Support agricultural support services through i) civil works to rehabilitate primary and secondary D&amp;I systems in selected areas ii) D&amp;I institutional development including farmers' training and extension, and establishment of Water User Associations (WUA's) in those</b>	Ministry of Agriculture	Agricultural Support Services Program	2008	Greater local ownership of water systems, improved agricultural productivity and non-traditional products being produced on a profitable basis.

	<b>selected areas iii) agricultural diversification promotion</b>				
NTAP.A2	<b>Support the development of initial export supply chains in fruit and vegetables and beef to produce a sustainable increase of non-traditional exports of fruits, vegetables, and beef.</b>	Ministry of Agriculture	Agricultural Diversification Programme	2008	Development of strong private sector leadership within the non-traditional sector.
NTAP.R1	<b>Establish comprehensive Plant Health System.</b>	Ministry of Agriculture	TBD	TBD	Achieve international accreditation of plant products to allow for worldwide exports  Exports of fruit and vegetables double in value over the period 2005-2010. Employment in the horticulture sector increases by 50% over this period.
NTAP.R2	<b>Establish comprehensive Animal Health System</b>	Ministry of Agriculture	TBD	TBD	Achieve international accreditation of animal products to allow for worldwide exports  Beef exports double in value over the period 2005-2010. Employment in the livestock sector increases by 50% over this period.
NTAP.R3	<b>Construct Abattoir of International Standards</b>	Ministry of Agriculture/ Private Sector	TBD	TBD	Establish abattoir of international standards to allow for the export of animal products.
NTAP.R4	<b>Increase capacity of Government institutions to provide extension services</b>	Ministry of Agriculture	TBD	TBD	TBD
NTAP.R5	<b>Develop an Agricultural Business Development Unit</b>	Ministry of Agriculture	TDB	TBD	Agriculture Business Development Unit established and operational. High quality studies undertaken including value chain analysis and market analysis. High quality marketing support and business development services offered.  Production of high quality fruit and vegetable products targeted at the needs of export markets.

NTAP.R6	<b>Provide specific support to the fruits and vegetables sector through strengthening the capacity of NARI</b>	NARI	TBD	TBD	Technical capacity of NARI upgraded Human resource capacity of NARI upgraded Production of high quality fruit and vegetable products targeted at the needs of export markets.
NTAP.R7	<b>Provide specific support to the beef sector to strengthen the production for export on the intermediate savannas.</b>	Ministry of Agriculture (Livestock Division)	TBD	TBD	Introduce high quality, high yielding, appropriate breeds Introduce high quality forage in cattle producing areas Beef exports double in value over the period 2005-2010. Employment in the livestock sector increases by 50% over this period.
NTAP.R8	<b>Establish credit facility for non-traditional exports</b>	Ministry of Agriculture	TBD	TBD	Credit facility operates on a sustainable basis.
NTAP.R9	<b>Address basic human capital constraints facing individuals engaged in agricultural activities by offering training in basic literacy, numeracy, computer and book-keeping skills for workers in agriculture</b>	MoE	SAP/EU	2010	Improvement in literacy and numeracy amongst workers
NTAP.R10	<b>Improve the supply of more highly skilled workers needed by the non-traditional agricultural sector through the expansion of the Technical Training Programme at the Guysuco/Port Maurant Apprentice Training College and the creation of a new college at Enmore</b>	Port Maurant/Enmore	SAP/EU	2010	Enrolment of at least 500 sugar and other agricultural workers in training programme  At least 70% of trainees find new employment within 2 years of graduation
<b>Fisheries</b>					
Fi.A1	<b>Update the Fisheries Act</b>	Ministry of Fisheries, Crops and Livestock	MFCL/MLA	TBD	Legislative support is provided, that meets needs at both the national and international level
Fi.A2	<b>Facilitate seafood/fisheries cluster working group activities</b>	Ministry of Fisheries, Crops and Livestock	GTIS	2006	TBD

Fi.R1	<b>Create a semi-autonomous Fisheries Authority to address human and technical capacity issues.</b>	Ministry of Fisheries, Crops and Livestock	TBD	TBD	The legislative, human and technical support needs of the industry are provided.
Fi.R2	<b>Assess Seabob resource to establish Maximum Sustainable Yield.</b>	Ministry of Fisheries, Crops and Livestock	TBD	TBD	Survey completed with accurate Maximum Sustainable Yield Established
Fi.R3	<b>Demonstrate simple cost effective ways for coastal fishers</b>	Ministry of Fisheries, Crops and Livestock	TBD	TBD	Fish maintained at Grade A quality for 20 days
Fi.R4	<b>Assess the potential for exploiting deepwater resources.</b>	Ministry of Fisheries, Crops and Livestock	TBD	TBD	Deepwater resources with greatest potential for profitable exploitation identified.
<b>Manufacturing</b>					
M.A1	<b>Organise trade fairs through Go-Invest for the manufacturing sector and facilitate the attendance of the local private sector.</b>	GoInvest	NA	TBD	TBD
M.A2	<b>Conduct a Strategic Investment Opportunity Assessment for agro-processing and forest products</b>	GoInvest	NA	TBD	TBD
M.A3	<b>Support the Guyana Manufacturers' and Services Association to build capacity through the funding of key positions.</b>	GMA	CIDA	TBD	TBD
M.A4	<b>Improve factory layout and management, production processes, quality control, scheduling and plant/employee safety</b>	GTIS	GTIS	2006	TBD
M.A5	<b>Reduce the trade deficit in manufacturing products by developing a Pride in our Industry campaign to encourage the purchase of locally produced manufactured products.</b>	MINTIC	NA	2006	TBD
M.R1	<b>Implement integral plan to promote and attract FDI into labour intensive manufacturing operations</b>	GoInvest, MINTIC	TBD	TBD	TBD
M.R2	<b>Create a new agency or establish practical ways to combine and upgrade existing functions present in MINTIC, Go-Invest, and/or NICIL</b>	GoInvest, MINTIC, NICIL	TBD	TBD	TBD
M.R3	<b>Develop a new turn-key industrial Zone with buildings for immediate lease and specialised services</b>	GoInvest, MINTIC	TBD	TBD	TBD

M.R4	<b>Assess the potential for introducing EPZ regulations on tariffs for the new zone</b>	GoInvest, MINTIC	TBD	TBD	TBD
M.R5	<b>Implement marketing plan for the new zone</b>	GoInvest, MINTIC	TBD	TBD	TBD
M.R6	<b>Develop and implement a specialized training for industrial estates managers and investment attraction specialists</b>	GoInvest, MINTIC	TBD	TBD	TBD
M.R7	<b>Implementation of a Fast Track "Production Sharing" Action Team</b>	GoInvest, MINTIC	TBD	TBD	TBD
M.R8	<b>Set-up Fast-Track Action Plan to support start-up of New Tech Park (for Call Centers and IT).</b>	GoInvest, MINTIC	TBD	TBD	TBD
	<b>Tourism</b>				
T.A1	<b>Expand and rehabilitate the Ogle Aerodrome and improve rural airstrips and other infrastructure to support tourism</b>	Civil Aviation Authority, Ministry of Public Works	Air Transport Reform Program	2006	TBD
T.A2	<b>Improve communication, attitude and general hospitality skills and services within the sector</b>	GTA, THAG	CIDA	2006	TBD
T.A3	<b>Continue ongoing marketing and support services</b>	GTA	NA	NA	TBD
T.A4	<b>Facilitate tourism cluster development working groups activities</b>	GTA, THAG, private sector firms	GTIS	2006	TBD
T.A5	<b>Develop training program in collaboration with MINTIC, GTA, THAG and private sector firms to upgrade tourism and hospitality services in preparation of the 2007 Cricket World Cup.</b>	MINTIC, GTA, THAG and private sector firms	GTIS	2006	TBD
T.A6	<b>Strengthen the capacity of the Linden community to promote tourism to produce a tourist guide and develop the Linden Tourism and Hospitality Website.</b>	LTH	LEAP	2006	TBD
T.A7	<b>Strengthen GTA's capacity to network, share information, and engage in website development and management through provision of personnel, hardware and software to upgrade GTA's IT capacity.</b>	GTA	GTIS	2006	TBD

T.A8	<b>Develop a birding marketing strategy</b>	MINTIC, GTA, THAG	GTIS	2006	TBD
T.A9	<b>Assess Guyana's potential in the yachting market</b>	MINTIC, GTA, THAG	GTIS	2006	TBD
T.R1	<b>Improve air access transport.</b>	MINTIC, GTA, THAG	TBD	TBD	TBD
T.R2	<b>Diversify and expand the tourism product:</b>	MINTIC, GTA, THAG	TBD	TBD	TBD
T.R3	<b>Increase market demand</b>	MINTIC, GTA, THAG	TBD	TBD	TBD
T.R4	<b>Upgrade service skills and standards</b>	MINTIC, GTA, THAG	TBD	TBD	TBD
T.R5	<b>Invest in infrastructure and services</b>	MINTIC, GTA, THAG	TBD	TBD	TBD
T.R6	<b>Make tourism investment attractive</b>	MINTIC, GTA, THAG	TBD	TBD	TBD
T.R7	<b>Organise the sector for growth</b>	MINTIC, GTA, THAG	TBD	TBD	TBD
	<b>ICT</b>				
ICT.A1	<b>Review and revise draft E-Commerce legislation and supporting necessary public consultations throughout the process.</b>	MINTIC	GTIS	2006	Updated legislation developed
ICT.A2	<b>Develop and implement National ICT Strategy</b>	OP	NA	TBD	TBD
ICT.R1	<b>Establish suitable mechanisms to monitor implementation of the National ICT Strategy</b>	OP	NA	TBD	TBD
	<b>TARGETING STRATEGIC SUB-SECTORS</b>				
	<b>Aquaculture</b>				
A.A1	<b>Pass Aquaculture Legislation</b>	MoA	NA	TBD	TBD
A.A2	<b>Encourage the expansion of aquaculture in interior locations by facilitating the use of cage technology.</b>	MoA	NA	Ongoing	TBD
A.R1	<b>Enhance Technological Capacity</b>	MoA	TBD	TBD	TBD
A.R2	<b>Establish a Brackish Water Aquaculture Station</b>	MoA	TBD	TBD	TBD
A.R3	<b>Develop Specialised Physical Infrastructure and Identifying Priority Areas for Aquaculture Development</b>	MoA	TBD	TBD	TBD

A.R4	<b>Expand Integrated Pest Management in Rice Production</b>	MoA	TBD	TBD	The establishment of rice/fish plots and organisation of farmer field schools in all rice growing regions of Guyana.  Reduction in the use of pesticides. Increase in rice yields. Diversified income base for rice farmers.
	Fruits, Vegetables and Beef				
BFV.A1	<b>Support the vegetable and fruit, and beef supply chains through the setting up of an institutional arrangement to provide incremental public goods to current exporters and enterprises with agribusiness potential</b>	MoA	Agricultural Diversification Program	2008	TBD
BFV.A2	<b>Strengthen public services needed to support the livestock and fruit and vegetable chains by support to i) technology development and transfer; ii) support implementation of animal and plant health systems; and iii) facilitate access to foreign markets.</b>	MoA	Agricultural Diversification Program	2008	TBD
BFV.A3	<b>Streamline agri-business processes related to i) Sanitary and Phitosanitary Systems (SPS) and quality certification systems and ii) land applications and related incentives for agribusiness investors.</b>	MoA	Agricultural Diversification Program	2008	TBD
BFV.A4	<b>Upgrade the SPS inspection service process for outgoing products.</b>	MoA	Agricultural Diversification Program	2008	TBD
BFV.A5	<b>Design and implement an information system for land lease requests.</b>	MoA	Agricultural Diversification Program	2008	TBD
BFV.A6	<b>Set up a non-discretionary land lease and water rights allocation system.</b>	MoA	Agricultural Diversification Program	2008	TBD
BFV.A7	<b>Conduct a pilot program for allocating relative large land plots in order to attract larger investors.</b>	MoA	Agricultural Diversification Program	2008	TBD
BFV.A8	<b>Design an investment strategy to attract the private investors, both local and foreign.</b>	MoA	Agricultural Diversification	2008	TBD

			Program		
BFV.A9	<b>Assess the feasibility of establishing a central cold storage facility for perishable goods</b>	MoA	GTIS	2006	TBD
BFV.A10	<b>Improve innovation and the diffusion of new agriculture-related products and services of a technological nature</b>	IAST, NARI	GTIS	2006	TBD
BFV.A11	<b>Support to the New GMC in establishing linkages with American pepper buyers.</b>	NGMC	GTIS	2006	TBD
BFV.A12	<b>Develop a training program for the Ministry of Agriculture and a number of private operators to establish HACCP procedures for slaughtering and meat handling.</b>	MoA, Private Operators	GTIS	2006	TBD
BFV.A13	<b>Conduct a feasibility study on the production and export of sheep and goats.</b>	MoA	GTIS	2006	TBD
BFV.A14	<b>Carry out a census of livestock in Regions 5 and 6</b>	MoA	GTIS	2006	TBD
BFV.A15	<b>Support the New Guyana Marketing Corporation (New GMC) in efforts to improve the post-harvest packaging and quality of Guyanese non-traditional agriculture exports.</b>	NGMC	GTIS	2006	TBD
	Agro-Processing				
AP.A1	<b>Support efforts of local agro-processors to improve marketing activities efforts</b>	MoA, MINTIC private operators	GTIS	2006	TBD
AP.A2	<b>Facilitate of agro-processing cluster working group activities</b>	MoA, MINTIC private operators	GTIS	2006	TBD
AP.R1	<b>Develop a strategic plan for the sector</b>	MoA, MINTIC	TBD	TBD	TBD
	Contract Manufacturing/Services Exports – Garments				
CM.A1	<b>Sensitise sector stakeholders to the ramifications of the ATC and develop possible actions initiatives for sector development.</b>	MINTIC	NA	TBD	TBD
CM.R1	<b>Update and create new sector standards.</b>	MINTIC	TBD	TBD	TBD
CM.R2	<b>Facilitate cooperation between fabric suppliers and local garment manufacturers</b>	MINTIC	TBD	TBD	TBD
CM.R3	<b>Encourage fabric designers to form an informal association</b>	MINTIC	TBD	TBD	TBD

CM.R4	<b>Facilitate cooperation between small fabric designers and manufacturers and the larger garment manufacturers</b>	MINTIC	TBD	TBD	TBD
CM.R5	<b>Support industry stakeholders in finding new markets</b>	MINTIC	TBD	TBD	TBD
CM.R6	<b>Develop and implement a comprehensive action plan for the future development of the sector</b>	MINTIC	TBD	TBD	TBD
	Organic Food Products				
O.A1	<b>Provide and promote the necessary infrastructures required for the establishment of a comprehensive registration scheme through the Pesticide and Toxic Board.</b>	MoA	NA	TBD	TBD
O.A2	<b>Provide technical assistance through the National Agriculture Research Institute (NARI).</b>	NARI	NA	TBD	TBD
O.R1	<b>Develop a comprehensive strategic plan for development of the sector as the basis for increasing sector support</b>	MoA	TBD	TBD	TBD
	Business and Eco-Tourism				
	Forest Products				
FP.A1	<b>Work with a cross cutting section of loggers, manufacturers and other stakeholders to put in place forest products strategy to ensure maximum value added</b>	GFC, private operators	GTIS	2006	TBD
FP.A2	<b>Improve quality control and production efficiency of high-end, hardwood door manufacturers</b>	Private operators	GTIS	2006	TBD
FP.A3	<b>Upgrade the Guyana Technical Institute (GTI) training capacity in wood working.</b>	GTI	GTIS	2006	TBD
FP.A4	<b>Assist furniture firms with design, prototype, production, and promotion of furniture products, and provide technical assistance in plant design and production efficiency</b>	Private operators	GTIS	2006	TBD
	<b>Fast Track Sector Development</b>				
FTSD.R1	<b>Implement a Fast-Track Sector Development Program designed to fast-track the development of the identified strategic sectors.</b>	TBD	TBD	TBD	TBD

	<b>OVERARCHING ENABLERS</b>				
OE.A1	<b>Design and set-up a permanent and sustainable institutional structure to ensure continuing development, implementation and coordination of the NCS</b>	MINTIC	GoG and Support for Competitiveness Program (with potential support from other donors)	2006	<p>The National Competitiveness Council is fully operational.</p> <p>The National Competitiveness Strategy Unit (NCSU) is fully operational; it is fully staffed and has a monitoring program in place to follow the implementation of the NCS.</p> <p>The Donor Harmonization Group is fully operational; an MoU has been signed defining a code of conduct for coordination of donor support behind the NCS and is meeting on a regular basis.</p> <p>The Competitiveness Implementation Unit (CIU) is fully operational; it is fully staffed and is implementing the Support for Competitiveness Program.</p>