

*Georgetown Chamber of Commerce
& Industry
Strategic and Operational Plan
2008 - 2012
Working Document*



Serving Guyana through Commerce & Industry

July 2008

Acknowledgement

The Georgetown Chamber of Commerce and Industry is pleased to announce the completion of its Five-Year Strategic Plan for 2008- 2012.

The Chamber wishes to express its deepest appreciation to the many persons who supported Strategic Planning exercise. Given the significance and purpose of the Plan, the Chamber would like to record its profound thanks to:

- *Christopher Correia, Member of the Executive Management Committee 2007/08*
- *Kenroy Roach, Independent Consultant and Economist*
- *Moneeta Bird-Singh, HR Specialist*
- *Uchenna Gibson, Export Promotion Officer (GO-INVEST)*
- *Roxanne La Roc and Sherwyn Naughton, Foreign Trade Officers, Ministry of Foreign Trade and International Cooperation*
- *Shailendra Rai, Chief Inspector - Legal Metrology & Standard Compliance, Guyana National Bureau of Standards*
- *D.A. Nurse, Customs Broker, Customs Brokers' Association*
- *Jennifer Cipriana, Marketing Manager, Grace Kennedy Remittance Services Ltd*
- *Frederick Collins, Company Secretary, COURTS (Guy) Inc*
- *Khemraj Goberdhan, Finance Controller, GTM*
- *Charles Sookram, Automotive Sales Manager, AINLIM*
- *Abdool Kadir, Administrative Manager / Company Secretary, GUYOIL Company*
- *Jean Bacchus, Executive Director, Georgetown Chamber of Commerce and Industry*

In particular, the Chamber would like to recognise the sterling contribution and support provided by Mr. Howard Bird, Independent Consultant and HR Specialist who facilitated the planning and review processes and to Col (ret) Carl Morgan, (President 2007/08) under whose leadership and vision the Strategic Plan emerged.

The Chamber also wishes to acknowledge the following Member Institutions which provided financial support, making the strategic planning exercise possible:

Ansa Mcal Trading Ltd; Camex Restaurant; Desinco Trading Ltd; Gafsons Industries Ltd; Toolsie Persaud Ltd; TCL Guyana; Amazon Caribbean Guyana Ltd; INTRASERV Inc; Caribbean Chemicals (Guy) Ltd; GEB Security Services Inc; Kojac Marketing Agency; DEMTOCO; Grace Kennedy Remittance Services; COURTS (Guy) Ltd; Banks DIH Ltd; Guyana Power and Light; Sterling Products Ltd, Trans Pacific Motor Spares and Auto Sales; Beharry Automotive Ltd; Rambarran's Enterprise; Anral Investment Ltd; M. Beepat & Sons Ltd, JED's Enterprise and Hack's Halaal Food.

The Georgetown Chamber of Commerce and Industry thanks you most sincerely for your commitment and dedication.

President's Message

Over the next five years, the Georgetown Chamber of Commerce and Industry Strategic Plan will define the strategic direction of the Chamber in terms of its strategies and decision making processes.

It will also position the Chamber to better understand the legal, administrative and complex environment within which its members operate and to develop programmes and activities to enable its members to take advantages of the opportunities available to them. It will also identify possible alternative solutions to threats and challenges all of which are aimed to enable members to be more competitive and achieve their corporate objectives.

As the President of the Chamber, I am committed to the implementation of the Plan and my Executives and I are fully prepared to support programmes and activities outlined in the plan. We are convinced that the plan is poised to and will benefit the wider business community in more ways than one.

Although my Executives and I fully support the plan, the plan's success is vested in members' participation. I therefore appeal to my fellow colleagues and members of the business community to embrace and support the implementation of the Plan.

*Chandradat Chintamani
President
Georgetown Chamber of Commerce and Industry
2008/09*

Authorisation Page

This Plan is subject to approval by the Executive Management Committee. Approval is indicated by the Executive Management Committee signatures below.

Mr. Chandradat Chintamani
President

Date:

Mr. Clinton Urling
Senior Vice President

Date:

Mr. Terry Holder
Junior Vice President

Date:

Mr. Khemraj Goberdhan
Treasurer

Date:

Ms. Coleen Patterson
Secretary

Date:

ACRONYMS

CAIC	Caribbean Association of Industry and Commerce
CSME	CARICOM Single Market and Economy
CSR	Corporate Social Responsibility
ED	Executive Director
EMC	Executive Management Committee
F.I. U	Financial Intelligence Unit
GCCI	Georgetown Chamber of Commerce and Industry
GNBS	Guyana National Bureau of Standards
GO-INVEST	Guyana Office for Investment
HR	Human Resources
HRM	Human Resources Management
MNCs	Multi National Corporations
MOFTIC	Ministry of Foreign Trade & International Co-operation
MOTIC	Ministry of Tourism Industry and Commerce
MOU	Memorandum of Understanding
PESTLE	Political Economic Social Technological Legal Environment
PR & FR	Public Relations and Fund raising
PSC	Private Sector Commission
SMEs	Small and Medium Size Enterprises
SWOT	Strengths Weaknesses Opportunities and Threats
TORs	Terms of Reference
UG	University of Guyana
VAT	Value Added Tax

Table of Contents

Acknowledgement	i
President’s Message.....	ii
Authorisation Page.....	iii
Executive Summary	1
1. Introduction.....	8
1.1 Profile of GCCI.....	8
1.2 Vision.....	8
1.3 Mission.....	9
1.4 Core Values.....	9
1.5 How is GCCI structured.....	10
1.6 Main Programmes and services offered.....	10
1.7 Significant developments/milestones in the history of organisation	11
1. 8 Perspectives on the future	11
2. Situation Analysis	13
2.1 PESTLE Analysis	13
3. Stakeholder Analysis	17
3.1 Key Stakeholder.....	17
3.2 Other Stakeholders.....	17
3.2.1 Private Sector Commission.....	17
3.2.2. Ministry of Foreign Trade & International Cooperation	17
3.2.3. The Ministry of Tourism Industry and Commerce.....	18
3.2.4 The Guyana National Bureau of Standards	18
3.2.5 Guyana Office for Investment	18
3.2.6 Customs and Trade Administration	18
3.2.7 The Donor Agencies	18
4. Background to Strategic Planning at GCCI.....	20
4.1 Why Strategic Planning	20
4.2 When did the Strategic lanning process start.....	20
4.3 How was the Plan developed	20
4.4 Proposed Process of approval.....	21

5. Emerging and Outstanding Key Strategic Issues.....	22
5.1 Membership Recruitment and Engagement.....	22
5.2. Resource Mobilisation.....	22
5.3 Capacity Building.....	22
5.4 Research and Communication.....	23
5.5 Advocacy.....	23
5.6 Code of Conduct.....	23
5.7 Promote and Protect Trade and Investment.....	24
6. Overview of Strategic Goals for 2008 – 2012 Strategic and Operational Plan.....	25
7. Strategic Objectives.....	26
Goal 1 - To improve the quality of services offered to members by December 2009.....	26
Goal 2 – To achieve financial and operational self-sufficiency within the next five years.....	26
Goal 3 - To introduce successfully one new service annually over the next five years.....	27
Goal 4 – To strengthen the institutional capacity of GCCI by 2012.....	28
Goal 5 - To increase membership by 50% over the next five years.....	29
Goal 6 – To develop and implement the Chamber’s Code of Conduct by December 2010.....	29
Goal 7 - To promote, advance and protect the interests of members in any local regional and international markets they may operate in.....	30
8.1 GCCI Organisational Design.....	32
8.1.1 Current Organisation Chart.....	32
8.1.2 Proposed Organisation Chart.....	33
9. LOG FRAME.....	34
LOG FRAME 2: Financial and operational self-sufficiency.....	35
LOG FRAME 4: Institutional Strengthening of GCCI.....	38
Log Frame 5: Membership.....	41
Strategic Goal 5: To increase membership by a minimum of 50% over the next five years....	41
Log Frame 5: Membership.....	42
10. Action Plan for Period 2008/09.....	49
11. Staffing Plan.....	55
12 Budget.....	56
13. Appendices.....	57

Executive Summary

The Georgetown Chamber of Commerce and Industry is the oldest private sector representative in Guyana established for the promotion and protection of trade and investment. Initially, the Chamber represented businesses in the mercantile sector. However, as the business environment evolved, the Chamber also evolved – it now caters to the needs of every sector of the economy.

Over this past year, 2007, the Chamber underwent an internal review and restructured many of its operational processes. These enabled the Chamber to better serve its members. However, the mechanisms which were needed to meet the specific needs of members and ensure that their concerns were heard, understood and addressed were absent.

In was in this regard, the Chamber engaged in the development of its Five-Year Strategic Plan 2008 – 2012.

The Chamber's Strategic Plan is its tool for defining its strategies and making decisions on allocating resources to pursue those strategies including its human and capital assets. This Plan will also provide direction and focus for all employees and points to specific results that are to be achieved and establishes a course of action for achieving them.

The goals and objectives of the Plan are intended to re-position the Chamber to ensure that the Chamber remains relevant. It will enable the Chamber to better serve and meet its members' specific needs and ensure that their interests are represented. At the same time, specific activities will contribute toward financial self-sufficiency. The Plan includes strategies for improving members' service and expanding membership base to include the non-traditional service sectors and those who are not yet represented.

The Plan will be implemented in phases over the coming five years.

During the implementing phase, it is envisaged that more and more members will utilise the services offered and that by the end of the implementation period 100% of members would have consumed the services offered and consequently improved their business activities.

Performance standards will be established to determine the quality, accuracy and efficiency with which the services were offered and would be used to verify whether the expected results were achieved.

The Strategic Plan is expected to be implemented at the beginning of August 2008 and completed at the end of December 2012. During the five-year period, there will be several reviews to ensure that the goals and strategies are still relevant. The reviews are critical since they will provide the opportunities to address emerging problems quickly before they have major effects on the basic plan. These reviews will also enable performance expectation to be altered to reflect

significant changes in uncontrollable external influences. Further the reviews will indicate whether members' priorities have changed and what areas can be considered for improvement/enhancement.

The Chamber's Mission

The GCCI serves as the voice for businesses; promotes and protects the interests of members by fostering ethical practices in commerce, trade and services through advocacy, training, education and ensuring adherence to quality.

Strategic Goals for 2008 – 2012

The following are the broad strategic goals, which illuminate what GCCI will achieve by the year 2012, through seven key strategic areas: Capacity Building, Membership Recruitment and Engagement, Research, Communication and Advocacy and Resource Mobilisation, Governance and Promotion and Protection of Trade.

- | | |
|--------|---|
| Goal 1 | To improve the quality of services offered to Members |
| Goal 2 | To achieve operational and financial self-sufficiency |
| Goal 3 | To introduce successfully one new service annual |
| Goal 4 | To strengthen the institutional capacity of the Chamber |
| Goal 5 | To increase membership |
| Goal 6 | Develop and implement the Chamber's Code of Conduct |
| Goal 7 | Promote and protect trade and investment |

Strategic and Operational Plan

Goal 1 To improve the quality of services offered to members by December 2009

Objectives

- 1.1 To provide services that meet members' expectations by December 2009
- 1.2 To increase the visibility of the services offered by the Chamber by December 2009

Strategies

- 1.1 Solicit feedback from both members and non-members on the

quality of services offered, employing a variety of methodologies on the quality of services such as:

- a. Qualitative and quantitative questionnaires
 - b. Telephone and sit down interviews
 - c. Surveys
- 1.2 Conduct survey to identify the specific needs of members and to enhance the value propositions of services offered
 - 1.3 Disseminate relevant and up to date information in a timely manner
 - 1.4 Identify quality improvement indicators and track over time
 - 1.5 Administer post-service satisfaction questionnaires to systematically and routine monitor member satisfaction reactions

Goal 2 To achieve financial and operational self-sufficiency within the next five years

Objectives

- 2.1 To generate income to offset the operational expenses of the Chamber by 2010

Strategies

- 2.1 Expand membership to include SMEs, the non-traditional service sector and other market segments which are under / not represented
- 2.2. Increase membership dues
- 2.3 On-going membership drive
- 2.4 Conduct professional training programmes and workshops
- 2.5 Offer consultancy services
- 2.6 Strengthen financial management system with particular regards to forecasting future expenditures and ensuring fiscal prudence

Goal 3 To introduce successfully one new service annually over the next five years

Objectives

- 3.1 To be better able to satisfy members' needs
- 3.2 To provide more relevant and diverse services to members

Strategies

- 3.1 Offer customized and specialised services

- 3.2 Provide prepared packages for members interested in trading globally
- 3.3 Introduce a range of e-services
- 3.4 Create a need for members' services
- 3.5 Conduct salary and other HR survey
- 3.6 Provide a user-friendly database with business intelligence information

Goal 4 To strengthen the institutional capacity of the Chamber by 2012

Objectives

- 4.1 To recruit 8 additional staff by December 2012
- 4.2 To procure 5 additional computers by December 2012
- 4.3 To increase capacity of the Executive Management Committee members to present views on policy frame work and key issues by December 2009
- 4.4 To set up comprehensive HR Management System by December 2010
- 4.5 To develop TORs for Committees by September 2008 consistent with Strategic Plan
- 4.6 To develop operational processes for secretariat consistent with strategic plan by 2009

Strategies

- 4.1 Develop formal partnership with the University of Guyana with the objective of receiving 2 unpaid Interns annually from the Business Management and Computer Science Programmes.
- 4.2 Partner with Donor Agencies to provide technical and staff support, and financial support to fund infrastructure; review existing MOUs and renew partnerships
- 4.3 Partner with relevant Government Ministries and agencies
- 4.4 Review HR policies and procedures manual
- 4.5 Conduct assessment consistent with Strategic Plan
- 4.6 Design and implement operational manual

Goal 5 To increase membership by 50% over the next five years

Objectives

- 5.1 To increase and sustain the membership of the GCCI by
- 5.2 Increasing membership by 10% annually over the next five years

Strategies

- 5.1 To expand geographic coverage

- 5.2 Integrate a small business development focus in secretariat, including public representation on small business issues and non-traditional service sector
- 5.3 Formalise referral network with High Court for forwarding of newly registered business contact.
- 5.4 Launch an extensive promotional campaign on the GCC – services and products available to members
- 5.5 Annual recognition for new businesses

Goal 6 To develop and implement the Chamber’s Code of Conduct by December 2010

Objectives

- 6.1 To promote, sustain and reward good corporate governance among members by 2010
 - a. Encourage ethical business practices, Bench marking
 - b. Compliance
 - c. Corporate social responsibility
 - d. Integration of ISO 9000 and ISO 12000 standards

Strategies

- 6.1 Develop and circulate draft Code of Conduct for comments
- 6.2 Promote Corporate Social Responsibility
- 6.3 Enhance security awareness among members through regular bulletins and workshops on security safeguards
- 6.4 Conduct security assessment and recommend improvements

Goal 7 To promote, advance and protect the interests of members in any local regional and international markets they may operate

Objectives

- 7.1 To facilitate Regional and International market access by at least two members annually
- 7.2 To promote and encourage members to participate in local, regional and international trade by accessing new markets and maintaining strong presence in the existing markets.

Strategies

- 7.1 Identify specific products and goods where Guyana may have a comparative advantage in specific regional and international markets and identify existing and

- potential markets where Guyanese products may competitively access and get established by 2012
- 7.2 Identify specific needs and standards required to access specific markets for any identified products 2010
 - 7.3 Identify development and trade partners to create joint ventures and other partnerships to access and use current advanced technology in production by 2012
 - 7.4 Encourage the production of processed products with value added instead of putting unprocessed products on market 2011
 - 7.5 Liaise with other Chambers of Commerce in the region and other Guyana trading partners with a view to being advised on existing opportunities in the respective markets 2010

Key issues identified during the planning phase

During the planning processes, the following factors were considered critical in the macro-environment and were likely to have significant adverse effects on businesses. To mitigate those effects, a number of possible actions were Identified:

	<i>ISSUE</i>	<i>IMPACT</i>	<i>ACTION</i>
1	<i>High Taxation</i> <input type="checkbox"/> <i>VAT</i> <input type="checkbox"/> <i>Corporation Tax</i> <input type="checkbox"/> <i>Income Tax etc</i>	<i>Reduced Disposable Income</i> <i>Reduced Retained Earnings</i>	<i>Advocate Tax reform</i>
2	<i>Increased risks associated with the use of the Internet for business growth</i>	<i>Opportunity to compete regionally/globally</i>	<i>Increase awareness of the risk of the use of internet through education</i> <i>Identification of mechanisms which will mitigate risks</i>
3	<i>Migration of skills</i>	<i>Retention of employees</i> <i>Training and Development</i>	<i>Develop HR strategies to help companies to attract/retain employees</i> <i>Changing national employment culture</i>
4	<i>Climate change</i>	<i>Coastal strip threatened</i>	<i>Influence policy decision</i> <i>Implementation of business continuity plans</i>

	<i>ISSUE</i>	<i>IMPACT</i>	<i>ACTION</i>
5	<i>Crime and Security</i>	<i>Reduction of new investment: tourism individual affected reduced business hours increased migration</i>	<i>Collaborate with other social partners to look at ‘societal issues such as drinking, crime and criminal behaviour</i> <i>Job creation/re-integration of deportees</i>
6	<i>Drugs and Money Laundering Counterfeit goods</i>	<i>“Bad” business drives out “good” business</i>	<i>Chamber to make decisions on who should become members through a formal “screening process”</i> <i>Advocate for Financial Intelligence Unit (F.I.U.) to become functional</i>

Implementation and Monitoring of Plan

Following the approval of the Plan, an annual work plan will be developed using SMART (specific, measurable, achievable, realistic and time) Technique. This work plan will contain the objectives and activities to be undertaken over a 12 months period.

The annual work plan will be aligned to the Strategic Action Plan and will include the work of the various committees. Performance Standards will also be designed for which each of the activities will be measured against. Interim process reviews will be conducted.

The President along with Council will be responsible for monitoring and evaluating the implementation of the Strategic Plan. The Executive Director will also regularly identify opportunities for developing symbiotic partnerships to achieve strategic goals and objectives contained herein.

1. Introduction

1.1 Profile of GCCI

The Georgetown Chamber of Commerce and Industry was established in 1889 and incorporated under the Ordinance Chapter 200 No. 03, February 1890 of British Guiana and now Georgetown Chamber of Commerce and Industry Chapter 89:03 of the Laws of Guyana. It is the only private sector organisation which is included in the Laws of Guyana.

The Chamber is organised for the protection and promotion of trade, business, trade and services, influencing policy decisions, collecting and disseminating relevant information, resolving disputes between members of the business community and fostering relationships between Government, Business and Society.

The Chamber acts as the voice of its members; it ensures that members' interests are heard, understood and addressed at local and national levels; it promotes corporate social responsibility and promotes good public image of its members. The Chamber also collects and disseminates statistical and other information relating to trade, potential business opportunities and offers advice on risks and security issues.

The Chamber's work programme is divided into the following five Committees of which four are mandatory

- Membership
- Finance
- Public Relations and Fund Raising
- Security and Governance
- Trade and Investment

Each of the above Committee has the responsibility to create an enabling environment within which trade and investment is promoted and protected and to work closely with the relevant government and other agencies within the legal framework which businesses operate.

The Chamber's activities are unlimited. It represents and promotes the business economy and encourages investment which results in broadening of the tax base and creation of employment. More recently, the Chamber has assumed a role in civil society.

1.2 Vision

By 2012 the chamber will be an assertive, vibrant organisation and the pre-eminent source of business information by:

- Being a financially self- sustaining organisation

- Creating and maintaining major international links and partnerships
- Having a strong influence on relevant government policies
- Being a leader in the development of business ethics and standards
- Having a significantly expanded membership base

1.3 Mission

The GCCI serves as the voice for businesses; promotes and protects the interests of members by fostering ethical practices in commerce, trade and services through advocacy, training, education and ensuring adherence to quality.

1.4 Core Values

The preceding values are the belief, traits and behavioural norms that the Chamber's personnel are expected to display in conducting the Chamber's business and pursuing its vision and strategies.

Integrity

- Candour when required
- Minimum standards as part of Code of Conduct
- Development of professional HR practices recognition of employees as valuable and are seen as such.
- Adhere to all regulations (Taxes and NIS etc.)

Responsiveness

- Keeping track of emerging threats to businesses
- Keeping track of emerging opportunities
- Reporting to members on threats/opportunities
- Providing market information to members
- Proactive approach to responding to members grievances/concerns.

Commitment

- Members/office bearers take responsibility to fulfil the Chamber's mandate
- Fulfil obligations in a timely manner

Collaboration

- Actions must represent the concerns of all
- Decisions should be transparent and fair

Stewardship

- Exercise due care in dealing with members and their matters so as not to violate rights/confidentiality

1.5 How is GCCI structured

The Chamber is led by its General Members, which elects a Council to manage and plan the affairs of the Chamber. Out of the Council, an Executive Management Committee (EMC) is elected to ensure expediency in the planning and implementation of the Council's decisions.

The management of the Secretariat's activities is vested in the Executive Director who is also responsible for implementing, directing and coordinating all of the Chamber's activities including human resources management (HRM) in an efficient and effective manner.

The Executive Director works closely with the Executive Management Committee and reports to the President of the Chamber. The Executive Director also reports to Council on a monthly basis on the status of programmes, activities and financial performance of the Chamber.

At the end of each fiscal year, the Chamber's accounts are audited in accordance to International Accounting Standards. The Chamber also complies with all national regulations and has integrated Corporate Social Responsibility (CSR) into its operating processes.

1.6 Main Programmes and services offered

In addition to representing members' interest, the Chamber offers a range of value added programmes to its members. These include (but not limited to) the following:

- Lunchtime Business Presentation
- Capacity Building
- Dissemination of information

1.7 Significant developments/milestones in the history of organisation

Milestone	Date
▪ GCCI signed Working and Cooperation MOU with Junior Chamber International	2008
▪ GCCI signed MOU with the London Chamber of Commerce & Industry	1996
▪ GCCI celebrated 100 years	1990
▪ GCCI hosted Mini Exhibition	1990
▪ GCCI became an affiliated Correspondent of Commerce & Industry Association of New York	1969
▪ GCCI Act amended under the Laws of Guyana	1961
▪ GCCI Incorporated under the Laws of British Guiana	1890

1.8 Perspectives on the future

The Chamber is continuously reviewing its structures, policies and programmes to better serve its members and to ensure that their interests are heard, understood and addressed.

In light of the advantages and opportunities which are available through globalization, CARICOM Single Market and Economy (CSME), bilateral and other trade agreements and the competitive environment within which businesses operate, the Strategic Plan will position the Chamber to be better able to meet the specific needs of its members, spanning from mercantile to services, and respond to those needs in a manner which will yield the desired outcomes.

The products and their value propositions to be offered will include a set of benefits which are both tangible and intangible. Some of these programmes and products are:

1. Analyze trade trends: locally, regional and internationally
2. Advocate tax reform
3. Build membership capacity in areas such as human resources management, corporate social responsibility, corporate governance etc
4. Collect and disseminate information relevant to each membership segment
5. Craft Strategic Plans, Marketing Plans and Business Plans
6. Create Membership Value

7. Assist with members' business development through training, workshops, seminars and trade fairs

The value propositions will aim to enable members to be more competitive, increase their efficiency and reduce their operating expenses.

2. Situation Analysis

The Chamber is in its 119th years of operation. It is the oldest private sector representative organisation in Guyana with a local, regional and international recognition which caters to the needs of every business sector located within Georgetown and its environs.

The Chamber currently offers a wide range of services to its members which include the following:

- Consultation with international organisations/lending agencies
- Advocacy on issues such as corporate tax, VAT etc
- Capacity building
- Dispute Resolution
- Networking/facilitating linkages
- Information dissemination on business opportunities
- Promotional opportunities in newsletter

2.1 PESTLE Analysis

An examination of the PESTLE factors, (Political, economic, social, technical, legal and environment) in the macro environment indicated that the following issues were likely to influence the environment within which businesses operate. The impacts and the possible actions by the Chamber are also addressed.

	ISSUE	IMPACT	ACTION
1	High Taxation <input type="checkbox"/> VAT <input type="checkbox"/> Corporation Tax <input type="checkbox"/> Income Tax etc	Reduced Disposable Income Reduced Retained Earnings	Advocate Tax reform
2	Increased risks associated with the use of the Internet for business growth	Opportunity to compete regionally/globally	Increase awareness of the risk of the use of internet through education Identification of mechanisms which will mitigate risks

	ISSUE	IMPACT	ACTION
3	Migration of skills	Retention of employees Training and Development	Develop HR strategies to help companies to attract/retain employees Changing national employment culture
4	Climate change	Coastal strip threatened	Influence policy Implementation of business continuity plans
5	Crime and Security	Reduction of new investment: tourism individual affected reduced business hours increased migration	Collaborate with other social partners to look at 'societal issues such as drinking, crime and criminal behaviour Job creation/re-integration of deportees
6	Drugs and Money laundering Counterfeit goods	"Bad" business will drive out "good" business	Chamber to make decisions on who should become members through a formal "screening process" Advocate for Financial Intelligence Unit (F.I.U) to become functional

2.2 SWOT Analysis

The following SWOT (Strengths weakness opportunities and threats) Analysis captures the key strengths and weaknesses within the Chamber and describes the opportunity and threats facing the Chamber.

Internal Environment

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Image – locally and internationally recognised ▪ Wide range of skills among membership and partners ▪ Core of strong member company representatives ▪ Own property ▪ Constitutionally established; long history ▪ Diverse sectoral membership ▪ Established part of Private Sector infrastructure ▪ Legitimacy – lends legitimacy/credibility to members ▪ International “name” recognition. ▪ Existing MOUs affiliations with international Chambers 	<ul style="list-style-type: none"> ▪ Lack of resources in Secretariat <ul style="list-style-type: none"> <input type="checkbox"/> People <input type="checkbox"/> Finance <input type="checkbox"/> Equipment <input type="checkbox"/> Information ▪ Lack of Code of Conduct for members to abide by ▪ Lack of <u>sufficient</u> commitment from members ▪ Lack of participation/responsiveness on the part of <u>some</u> members ▪ Mainly reactive in approach ▪ Benefits of membership not clearly evident/communicated to potential members ▪ Perception among some members that Chamber shies away from confrontation or takes politically neutral positions rather than represent members’ interests

External Environment

Opportunities	Threats
<ul style="list-style-type: none"> ▪ Leverage critical & current issues to gain credibility and visibility ▪ Leveraging/building on MOUs and affiliations (e.g. CAIC) ▪ Broadening membership base - sectoral and geographic ▪ Clarifying domain of Chamber with regard to geographical limits and take advantage of opportunities for expansion ▪ Exploring MOUs/affiliations for opportunities to build The Chamber's capacity ▪ Use status and reputation to garner capacity building assistance ▪ Providing opportunities to share best practices locally and internationally and experiences to help members ▪ Partnership with local institutions for technical assistance (e.g. UG for Website Management) ▪ To be more vocal on matters affecting Business/Intervene ▪ Strengthening relationship with other stakeholders ▪ Put mechanism in place to identify and respond to critical issues 	<ul style="list-style-type: none"> ▪ Fear of political fallout for Chamber/members/leaders in taking positions/making statements ▪ Activities of other private sector organisations (could lead to marginalisation of Chamber) ▪ Migration of skills ▪ Closure of businesses ▪ Crime: high level of crime and low success rate in response ▪ Corruption: among members and other stakeholders

3. Stakeholder Analysis

3.1 Key Stakeholder

The key stakeholder of the Chamber is its members who are drawn from the following sectors:

- Trade/mercantile
- Manufacturing
- Tourism
- Banking, Insurance and Services
- Transportation
- Communication

The majority of members are from the mercantile sector. Membership also includes MNCs (multinational corporations) and regional corporate members. Members vary in terms of their employment size, annual turnover and asset base.

3.2 Other Stakeholders

3.2.1 Private Sector Commission

The Private Sector Commission (PSC) was established in 1992. It is the umbrella body for all private sector representatives. In addition to the traditional membership, the PSC facilitates corporate membership. Before Corporate membership is approved, those corporations seeking membership are required to be members of at least two intermediary organisations.

3.2.2. Ministry of Foreign Trade & International Cooperation

The role of the Ministry of Foreign Trade and International Cooperation is to formulate and advocate trade policy that will advance Guyana's multilateral, regional and bilateral trading interests and identify opportunities for developing new markets for existing goods and services and new exportable goods and services. The Ministry also has the responsibility to support the local industry and business development through the identification and removal of barriers to trade

3.2.3. The Ministry of Tourism Industry and Commerce

The Ministry provides effective mechanism for the implementation, evaluation and improvement of policies which is aimed at facilitating economic and social improvement through coordinating actions in areas of commerce, tourism, industrial development and Consumer Affairs.

3.2.4 The Guyana National Bureau of Standards

The role of Guyana National Bureau of Standards (GNBS) is to promote standardisation in industry and commerce and to encourage or undertake educational work in connection with standardisation which is aimed a improving the quality of life of the people of Guyana through the process of standardisation

3.2.5 Guyana Office for Investment

The role of the Guyana Office for Investment (GO-Invest) is to contribute to Guyana's economic development by promoting and facilitating local and foreign private-sector investment and exports in accordance with the country's approved investment and export strategies.

3.2.6 Customs and Trade Administration

The role of the Customs and Trade Administration is to ensure compliance with Guyana tax, trade and border laws and regulations.

3.2.7 The Donor Agencies

The role of the Donor agencies is to provide developmental assistance and to ensure that resources provided are allocated in accordance with the conditions of signed agreements

The Chamber enjoys an excellent working relationship with all of its stakeholders.

As the oldest and most recognised business representative, the Chamber has certain advantages. By repositioning itself and its work programmes, the Chamber will take advantage of opportunities to

1. Expand its membership base beyond its current economic segment
2. Attract other economic segments such as SMEs (small and medium size enterprises)and non-traditional service sector

3. Partner with donor agencies for technical and other support.
4. Access funds through grants

4. Background to Strategic Planning at GCCI

4.1 Why Strategic Planning

Strategic Planning is an organization's process of defining its strategies and making decisions on allocating resources to pursue those strategies including its human and capital assets

Strategic Plan helps to provide direction and focus for all employees and points to specific results that are to be achieved and establishes a course of action for achieving them

Organizations which have formalized strategic plan in place and have implemented it well usually have the highest levels of achievements

4.2 When did the Strategic lanning process start

Phase 1 of the Strategic Planning exercise began on April 16 and was completed on April 30. There have been on-going reviews between June 01 to 11, 2008.

4.3 How was the Plan developed

A small working group comprising members and supported by technical personnel was established to plan and craft the Chamber's Five Years Strategic Plan, 2008 -2012. The facilitator for this activity was Mr. Howard Bird, an Independent Consultant and HR Specialist.

The following activities were undertaken:

- a. Defining the Vision (where the Chamber wanted to be in five years time)
- b. Defining the Mission (the purpose for existing)
- c. Services (what services were offered now and what could be offered in future)
- d. Defining the Chamber's Core Values (the main values protected by the Chamber)
- e. Pestle Analysis (scanning of the macro environment to identified what factors were likely to change and how those changes might have affected the business environment)
- f. Conduct SWOT Analysis(internally and externally)
- g. Situational Analysis
- h. Defining Goals
- i. Developing Growth Strategies
- j. Developing Action Plans to implement strategies

4.4 Proposed Process of approval

- Circulate Proposed Strategic Plan to members by June 25, 2008
- Present Strategic Plan to members by July 11 , 2008
- Receive feedback from members by July 18, 2008
- Council to Ratify Strategic Plan on July 25, 2008

5. Emerging and Outstanding Key Strategic Issues

5.1 Membership Recruitment and Engagement

Current services offered are not being fully utilised by businesses and firms that would ordinarily constitute GCCI's membership. It is not known if the services currently offered are consistent with members needs which might be linked to the poor responsiveness of members to GCCI activities. However, anecdotal data suggests that many new businesses have developed in these sectors that are not registered with the chamber. Coupled with this is the fact that many businesses are not captured by the geographic delineation currently used by GCCI. Accordingly, it desirable that a recruitment drive be launched so that membership to the Chamber is enhanced. This will involve circulation and publication of the constitution and objectives of the Chamber to all such potential businesses and firms with a view to educating them on the benefits to be derived from acquiring membership to the Chamber. Connected to recruitment is the need to encourage all members of the Chamber, new and old, to fully participate in the functions of the Chamber and maximally utilise any service offered.

5.2. Resource Mobilisation

The current resource base for the Chamber is very restricted. The main source of revenue is generated from membership subscription and this implies that resources at the Chamber's disposal to enable it effectively execute its mandate are limited. It is therefore a challenge for the Chamber to improve and / or secure further areas and opportunities that may generate resources. Without adequate resources, the Chamber will never be in position to execute even the basic aspects of its mandate. Resource mobilisation from members as well as the strategic partners should be a matter of priority. Several opportunities for funding, partnership and business development of member companies are available to the Chamber within and outside of Guyana. The Chamber enjoys wide respect as a leading private sector institution in Guyana and has entered into several formal agreements (MOUs) with similar Chambers of Commerce in countries such as Russia and the United Kingdom. Notwithstanding, very little effort has gone into harnessing these opportunities to support institutional development, improved service delivery to member companies and in so doing contribute to the national effort to increasing private sector growth and competitiveness. Consequently, however, similar local private sector organisations have assumed the space and mandate enshrined for GCCI under the laws of Guyana.

5.3 Capacity Building

Weak Institutional capacity resulted in ineffective representation of members on national political and economic issues that affect growth and development of the commerce and manufacturing sectors. In order to effectively represent member's interests and participate in national develop-

ment, there is need to enhance the institutional capacity of the Chamber. This will take different forms including recruitment and motivation of personnel/human resource; proving modern office facilities to the Chamber that will allow research and easy communication with strategic partners.

5.4 Research and Communication

The Chamber needs to become a source of up to date statistical information that will assist members to have a better understanding of their business sectors and help them make better informed decision. A small, but well facilitated and fully fledged Research Section would be tasked with providing these services. Hitherto, the Chamber has largely relied on statistics and data from government departments like Customs, Ministry of Tourism Industry and Commerce (MOTIC), Ministry of Foreign Trade and International Co-operation (MOFTIC) etc. It is imperative that the Chamber should embark on developing its own data base that is readily accessed without having to contact other departments, which in some cases may not be having the required information at hand. Having an in-house Research Section and a readily available data base will enable the Chamber render advice to the members and respond to any developments in a more timely manner.

5.5 Advocacy

It is the mandate of the Chamber under the Constitution to consider all questions connected with trade, manufacturers and industries, and represent and express general opinion of the members' community. To this end, there are many issues that affect the operation of businesses and firms, on which the Chamber needs to make its voice heard on their behalf. For example, tax reform, migration of skills, crime and security, environmental issues, government bureaucracy, corruption etc. are some of the issues that indirectly or directly impact on businesses, and yet the Chamber has not been actively advancing members interests.

5.6 Code of Conduct

Like all organisations, the Chamber has a Constitution that spells out not only its objectives, but also includes the members' obligations towards the Chamber. It is of paramount importance that these obligations are honoured lest the Chamber cannot meet the members' needs. All members should always adhere to and uphold the ideals the Chamber was created for. Thus, in line with its Constitution, a code of conduct outlining the legal, ethical and moral principles which members are expected to comply with will be adopted. This is expected to instil discipline among the members one the one hand, and gain respect for the Chamber from third parties if the Code of Conduct is implemented uniformly.

5.7 Promote and Protect Trade and Investment

The legal framework of the Chamber provides that the promotion, advancement and protection of trade and industries as some of the key objectives of the Chamber. In light of this objective, the Chamber has to aggressively engage in activities directed at advancing members' trade interests in any market where they may operate. It is, indeed, the duty of the Chamber to design strategies to enable members access and maintain a presence in strategic markets. This duty entails carrying out market research/assessment and advising members on how to access particular markets, especially with regard to technical rules and standards that may not be so obvious to the members. Similarly, the Chamber is expected to forge strategic alliances and partnerships to enable members competitively participate in the regional and international markets. Although, Guyana is allowed preferential market access under different agreements, this opportunity has not been utilised as was envisaged. The Chamber could therefore play a crucial role in finding out why the available markets have not been accessed and advise members on the course of action.

6. Overview of Strategic Goals for 2008 – 2012 Strategic and Operational Plan

On the basis of the issues discussed in the preceding sections, the following are the broad strategic goals, which illuminate what GCCI will achieve by the year 2012, through four key strategic areas: Capacity Building, Membership Recruitment and Engagement, Research, Communication and Advocacy and Resource Mobilisation

Goal 1 To improve the quality of services offered to Members

Goal 2 To achieve operational and financial self sufficiency

Goal 3 To introduce successfully one new service annually over the next five years

Goal 4 To strengthen the institutional capacity of the GCCI

Goal 5 To increase membership

Goal 6 Develop and Implement the Chamber's Code of Conduct

Goal 7 To Promote and protect Trade and Investment

7. Strategic Objectives

Goal 1 - To improve the quality of services offered to members by December 2009

Objectives:

- 1.1 To provide services that meet members' expectations by December 2009
- 1.2 To increase the visibility of the services offered by the Chamber by December 2009

Strategies

- 1.1 Solicit feedback from both members and non-members on the quality of services offered, employing a variety of methodologies on the quality of services such as:
 - a. Qualitative and quantitative questionnaires
 - b. Telephone and sit down interviews
 - c. Surveys
- 1.2 Conduct survey to identify the specific needs of members and to enhance the value Propositions of services offered
- 1.3 Disseminate relevant and up to date information in a timely manner
- 1.4 Identify quality improvement indicators and track over time
- 1.5 Administer post-service satisfaction questionnaires to systematically and routine monitor member satisfaction reactions

Activities

- 1.1 Develop formal instruments, appropriate to the methodologies identified above to collect relevant information
- 1.2 Conduct needs/quality assessment
- 1.3 Review performance annually
- 1.4 Develop improvement indicators
- 1.5 Develop performance evaluation forms

Goal 2 – To achieve financial and operational self-sufficiency within the next five years

Objectives

- 2.1 To generate income to offset the operational expenses of the Chamber by 2010

Strategies

- 2.1 Expand membership to include SMEs, the non-traditional service sector and other market segments which are under/not represented
- 2.2 Increase membership dues
- 2.3 On-going membership drive
- 2.4 Conduct professional training programmes and workshops
- 2.5 Offer consultancy services
- 2.6 Strengthen financial management system with particular regards to forecasting future expenditures and ensuring fiscal prudence

Activities

- 2.1 Design business services appropriate to SMEs and other target sectors
- 2.2 Review the current Membership fee structure
- 2.3 Design special orientation programmes for potential members
- 2.4 Conduct training needs analysis and offer appropriate programmes and workshops
- 2.5 Conduct needs assessment for consultancy services and implement appropriate services
- 2.6 Prepare budgets and present actual financial statements

Goal 3 - To introduce successfully one new service annually over the next five years

Objectives

- 3.1 To be better able to satisfy members' needs
- 3.2 To provide more relevant and diverse services to members

Strategies

- 3.1 Offer customized and specialised services
- 3.2 Provide prepared packages for members interested in trading globally
- 3.3 Introduce a range of e-services
- 3.4 Create a need for members' services
- 3.5 Conduct salary and other HR survey
- 3.6 Provide a user-friendly database with business intelligence information

Activities

- 3.1 Conduct needs assessment and introduce at least one new service by 2009
- 3.2 Examine opportunities for promotions/exhibition/trade fairs

- 3.3 E-marketing, e-commerce on websites
- 3.4 Visits to particular countries on mission, example Brazil
- 3.5 Provide information on investment opportunities /imports/visa requirements etc
- 3.6 Design salary and HR survey methodologies
- 3.7 Design appropriate databases

Goal 4 – To strengthen the institutional capacity of GCCI by 2012

Objectives

- 4.1 To recruit 8 additional staff by December 2012
- 4.2 To procure 5 additional computers by December 2012
- 4.3 To increase capacity of the Executive Management Committee members to present views on policy frame work and key issues by December 2009
- 4.4 To set up comprehensive HR Management System by December 2010
- 4.5 To develop TORs for Committees by September 2008 consistent with Strategic Plan
- 4.6 To develop operational processes for secretariat consistent with strategic plan by 2009

Strategies

- 4.1 Develop formal partnership with the University of Guyana with the objective of receiving two unpaid Interns annually from the Business Management and Computer Science Programmes.
- 4.2 Partner with Donor Agencies to provide technical and staff support, and financial support to fund infrastructure; review existing MOUs and renew partnerships
- 4.3 Partner with relevant Government Ministries and agencies
- 4.6 Review HR policies and procedures manual
- 4.5 Conduct Committee assessment
- 4.6 Design and implement operational manual

Activities

- 4.3 Develop a formal Internship Programme at the GCCI with the signing of an MOU with the University of Guyana. This includes the process of recruiting, selection and orientation of Interns.
- 4.4 Prepare concept notes for the various donor agencies to be partnered with
- 4.5 To conduct training needs assessment
- 4.6 Circulate HR policies and procedures manual to Council for comments
- 4.7 Develop Committee assessment tool
- 4.6 Prepare Operational processes

Goal 5 - To increase membership by 50% over the next five years

Objectives

- 5.1 To increase and sustain the membership of the GCCI by
 - Increasing membership by 10% annually over the next five years

Strategies

- 5.1 To expand geographic coverage
- 5.2 Integrate a small business development focus in secretariat, including public representation on small business issues and non-traditional service sector
- 5.3 Formalise referral network with High Court for forwarding of newly registered business contact.
- 5.4 Launch an extensive promotional campaign on the GCCI – services and products available to members
- 5.5 Annual recognition for new businesses

Activities

- 5.1 Develop a list of prospective members and identify targets
- 5.2 Create innovative plans to :
 - Raise the awareness of to the Chamber and its work programme via
 - Electronic and printed media
 - Advertising
 - Websites
 - Brochures
- 5.3 Approach non-members to find out why they have not joined the Chamber
- 5.4 Make presentations to non-members
- 5.5 Design promotional campaign strategies
- 5.6 Design recognition programme

Goal 6 – To develop and implement the Chamber’s Code of Conduct by December 2010

Objectives

- 6.1 To promote, sustain and reward good corporate governance members by 2010
 - a. Encourage ethical business practices
 - b. Bench marking
 - c. Compliance

- d. Corporate social responsibility
- e. Integration of ISO 9000 and ISO 12000 standards

Strategies

- 6.1 Develop and circulate draft Code of Conduct for comments
- 6.2 Promote Corporate Social Responsibility (CSR)
- 6.3 Enhance security awareness among members through regular bulletins and workshop on security safeguards

Activities

- 6.1 Conduct workshops on the draft Code of Conduct
- 6.2 Implement Code of Conduct
- 6.3 Design CSR presentation
- 6.4 Conduct security assessment and recommend improvements
- 6.5 Conduct security workshops/training
- 6.6 Monitor and evaluate compliance

Goal 7 - To promote, advance and protect the interests of members in any local regional and international markets they may operate in.

Objectives

- 71. To facilitate Regional and International market access by at least two members annually and to promote and encourage members to participate in local, regional and international trade by accessing new markets and maintaining strong presence in the existing markets.

Strategies

- 7.1 Identify specific products and goods where Guyana may have a comparative advantage in specific regional and international markets and identify existing and potential markets where Guyanese products may competitively access and get established by 2012
- 7.2 Identify specific needs and standards required to access specific markets for any identified products 2010
- 7.3 Identify development and trade partners to create joint ventures and other partnerships to access and use current advanced technology in production by 2012
- 7.4 Encourage the production of processed products with value added instead of putting unprocessed products on market 2011
- 7.5 Liaise with other Chambers of Commerce in the region and other Guyana trading partners with a view to being advised on existing opportunities in the respective markets 2010

Activities

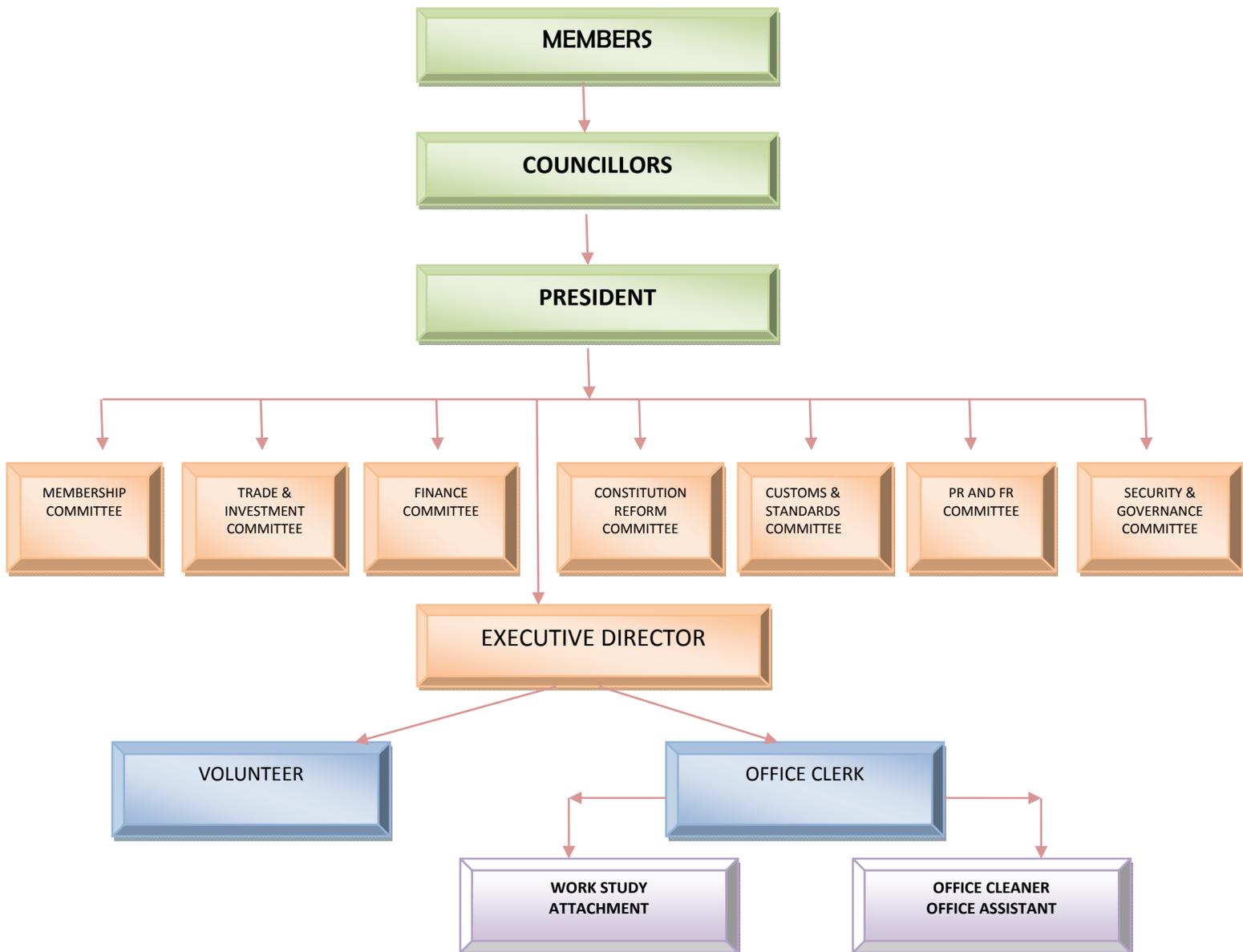
- 7.1 Conduct regional and international market research for members to establish which products may access the respective markets.
- 7.2 Educate and sensitise members on the technical rules and other standards required to access and retain any markets.
- 7.3 Participate in the regional and international trade fairs with a view to introducing members' products on any identified markets
- 7.4 Conduct market research and cost benefit analysis and provide feedback to members
- 7.5 Conduct market research with a view to keeping the members updated on the current market trends for the identified products.
- 7.6 Liaise with the relevant government departments to secure any relevant information and assistance that may facilitate the achievement of the set objectives.
- 7.7 Advocate tax reforms
- 7.8 Lobby for the promotion/protection of tax incentives
- 7.9 Participate in discussions and reviews on trade agreements and other issues which affect members
- 7.10 Build capacity of members of the Trade and Investment Committee

8. Implementation of the Strategic and Operational Plan

The successful implementation of this strategic plan hinges on the support of the Executive Management Committee through improved board functioning in areas such as resource mobilisation, networking and policy based guidance, strengthening of the organisational structure which includes increased levels of human (technical) and material resources, among other vital interventions. It will also require increased engagement and responsiveness of members of GCCI to initiatives of the organisation, demonstrated through their participation in meetings, events and technical and financial contributions to the secretariat to support its work.

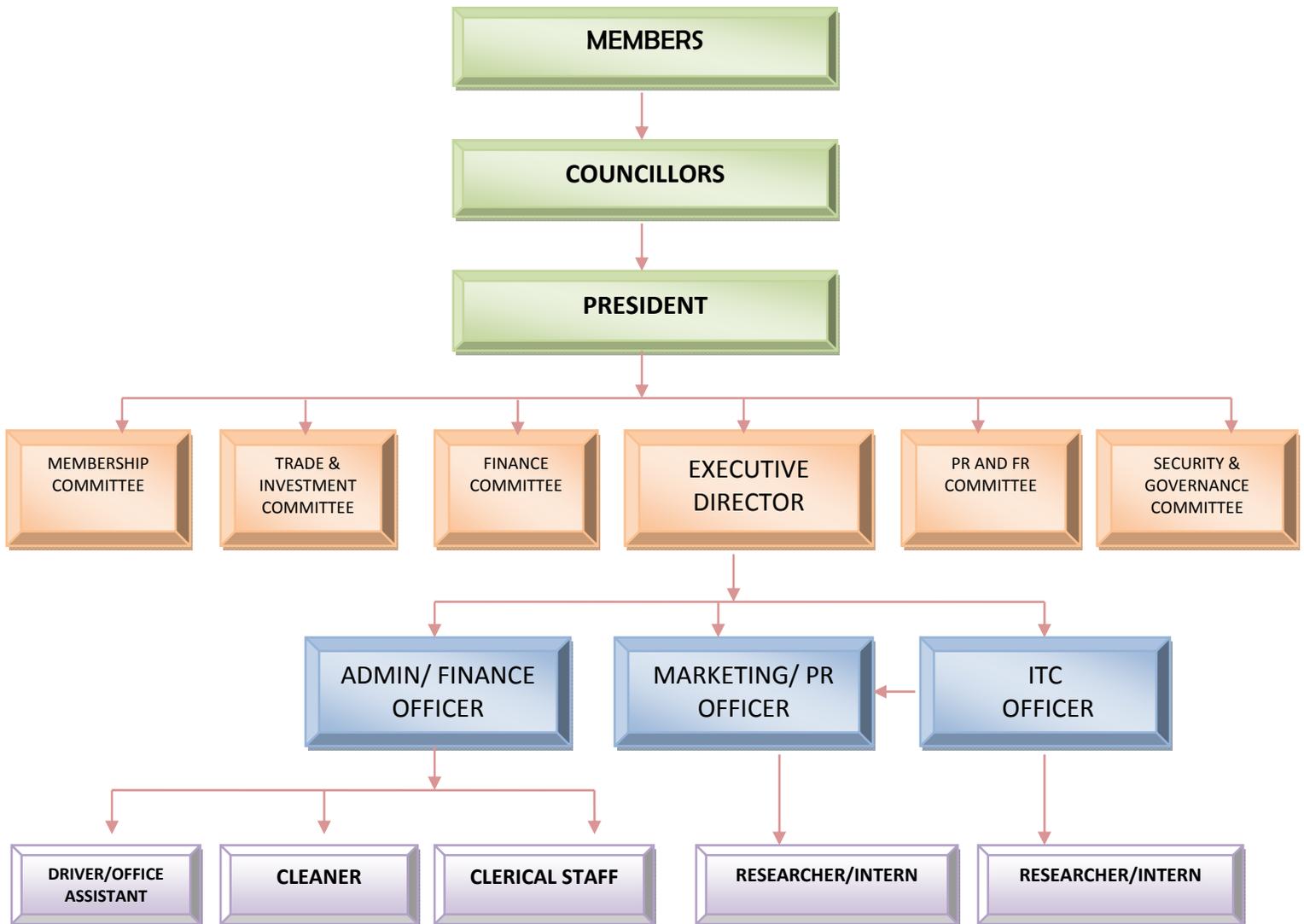
8.1 GCCI Organisational Design

8.1.1 Current Organisation Chart



8.1.2 Proposed Organisation Chart

THE GEORGETOWN CHAMBER OF COMMERCE & INDUSTRY ORGANISATION CHART



9. LOG FRAME

LOG FRAME1: To Enhance the value Propositions of Services					
Strategic Goal 1: To improve the quality of services offered to members by December 2009					
OPERATIONAL OBJECTIVE 1.1: To provide quality services that meet members' expectations by December 2009					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Superior quality services	Conduct service quality surveys and act on results	Develop survey methodologies and undertake surveys ½ yearly Performance Review	Quality survey reports Review performance conducted	Less than 3 complaints over a three month period Report	Secretariat has capacity to: <input type="checkbox"/> Design and apply methodologies <input type="checkbox"/> Conduct performance reviews <input type="checkbox"/> Funding is available to support methodologies
OPERATIONAL OBJECTIVE: 1.2: To increase the visibility of the services offered by the Chamber by December 2009					
A vibrant Chamber	Disseminate relevant and up to date information in a timely manner	Gather and send out information in a timely manner	Information received by members	Reports Minutes of Meetings	Secretariat has capacity to: <input type="checkbox"/> process information

LOG FRAME 2: Financial and operational self-sufficiency					
Strategic Goal 2 – To achieve financial and operational self-sufficiency within the next five years					
OPERATIONAL OBJECTIVE 2.1: To Generate income to offset the operational expenses of the Chamber by December 2012					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Positive Cash Flow balance	Expand membership base by targeting SMEs and other non traditional service sectors	Design business services appropriate to target segments' needs (based on results of needs assessment surveys (see 1.1)	Customized services	Range of services offered Specialized services offered	Secretariat has capacity to: <input type="checkbox"/> Conduct needs assessments Design customized services
Increase in membership	Increase membership subscriptions	Review current Membership structure	Revised membership fee structures	Financials	Value added justify increases in subscription
	On-going membership drive	Design special orientation presentations for potential members	Prepared power-point presentations	Electronic copy of presentations Minutes of Meetings, internal reports	
	Conduct Professional Training programmes and workshops	Conduct training needs analysis and offer appropriate programmes and workshops	Needs Assessment reports	Financials Workshop Reports	Secretariat has capacity to: <input type="checkbox"/> Design training objectives Run training programmes/workshops
	Offer consultancy services	Conduct needs assessment for consultancy services and implement appropriate services	Consultancy needs assessment reports	Financials Reports Evaluation forms	Funding is available to support strategies
Established financial policies	Prepare Budgets and monthly financial statements	Presentation of budget estimates and Financial statements	Approvals of budgets and financials	Minutes of Meetings	

LOG FRAME 3: New Services					
Strategic Goal 3 - To introduce successfully one new service annually over the next five years					
OPERATIONAL OBJECTIVE 3.1: To better able to satisfy members' needs by 2009					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Members' specific needs are satisfied	Offer customized and specialized services	Conduct needs assessment and introduce at least one new service annually (see 1.1)	Needs assessment report	New service/s introduced	Secretariat has capacity to: <input type="checkbox"/> conduct survey and design service/s
OPERATIONAL OBJECTIVE 3.2: To provide more relevant and diverse services to members by December 2012					
Wider range of services available	Introduce a range of e-services	E-marketing, e-commerce on websites	List of services offered	Websites Reports	Secretariat has specialized skills, knowledge and experience Funding is available in event of outsourcing and to support other strategies
	Provide prepared packages for members interested in trading globally	Examine opportunities for Promotions /exhibition/ trade fairs	Reports on promotions / exhibition / trade fairs organized	Correspondences Minutes of Meetings	
		Visits to particular countries on mission, example Brazil	List of Countries visited	Trade Missions' Reports Media reports/ Press releases	Members and non members will participate

OPERATIONAL OBJECTIVE 3.2: To provide more relevant and diverse services to members by December 2012 (Cont'd)					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
		Provide information on investment opportunities /imports/visa requirements etc	Pre-prepared package on potential opportunities and trade missions	Minutes of Meetings / other relevant correspondence	
	Conduct Salary, HR and other surveys	Design survey methodologies and undertake survey/s	Salary, HR and other surveys' reports	List of clients Financials	The business community and other sectors will recruit Chamber's services
	Create a need for members' service	Publicize range of services	Press Releases and other media reports	List of clients Financials	
	Work Study Programme	Design Work Study curriculum Sign MOUs with the University of Guyana Orient members about Work Study Programmes	Signed MOUs	Names of participating members and students	Members will participate in Work Study Programme
User-friendly database	Availability of business intelligent information	Design appropriate Database	Database designs	Reports on various types of information	

LOG FRAME 4: Institutional Strengthening of GCCI					
Strategic Goal 4: To strengthen the institutional capacity of the GCCI					
OPERATIONAL OBJECTIVE 4.1: To recruit additional staff by December 2012					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Improved HR Capacity	Recruitment of: <input type="checkbox"/> Admin/Finance Officer (1) <input type="checkbox"/> IT Officer (1) <input type="checkbox"/> Marketing / PR Officer (1) <input type="checkbox"/> Researchers/ <input type="checkbox"/> Clerks (2) <input type="checkbox"/> Driver (1) <input type="checkbox"/> Interns (2)	Design Job Descriptions for new positions Recruitment of new staff through ads, referrals from Council and members Design Internship Programme and Agreements	Appointment letters issued to appointees with 5 days of completion of interview process	Attendance Record Signed acceptance letters	Skills required are available in local labour market Financial resources will be available to pay attractive remuneration Infrastructure and equipment are available
OPERATIONAL OBJECTIVE 4.2: To procure 5 additional computers with server and other related infrastructure by December 2012					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Improved infrastructure	Partner with Donor agencies	Prepare Concept Note for Partnership	Approved Concept Notes	Functioning workshops	Partnership agreements/ MOUs will provide technical and /or financial support
	Signing of MOUs	Preparing and Signing MOUs	Signed MOUs		
	Renew MOUs	Review existing MOUs	Renewed MOUs		

OPERATIONAL OBJECTIVE 4.3: To increase capacity of the Executive Management Committee to present views on policy framework and key issues					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Enhanced Knowledge and skills in policy framework and key issues	Build EMC members capacity in policy framework	Conduct needs assessment Organize training	Training Needs Report Training Conducted	Participants' List Participants' Reports	Donor agencies / government ministries / agencies have capacity to facilitate training Members will participate in training / orientation
OPERATIONAL OBJECTIVE 4.4: To set up comprehensive HR Management System by December 2010					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Policies framework to guide the recruitment, growth, development and well-being of employees	Design HR processes which are aligned to HR practices in the 21 st Century	Review existing document	Approved HR Policies and Procedures Manual	Minutes of Council Meeting Implementation of Policy Manual Compliance through Performance Assessment	Policies and procedures will be enforced in a fair and consistent manner

Strategic Goal 4: To strengthen the institutional capacity of the GCCI					
OPERATIONAL OBJECTIVE 4.5: To Develop TORs for Committees by September 2008					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Specific functions of each committee established	Develop TORs	Develop TORs consistent with Strategic Plan	Approved TORs	Work Plans Progressive Interim reports	Members will volunteer to sit on each of the Committees identified and that they will participate actively

OPERATIONAL OBJECTIVE 4.6: To develop operational processes for secretariat consistent with Strategic Plan by December 2009					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Policy framework to guide the operating processes of the Chamber	Identify operational processes to be addressed and develop Manual	Craft and implement Operational Manual	Approval Operational Manual	<input type="checkbox"/> Minutes of Council Meeting <input type="checkbox"/> Compliance through Secretariat Performance review	Secretariat has capacity to prepare draft manual

Log Frame 5: Membership

Strategic Goal 5: To increase membership by a minimum of 50% over the next five years

OPERATIONAL OBJECTIVE 5.1: To increase and sustain the membership of the GCCI by increasing membership by 10% annually over the next five years

EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Diversified and sustainable membership	<p>Expand geographic coverage</p> <p>Integrate a small business development focus in secretariat, including public representation on small business issues and non-traditional service sector</p>	<p>Develop a list of prospective members and identify targets</p> <p>Create innovative plans to :</p> <ul style="list-style-type: none"> <input type="checkbox"/> Raise the awareness of to the Chamber and its work programme via <input type="checkbox"/> Electronic and printed media <input type="checkbox"/> Advertising <input type="checkbox"/> Websites <input type="checkbox"/> Brochures 	<p>List of potential members</p> <p>PR Strategies</p>	<p>Prepared list including coordinates of potential members</p> <p>Reports</p> <p>Minutes of Meetings</p>	<p>Secretariat has resources to conduct activities identified</p>

Log Frame 5: Membership

Strategic Goal 5: To increase membership by a minimum of 50% over the next five years

OPERATIONAL OBJECTIVE 5.1: To increase and sustain the membership of the GCCI by increasing membership by 10% annually over the next five years

	Formalize referral network with Deeds Registry for forwarding of newly registered business contact.	Approach non-members to find out why they have not joined the Chamber Make presentations to non-members	Meetings with non-members Prepared Power Point Presentations	Reports included dates and non-members coordinates	
	Launch promotional campaign on the Chamber's services and products	Design PR strategies	PR Strategies included dates, medium and material	Minutes of Meetings Media reports	Funding is available to design PR Strategies
	Introduce new businesses' recognition programme	Design recognition programme	Programme approved	Minutes of Meetings	

LOG FRAME 6: Governance					
Strategic Goal 6: Develop and implement the Chamber's Code of Conduct by December 2010					
OPERATIONAL OBJECTIVE 6.1: To promote, sustain and reward good corporate governance among members by 2010					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Good Ethical business practices	Develop draft Code of Conduct and Set out criteria that indicate compliance	Review draft Code of Conduct	Comments received	Revised Code of Conduct	Members will incorporate ethical practices in the operating processes
	Circulate draft Code of Conduct	Conduct workshops: <input type="checkbox"/> Identify dates, agenda and facilitators to conduct workshops	Approval of promotional materials Approved Agendas		Funding is available to support the development of Code of Conduct and other promotional materials
Integration Corporate Social responsibility (CSR) Practices into business strategies	Promote CSR	Prepare power point presentations Work with members to integrate CSR into their products, services and activities	Dates of presentations	Reports Participants' list Minutes of Meetings	
ISO Compliant ▪ Quality Products ▪ Competitive advantage ▪ Easy access to export market	Promote integration is relevant ISO Standards	Collaborate with GNBS to: ▪ Organise ISO awareness Programme Assist members in the documentation processes	Dates and agenda of workshops Expression of interest of members	Workshop reports List of members interested in ISO Certification	Members of the Manufacturing Sector will take advantages of the opportunities available through ISO Certification

OPERATIONAL OBJECTIVE 6.1: To promote, sustain and reward good corporate governance among members by 2010					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Enhanced knowledge about internal and external security threats	Conduct security assessment Conduct workshops/training sessions	Design security assessment surveys Design bulletins Design workshop agendas	Surveys conducted Bulletins produced Conduct workshop	Survey reports Soft and hard copies of bulletins Workshop reports	Members will participate

LOG FRAME 7: Promote and Protect Trade and Investment					
Strategic Goal 7: To promote, advance and protect the interests of members in any local, regional and international markets they may operate in by 2012					
OPERATIONAL OBJECTIVE 7.1 To promote and encourage members to participate in local, regional and international trade by accessing new markets and maintaining strong presence in the existing markets and to facilitate Regional and International market access by at least two members annually by 2012					
EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Easy access into markets	Identify specific products and goods where Guyana may have a comparative advantage in specific regional and international markets by 2012	Design research methodology Conduct market research and analyze findings	Research methodology	Report	Secretariat has capacity to: <input type="checkbox"/> Design methodology <input type="checkbox"/> Conduct research and analyze findings
	Identify existing and potential markets where Guyanese products may competitively access and get established by 2012	Design research methodology Conduct market research	Research methodology	Report	
Enhanced awareness of technical requirements for export markets	Identify specific needs and standards required to access specific markets for any identified products by 2009	Design survey methodology Identified export markets Conduct workshops on the various technical requirements for specific markets	Survey reports Workshops conducted	Report Participants' list	Members will participate in training programmes

LOG FRAME 7: Promote and Protect Trade and Investment

Strategic Goal 7: To promote, advance and protect the interests of members in any local, regional and international markets they may operate in by 2012

OPERATIONAL OBJECTIVE 7.1 To promote and encourage members to participate in local, regional and international trade by accessing new markets and maintaining strong presence in the existing markets and to facilitate Regional and International market access by at least two members annually by 2012

EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Better able to position products	Encourage the production of processed products with value added instead of putting unprocessed products on market 2011	Design research methodology to identify products and export markets Conduct market research Analyze findings	Research methodology	Report	
Increased awareness of the potential opportunities available	Identify areas of members' export, joint venture, partnership interests by 2010	Liaise with other Chambers of Commerce in the region and other Guyana trading partners with a view to being advised on existing opportunities in the respective markets	Potential opportunities	Reports	Members will utilize the services of the Chamber
		Liaise with the relevant government departments to secure any relevant information and assistance that may facilitate the achievement of the set objectives.			

OPERATIONAL OBJECTIVE 7.1 To promote and encourage members to participate in local, regional and international trade by accessing new markets and maintaining strong presence in the existing markets and to facilitate Regional and International market access by at least two members annually by 2012

EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
		Participate in the regional and international trade fairs with a view to introducing members' products on any identified markets	Dates and countries visited	Participants' List Trade Reports	
		Conduct market research with a view to keeping the members updated on the current market trends for the identified products	Research Methodology	Report	
New emerging and diversified businesses	Enabling business environment by 2009	Advocate tax reforms Lobby for the promotion/protection of tax incentives	Meeting with relevant authorities	Internal reports Correspondences Media reports	
Increases in number of businesses taking advantages of benefits of trade and other agreements	Members' concerns are heard, understood and addressed by 2008	Participate in discussions and reviews on trade agreements and other issues which affect members	Meetings attended	Reports Satisfied members	

OPERATIONAL OBJECTIVE 7.1 To promote and encourage members to participate in local, regional and international trade by accessing new markets and maintaining strong presence in the existing markets and to facilitate Regional and International market access by at least two members annually by 2012

EXPECTED OUTCOMES	STRATEGIES	ACTIVITIES	OUTPUT INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
Better membership representations	Build capacity of members of the T&I Committee by 2008	Conduct training needs assessment	Training conducted	Reports	Members will participate in training
User-friendly, updated database	Develop and maintain a database on business procurement and intelligence opportunities	Building of relevant database	Prototype of finished product	Working database	Chamber has capacity to manage database

10. Action Plan for Period 2008/09

Goal 1: To Enhance the Value Propositions of services				
Action Plan (Activities) for Objective 1.1 to provide quality services that meet members' expectations by December 2009	Time line	Responsibility	Resources required	Monitoring
1. Develop survey methodologies	September 2008	ED	Photocopying Stationery	President Membership, PR & FR Committees
2. Conduct survey/s and	November 2008	ED	Interns	President Membership, PR & FR Committees
3. Act on results (based on 2 above)	January 2009	ED	Membership PR & FR Committees	President
Action Plan (Activities) for Objective 1.2 to increase the visibility of the services offered by December 2009				
1. Conduct survey/s (see 1.1 (2))	November 2009	ED	Interns	President Membership, PR & FR Committees
2. Disseminate relevant and up-to-date information in a timely manner	April 2009	ED	Interns Computer/s	President Council Membership & PR
3. Design and Launch promotional campaign on GCCI services and benefits to members	June 2009	ED, PR & FR and Membership Committees		President Council
Goal 2: To achieve financial and operational self-sufficiency within the next five years				
Action Plan (Activities) for Objective 2.1 to generate income to offset operational expenses by 2012				
1. Review Membership fee structure	September 2008	Membership		President Council
2. Conduct needs assessments for targeted market segments (SMEs, non-traditional service sector)	March 2009	ED	Interns	President Membership, PR & FR Committees

Goal 2: To achieve financial and operational self-sufficiency within the next five years cont'd				
Action Plan (Activities) for Objective 2.1 to generate income to offset operational expenses by 2012	Time line	Responsibility	Resources required	Monitoring
3. Introduce consultancy services (bases on results of surveys (1.1 (2), 1.2 (1), 2.1 (2))	July 2009	ED	Human Resources Computers	President Membership, PR &FR Committees

Goal 3: New Services				
Action Plan (Activities) for Objective 3.1 to be better able to satisfy members' needs	Time line	Responsibility	Resources required	Monitoring
1. Conduct needs assessment surveys (1.1)	November 2008	ED	Interns	President Membership, PR &FR Committees
2. Introduce one new service (based on survey results)	January 2009	ED Membership, PR & FR Committees		President Council

Goal 4: Institutional Strengthening of GCCI				
Action Plan (Activities) for Objective 4.1 to recruit additional staff by 2012				
1. Design Jobs descriptions for positions identified	August 2008	ED		President EMC Council
2. Design Internship Programmes	August 2008	ED		President EMC Council
3. Design Internship Agreements	September 2008	ED		President EMC Council
4. Identify potential partners/donor agencies	December 2008	ED President		Council
5. Sign MOU with UG for work-attachments of final year business management and international relations students	March 2009	President		

Goal 4: Institutional Strengthening of GCCI cont'd				
Action Plan (Activities) for Objective 4.2 to procure server, 5 additional computers and other infrastructure by 2012				
1. Review existing MOUs	August 2008	ED		President
2. Identify potential donors/partners	October 2008	ED President		Council
3. Sign new MOUs	April 2009	President		Council
4. Prepare Concept Note for donors/partners	October 2008	ED		President

Action Plan (Activities) for Objective 4.3 to increase the capacity of EMC in policy frame and in other key areas by 2009	Time line	Responsibility	Resources required	Monitoring
1. Conduct needs assessment (based on goals and objectives of Strategic Plan)	September 2008	ED		EMC
2. Organize training based on the results of 4.3 (1)	November 2008	ED	Donor agencies/ government support	EMC Council
Action Plan (Activities) for Objective 4.4 to set up comprehensive HR Management Systems by December 2009				
1. Review existing HR Personnel and Procedures Manual	October 2008	Council		President
3. Present revised Manual for Council Approval	Jan 2009			
Action Plan (Activities) for Objective 4.5 to develop TORs for Committees	Time line	Responsibility	Resources required	Monitoring
1. Conduct analysis (based on Strategic Plan) and develop TORs	August 2008	ED		President Council Committees' Chairs

Goal 4: Institutional Strengthening of GCCI cont'd				
Action Plan (Activities) for Objective 4.6 to develop operational processes for secretariat consistent with strategic plan by December 2009	Time line	Responsibility	Resources required	Monitoring
1. Identify operational processes to be addressed and develop Manual	July 2009	ED		President Council
Goal 5: To increase membership by a minimum of 50% over the next five years				
Action Plan (Activities) for Objective 5.1 to increase and sustain membership by increasing membership by 10% annually				
1. Develop list of non members and identify potential members	October 2008	ED	Interns	President Membership
2. Design power point presentation on the Chamber and its work programmes for non-members	September 2008	ED	PR & FR and Membership Committees	President Council

Goal 5: To increase membership by a minimum of 50% over the next five years				
Action Plan (Activities) for Objective 5.1 to increase and sustain membership by increasing membership by 10% annually	Time line	Responsibility	Resources required	Monitoring
3. Organize meetings with groups of potential members	October 2008 – on-going	ED Membership Committee		President
4. Raise the awareness of the Chamber and its work programmes	January 2009	ED Membership PR&FR Trade and Investment Committees		President Council
Goal 6: Security and Governance				
Action Plan (Activities) for Objective 6.1 To promote, sustain and reward good corporate governance among members by 2010				
1. Develop Code of Conduct and set out criteria that indi-	January 2009	ED Governance		President Council

cate compliance		Committee		
2. Circulate draft Code of Conduct for comments	March 2009	ED Governance Committee		President Council
3. Organize workshops to discuss comments on 2 above	May 2009	ED Governance Committee	Members' participation	President Council
4. Revise Code of Conduct to reflect recommendations from 3 above	June 2009	ED Governance Committee		President Council
5. Implement Code of Conduct in part 	August 2009 – ongoing	ED Governance and Membership Committees	Members' participation	President Council
6. Design Corporate social responsibility (CSR) promotional programme/material	October 2008	ED Governance, Membership		President Council
7. Promote CSR among members	Jan 2009	ED Governance		President Membership PR & FR
8. Analyze security trends and organize workshop/s based on findings	November 2008 - ongoing	ED Governance, Committees		President Council
9. Prepare and Issue quarterly Security Bulletin	October 2008	ED Governance		President Council Membership

Goal 7: To promote and protect trade and investment				
Action Plan (Activities) for 7.1	Time line	Responsibility	Resources required	Monitoring
To promote and encourage members to participate in local, regional and international trade by accessing new markets and maintaining strong presence in the existing markets and to facilitate Regional and International market access by at least two members annually by 2012				
1. Design survey methodology 	April 2009	ED		President T&I Committee
2. Conduct survey 	June 2009	ED	Interns	President T&I Committee
3. Organized training based on results of survey above 	October 2009	ED	Support from the relevant government department/donor agencies	President T&I & Membership Committees
4. Advocate tax reforms	April 2009	T&I Committee President	PR & Committee	Council
5. Participate in discussions and reviews on trade agreements and other issues which affect members	September 2008 – ongoing	T & I Committee ED		President Council
6. Build capacity of members of the T&I Committee	September 2008	ED	T&I Committee	President

11. Staffing Plan

(Note: These positions will be filled incrementally over a five year period)

Staffing Plan	08 (Year)	09 (Year)	10 (Year)	11 (Year)	12 (Year)
Executive Director	1.0	1.0	1.0	1.0	1.0
Admin/Finance Officer		1.0	1.0	1.0	1.0
ICT Officer		1.0	1.0	1.0	1.0
Marketing & PR Officer		1.0	1.0	1.0	1.0
Intern 1		1.0	1.0	1.0	1.0
Intern 2		1.0	1.0	1.0	1.0
Clerk 1	1.0	1.0	1.0	1.0	1.0
Clerk 2			1.0	1.0	1.0
Driver/ Office Assistant	.5	.5	.5	.5	1.0
Office Cleaner	1.0	1.0	1.0	1.0	1.0

12 Budget

[Please see attached)

13. Appendices

13.1 Working Group

The Strategic Plan Working Group comprises the following members and non-members.

No.	Participants	Relationship to GCCI	Organisation
1	Bacchus, Jean	Employee	GCCI
2	Bird, Howard	Facilitator	Consultant
3	Bird, Moneeta	Technical Support	Consultant
4	Cipriani, Jennifer	Member	Grace Kennedy Remittance Services
5	Collins, Fred	Member	COURTS Guyana Inc
6	Gibson, Uchenna	Technical Support	GO-INVEST
7	Goberdhan, Khemraj	Member	GTM
8	Kadir, Abdool	Member	Guyana Oil Company
9	La Roc, Roxanne	Technical Support	Ministry of Foreign Trade & International Cooperation
10	Morgan, Carl Col (ret)	Member	MMC
11	Naughton, Sherwyn	Technical Support	Ministry of Foreign Trade & International Cooperation
12	Nurse, D.A	Technical Support	Customs Brokers' Association
13	Rai, Shailendra	Technical Support	Guyana National Bureau of Standard
14	Roach, Kenroy	Technical Support	Consultant
15	Sookram, Charles	Member	AINLIM