



Quarterly Report

Caribbean Open Trade Support

For Period Ending December 31, 2005

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QUARTERLY REPORT

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For Period Ending December 31, 2005

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Prepared for USAID/J-CAR

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

EXECUTIVE SUMMARY

COTS completed a number of major activities during its first full quarter of contract implementation. Highlights include:

- Fielding of the long term implementation team;
- Establishing offices in Antigua and Dominica;
- Submitting the Draft First Year Work Plan to USAID;
- Submitting the Public Information, Public Outreach and Media Plan;
- Submitting the draft PMP;
- Presenting activities from the Draft First Year Work Plan to Partners Working Group members in Antigua/Barbuda and Dominica;
- Completing bid documents for Business Service Providers for Antigua and Dominica;
- Submitting the COTS Draft Grants Manual; and
- Implementing activities in all of the COTS components.

As part of the work planning and start up process, Chemonics fielded 23 short term people, in addition to the long term team, between early October and early November. This included home office assistance to establish temporary office space, open bank accounts, and establish telephone and internet communications. Short term technical people were fielded to participate in the rapid appraisal process, meeting with people in Antigua, Dominica, Barbados, and St. Lucia, including representatives from international and regional organizations. This culminated with preparing the work plan, the draft of which was submitted on November 15.

December also marked the completion of COTS' first subcontract with Caribbean-Central American Action (CCAA), which provided financial support for their 29th annual regional conference.

In early December, the USG sent Diplomatic Notes to the respective counterpart governments (Antigua and Barbuda and Dominica). COTS will begin the registration process in both countries in early January.

COTS hired an Office Manager for the Dominica office, and an Office Manager, Administrative Assistant and Project Accountant for the Antigua office.

In early December Chemonics received the remaining approvals for long term TCN team member Earle Baccus, who will join the team in January 2006. USAID also provided approvals for Pol Klein, the new 'Doing Business Component' Team Leader who will join the team in January, and for Terence Slywka, who will replace Sutherland Miller III in mid-February as the Administrative Reform Specialist.

Per USAID's request shortly after contract award, Chemonics is in the process of finalizing arrangements with a Risk Reduction specialist to work three-quarter time on COTS. Chemonics will work with USAID to review existing LOE and budget allocations in order to accommodate this position.

IMPLEMENTATION ACTIVITIES AND ISSUES

Administrative

- COTS submitted the Draft Grants Manual to USAID on December 28. The program looks forward to receiving approval of the COTS Draft Grants Manual in order to begin awarding grants utilizing the Strategic Activities Fund. Within the scope of this approval, COTS looks forward to receiving the requested waiver from USAID so that the program may award grants to national and regional government bodies, as deemed necessary, to support program objectives.
- Chemonics is completing its Living Quarters Allowance review in Antigua and Barbuda to determine differences in costs between Antigua, and the post of Barbados that is used at present to determine these allowances.
- Chemonics received approval from USAID of the Draft Work Plan, with some modifications to be incorporated. Chemonics will submit the updated Work Plan to USAID by the end of January.

Governance

Trade Related Legal and Administrative Reforms

- Within the scope of implementing trade-related legal and administrative reforms, the Program Director (Debra Wahlberg) and the Legal and Economic Integration Specialist (Thomas O'Keefe) traveled to Barbados on December 8-9 to meet with faculty members at the University of the West Indies (UWI) Cave Hill campus to discuss training options that UWI can offer to public and private sector representatives from Antigua/Barbuda and Dominica on international trade matters and legislative drafting. COTS also discussed utilizing UWI's law faculty to support the legislative review process in Antigua/Barbuda and Dominica to identify laws and regulations that are incompatible or in conflict with international and regional trade commitments, and which must either be modified or repealed. UWI's Centre for International Services (CIS) identified two experienced individuals from the West Indies who can assist Antigua/Barbuda and Dominica in their legislative drafting needs as of February 2006.
- The Legal and Economic Integration Specialist drafted a list of high priority legislative items to implement for Antigua/Barbuda and Dominica over the next year in order to comply with CSME commitments, improve trade policy, as well as expand business opportunities and investment. The list was circulated among key public and private sector representatives in Antigua/Barbuda and Dominica for input. The list will serve to guide the two legislative draftspersons that COTS, working through UWI's CIS, will field in Antigua/Barbuda and Dominica. It will also be used to identify areas within both countries' legislative frameworks that must be scrubbed of inconsistencies and/or repealed. One of the first projects will involve drafting a proclamation and new legislation to convert Antigua/Barbuda to the metric system, and to scrub the current legislative framework to rid it of incompatible or contradictory legal provisions. COTS will provide USAID with the 'final' list of high priority legislative items upon receipt of final input from local partners (expected in January 2006).
- The Public Information and Outreach Specialist (Jeannelle Blanchard) will provide assistance to the Bureau of Standards to develop a public information program to launch the Antigua Metrication program.

- COTS will fund the publication of the second issue of the CSME Magazine produced by the Ministry of Finance and Economy (Industry and Finance) that is entitled, “Embracing the Future of the Integration Movement”. The Public Information and Outreach Specialist will work with Dr. Henry and his colleagues to produce a series of leaflets on other CSME implementation issues during the coming year.
 - As part of COTS public awareness activities to support the implementation of trade related issues, the Public Information and Outreach Specialist met with Profiles Antigua, an Antiguan market research firm, to review and discuss the “Mind of the Nation” survey to determine how to use this vehicle to develop media pieces on CSME.
- Improving the Business Climate**
- Under the Improving the Business Climate task of the Governance Component, the Administrative Reform Specialist reviewed other donor program activities to enable appropriate coordination, including CARTAC’s programs at Antigua & Barbuda customs, and DFID’s programs for administrative reform in Dominica. The Legal and Economic Integration Specialist met with CARTAC in Barbados on December 8, 2005 to initiate discussions of possible areas of cooperation with COTS. The Program Director and the Legal and Economic Integration Specialist had a similar meeting in Barbados on December 9, 2005 with the European Union to discuss possible areas of collaboration between COTS and the E.U.’s Caribbean Trade and Private Sector Development (CTPSD) Project.
 - The Inland Revenue Department (IRD) in Antigua/Barbuda agreed to have COTS provide technical assistance to develop a comprehensive tax guide for business and the public, and to provide training for IRD staff in guiding tax payers in registration and filing requirements.
 - COTS prepared a recommendation summary matrix based on the Investor Roadmap, and this was disseminated to the NDC and other relevant stakeholders in Dominica shortly after the December 1, 2005 Work Plan target date. (See ‘Attachment 1’.) NDC will use the matrix as a tool to plan and implement activities to address the Roadmap issues.
 - Meetings took place between December 19-21, 2005 with key stakeholders in Dominica, including MoTIPS, the Reform Management Unit, and Ambassador Charles Maynard, regarding approaches to advance administrative reform programmatically. These meetings confirmed that the Reform Management Unit, in coordination with the National Development Corporation (NDC), is the appropriate agency to work with on advancing administrative reform in Dominica.
 - MoTIPS agreed to have COTS support the analysis of an appropriate incentives policy for Dominica with supporting recommendations, including revision of the Master List System, once the Minister produces a paper outlining his initial preferences (expected in late January 2006). The Ministry of Finance and Planning has also previously supported COTS conducting such an analysis.
 - COTS identified a preliminary roster of respondents for the World Bank’s *Doing Business* survey in Dominica, including local lawyers, accountants, freight forwarders, and construction companies and architects, based on recommendations by several key stakeholders. Based on input from USAID, COTS may provide some support to the World Bank for the Dominica and Antigua surveys, rather than conducting the surveys in their entirety. COTS will coordinate with the World Bank in this regard.

- The Public Information and Outreach Specialist (Jeannelle Blanchard), the SAF Manager (Rebecca Cague) and the Administrative Reform Specialist worked with NDC to prepare a SOW to develop a website marketing strategy to raise its visibility in external markets. COTS will utilize funds from the SAF to execute a sub-contract in response to a Request for Proposal (RFP) to implement this work once the NDC has completed the final update to its website.

Public-Private Interface

- On December 19, 2005, as part of the Public-Private Sector Interface Component, COTS facilitated a meeting of the Business-Labour Advisory Committee in Antigua/Barbuda. This was the first time the CARICOM mandated body had met in several months. The session was called to discuss what position the government of Antigua/Barbuda should take on continuation of existing products, and inclusion of new ones, on lists of exceptions to intra-CARICOM free trade, formerly permitted under Article 56 of the Treaty of Chaguaramas (and continued through Article 164 of the revised Treaty of Chaguaramas). To assist private sector invitees, and at Dr. Henry's request, COTS prepared a one page briefing of the main issues involved in Article 56/164 (slanted in favor of its abolition) that was included in the letters of invitation. In addition, COTS worked with the Partners Working Group's two private sector affiliates (i.e., the Antigua/Barbuda Chamber of Commerce and the Small Business Association) to insure that all interested members were invited to participate in the December 19 meeting.
- In mid-December, the Administrative Reform Specialist (Sutherland Miller) met with key stakeholders in Dominica, including the Minister of Tourism, Industry, and Private Sector (MoTIPS), Dominica Employers Federation (DEF), and Dominica Association of Industry and Commerce regarding strategies to support public-private dialogue. These meetings resulted in an agreement to work with the DEF and MoTIPS to examine several issues identified in the Roadmap related to labor laws in order to propose legislative changes.

Doing Business

Develop Services and Analytical Capability of the Private Sector

- The SAF Manager met with the Dominica Association of Industry and Commerce (DAIC) to finalize a scope of work for an Economic Policy Analyst to work at DAIC. The Analyst will analyze national and international policies, and their impact on Dominican business, and facilitate the development of position papers which DAIC can use to present its positions to Government. The SAF Manager reviewed the grant application requirements with DAIC to ensure that a well prepared request is presented to COTS, and once the Grants Manual is approved, the grant can be awarded.
- The Consulting Services and Association Development Specialist (Earle Baccus) and the SAF Manager worked with the Antigua and Barbuda Chamber of Commerce to determine the Chamber's needs for institutional strengthening, and to initiate the grant process with them.
- The SAF Manager worked with the Consulting Services and Association Development Specialist (Earle Baccus) to prepare the Business Services Provider tender documents for Antigua and Dominica.

Competitiveness Business Clusters

- COTS drafted eight Scopes of Work for a short term technical team to conduct thorough analysis to recommend which additional cluster(s) the program will focus on in Antigua/Barbuda, Dominica, and the broader OECS. Recruiting for the various positions has begun. This will be a major activity that will provide COTS with substantial technical, competitiveness and financial analysis to support a decision to move forward on implementation. Per the work plan, clusters to be analyzed include: a) ornamental horticulture; b) shared services; c) transportation and logistics; d) niche tourism; and, e) medical tourism. COTS expects to forward candidate resumes to USAID in January, for work to begin as soon as possible.
- The Tourism Specialist (Maria Bellot) drafted a SOW to conduct Phase I of a potential two phase assignment designed to identify and attract a flagship hotel to Dominica. Phase I of the assignment will work with the private sector and the Government of Dominica to identify and value potential lands where a flagship hotel could be sited. Recruitment for the assignment will take place in January, with work expected to begin by early February. Should an appropriate site be identified, Phase II of the assignment will be designed to recruit a flagship hotel to establish a location in Dominica.
- The Tourism Specialist worked with representatives from the Ministry of Tourism (MOT) in Antigua to provide input on the MOT's draft Terms of Reference to prepare a Tourism Master Plan for Antigua.
- The Tourism Specialist began work to review previous tourism plans and strategies for both Antigua and Dominica. This information will be used to provide guidance to the cluster analysis teams that will assess the potential for niche tourism and medical tourism opportunities in Antigua and Dominica.
- COTS has received an unsolicited proposal from Networked Intelligence for Development (NID), Jamaica Organic Agriculture Movement (JOAM), and the Trinidad & Tobago Organic Agriculture Movement (TTOAM) to support a workshop to provide comprehensive training to regional, small scale women farmers in the Information and Communication Technology (ICT) skills necessary to establish successful organic farming businesses and create strategic alliances with the tourist industry, organic agriculture support services, and research institutes and networks in the region. COTS is exploring the option of funding this workshop through a fixed price subcontract.
- The Caribbean-Central American Action (CCAA) hosted their 29th annual regional conference in Miami, FL on December 5-7th with support from a \$99,500 subcontract from COTS. The conference was entitled "A Prosperous Third Border", which addressed the current prospects for improving the economic well being of the people living and working in Central America and the Caribbean.

Risk Reduction

- COTS' ST Risk Reduction Specialist (Pieter de Jong) reviewed national risk profiles and conducted legislative and institutional capability assessments for the six independent OECS countries. Meetings, interviews or field reconnaissance were conducted in St. Kitts, Antigua, Dominica, St. Vincent and Barbados (CDERA and CDB). COTS will submit the OECS Risk Reduction Assessment report to USAID the first week of January.

- The Risk Reduction Specialist prepared summaries of the risk reduction activities from the COTS First-Year Work Plan to distribute to counterparts in Antigua and Dominica, and to regional counterparts including the OECS Secretariat, CDERA, and the CDB.

ANTICIPATED ACTIVITIES FOR THE COMING MONTH

Administrative

- Program offices in both Antigua and Dominica will be fully operational during the month of January.
- In January, Chemonics will provide training for all of the administrative staff and the Project Accountant.

Governance

Trade Related Legal and Administrative Reforms

- The Legal and Economic Integration Specialist will work with the SAF Manager and UWI's CIS to finalize a subcontract for the CIS to provide training, legislative drafting, and legislative scrubbing activities for Antigua/Barbuda and Dominica. As part of the training activity, COTS will contact appropriate ministries and private trade associations to identify at least two candidates (one from the public sector, the second from the private sector) from Antigua/Barbuda, and two candidates from Dominica to attend the training course on international trade offered at UWI's Cave Hill campus during the month of February 2006.
- The Legal and Economic Integration Specialist will assist the Antigua/Barbuda Bureau of Standards to draft a government proclamation on adoption of the metric system before the March 2006 deadline. As part of this coordinated effort, the Public Information and Outreach Specialist will prepare and release an RFP to prepare a public information program on Metrication in Antigua.
- The Public Information and Outreach Specialist will prepare and release an RFP to conduct baseline surveys on public understanding of trade issues in Antigua/Barbuda and Dominica.
- The Public Information and Outreach Specialist will organize a planning meeting with the University of the West Indies, the Organization of Eastern Caribbean States Secretariat, the Caribbean Regional Negotiating Machinery and the CARICOM CSME unit to develop a coordinated strategy for public information on trade issues, to discuss the activities that COTS will be implementing, and integrating each organization into these activities.
- The Public Information and Outreach Specialist will prepare for workshops for public sector technicians and private sector associations in Antigua/Barbuda and Dominica to improve public outreach on their part.
- The Program Director and the Legal and Economic Integration Specialist plan to meet with the Eastern Caribbean Central Bank (ECCB) in late January or February 2006 to discuss plans to create a regional 'trade in services' data bank, and to determine what role COTS can play to assist the in the statistical gathering process and/or training at ECCB, and/or at the national levels in Antigua/Barbuda and Dominica. COTS may consider utilizing technical assistance from UWI.

Improving the Business Climate

- The Administrative Reform Specialist will meet with CARTAC Barbados in January 2006 to determine COTS collaboration with CARTAC. This may result in a sub-contract with CARTAC to implement tasks within the Administrative Reform activities in the Governance Component. While in Barbados, the Administrative Reform Specialist will also meet with DFID, CIDA, and UNDP to explore areas of possible cooperation.
- A Member of Parliament from Barbuda, MP Trevor Walker, and the Antigua/Barbuda Chamber of Commerce agreed to work with COTS to conduct an Investor Roadmap Focus Group in Barbuda in January 2006 to validate the Roadmap findings. Prior to the Focus Group, COTS will meet with representatives from these constituencies to learn about the governmental structure, functions, and regulatory authority in Barbuda.
- Based on a paper to be released in late January by the Government of Dominica on VAT, as well as the Government's completion of an analysis regarding the impact of the new VAT on the current incentive/concessions regime, the Administrative Reform Specialist will determine COTS's scope of analysis on incentives/concessions for Dominica.
- The Administrative Reform Specialist will meet with the CARTAC funded customs advisor in Antigua/Barbuda to coordinate activities and determine in what areas COTS can assist implementation.
- COTS expects that assistance to the Antigua/Barbuda Inland Revenue Department will begin in January.
- The SAF Manager and the Public Information and Outreach Specialist expect to release the RFP to develop an Internet Marketing strategy for the Dominica National Development Corporation's investment website.

Public-Private Interface

- COTS will follow up with Dr. Clarence Henry and the Business-Labour Advisory Committee to determine what action, if any, is required based on the outcome of discussions at the CARICOM Council of Trade and Economic Development meeting on January 6, 2006. COTS may be asked to undertake an economic analysis study to determine if there is any merit to the requests made by paint and metal roofing manufacturers based in Antigua/Barbuda that they be exempt from intra-CARICOM free trade pursuant to Article 164 of the Revised Treaty of Chaguaramas.
- The Administrative Reform specialist will continue work with counterparts in Dominica (Minister of Tourism, Industry, and Private Sector [MoTIPS], Dominica Employers Federation [DEF], and Dominica Association of Industry and Commerce) to finalize what changes each would like to see in the labor law. Once finalized, COTS will utilize a labor lawyer to draft the required language to propose the legislative change.

Doing Business

Develop Services and Analytical Capability of the Private Sector

- Upon approval of the COTS Grants Manual and an acceptable application from DAIC in early January, we anticipate awarding our first grant to DAIC for an Economic Policy Analyst by the end of January.

- The SAF Manager will work with the Consulting Services and Association Development Specialist and the Antigua Chamber of Commerce to define their needs for institutional strengthening and initiate the grant application process.
- Newspaper solicitations for the Antigua Business Service Providers (BSP) will be released in regional newspapers in January. COTS will hold a Bidders Conference in Antigua on January 24th to respond to bidder questions to enable potential bidders to prepare responsive proposals due February 16. The Dominica BSP tender process is scheduled to launch on January 20th, with a Bidders Conference scheduled for February 2nd and proposals due on March 1st.

Competitiveness Business Clusters

- COTS will submit to USAID the SOWs and candidate resumes for the cluster analysis during the month of January. It is expected that work will begin on this activity by the end of January.
- The Tourism Specialist will continue work with the Ministry of Tourism in Antigua to assist the MOT to finalize its Terms of Reference for the Tourism Master Plan.
- The Tourism Specialist will work with the Environmental Specialist (Ms. Racquel Brown-Thompson) to develop specific programs in the tourism sector to facilitate Green Globe 21 Certification in Dominica.

Risk Reduction

- The Risk Reduction Specialist and the SAF Manager will finalize three RFQs. These include: a) Integrated Development Planning (IDP) training in Antigua; (2) a coastal vulnerability assessment in Dominica; and, (3) a landslide susceptibility mapping and multi-hazard vulnerability assessment in Dominica. The SAF Manager will work with the Risk Reduction Specialist to issue these and solicit bids in January. Work on all three activities will begin by early February.

FINANCIAL INFORMATION

October - December 2005

Workdays Ordered: \$574,994

Other Direct Costs: \$216,212

G&A: \$8,626

Total: \$799,832

Attachment 1

Recommendations Summary Chart

Process	Recommendation	Priority	Implementation Timetable ¹	Responsibility
Local Labor	Update the minimum wage	Low	Medium-term	Minister of Trade, Labour, Foreign Affairs & Public Services (MoTLFAPS)
	Review legal regime to eliminate conflicts of law	Medium	Long-term	MoTLFAPS, private sector stakeholders, Ministry of Justice
	Update labor legislation	Medium	Long-term	MoTLFAPS, private sector stakeholders, Ministry of Justice
Obtaining a Visa	Improve information dissemination on officially-sanctioned websites	Medium	Short-term	MoTLFAPS, National Development Corporation (NDC)
	Remove the five year old passport limitation	Medium	Immediate	MoTLFAPS
	Accept payments in Immigration	Low	Immediate	MoTLFAPS
Acquiring Expatriate Permission to Work and Reside in Dominica	Publish guide on Immigration procedures	High	Short-term	MoTLFAPS, NDC
	Extend Work Permit timeframe	Medium	Short-term	MoTLFAPS
	Reduce the number of departments and agencies directly involved in the Work Permit process	Medium	Medium-term	MoTLFAPS, Internal Revenue Department (IRD)
	Eliminate unnecessary submission requirements	Medium	Short-term	MoTLFAPS
	Improve response times for various actors in the process	High	Medium-term	MoTLFAPS, Special Branch
	Train Special Branch interrogators in customer service	Medium	Medium-term	Special Branch
	Collect license fees at Immigration	Low	Short-term	MoTLFAPS
	De-link professional and trade licenses from Work Permit process and eliminate them for certain activities	High	Long-term	MoTLFAPS, IRD
	Improve quality of licensed professionals	Medium	Long-term	IRD, professional associations
	Improve tracking of Work Permit holders	Medium	Long-term	MoTLFAPS t
Establishing a Business	Prepare a guide for the company registration process	Medium	Medium-term	Registrar General, NDC
	Better coordinate initial company registrations across all agencies	High	Long-term	Registrar General, Dominica Social Security (DSS), IRD, NDC
	Consider the application of the same rules for all companies	Medium	Long-term	Ministry of Finance, Planning, and Overseas Nationals (MoFPON), Registrar General

¹ Immediate: 0-3 months

Short-term: 3-6 months

Short to medium term: 6-12 months

Medium term: 12-18 months

Medium to long term: 18-24 months

Long term: 24 months or more.

	Analyze and consider a merged of the registration and licensing procedures for IBCs	Low	Medium-term	MoFPON
	Introduce a single, unique registration number	Medium	Long-term	IRD, DSS, Registrar General
Acquiring Investment Incentives	Evaluate current incentives policy and procedures and establish consistent and publicly available policy and procedure	High	Long-term	MoFPON, Ministry of Tourism, Industry, and Private Sector (MoTIPS), NDC, private sector stakeholders
	Institute a more automatic incentives allocation process	High	Medium-term	MoFPON, NDC, Customs
	Improve access to incentives information	High	Medium to long-term	MoFPON, NDC
	Conduct a cost-benefit analysis to show the benefit of incentives	Medium	Long-term	MoFPON
	Redefine NDC's role as an Investment Promotion Agency	Medium	Long-term	NDC
	Streamline master list amendments	High	Medium-term	NDC, Customs
	Establish a database for awarded fiscal incentives	Medium	Long-term	MoFPON, NDC
	Assess the legal framework with regard to WTO obligations	Medium	Short-term	MoFPON
Intellectual Property Rights (IPR) Registration	Implement new IPR regulations as soon as possible	Medium	Long-term	Attorney General and Ministry of Legal Affairs
	Support the creation of a CARICOM patent office	Low	Long-term	Attorney General and Ministry of Legal Affairs
	Ensure that information on industrial property is publicly available	Medium	Medium-term	Attorney General and Ministry of Legal Affairs
Acquiring Land from the State	Streamline application submission requirements	Low	Short-term	Ministry of Housing, Lands, Communications & Ports (MoHLCP), Ministry of Agriculture, Fisheries & the Environment (MoAFE), Director of Lands, AID Bank, DSS, NDC
	Strengthen the availability of market information for investors	Medium	Medium-term	MoHLCP, MoAFE, Director of Lands, AID Bank, DSS, NDC
	Establish a "One Window" land acquisition/lease database for investors	Medium	Long-term	MoHLCP, MoAFE, Director of Lands, AID Bank, DSS, NDC
	Commence development of an economic development strategy including geographic a land use plan	High	Long-term	MoHLCP, MoAFE, Director of Lands, AID Bank, DSS, NDC, MoTIPS
	Streamline the process for land acquisition	High	Medium to long-term	MoHLCP, MoAFE, Director of Lands, AID Bank, DSS, NDC, Cabinet
	Develop a land information database	Low	Long-term	MoHLCP
	Introduce more transparency to land acquisition/lease process	High	Medium-term	MoHLCP, MoAFE, Director of Lands, AID Bank, DSS, NDC, Cabinet
	Adopt a real estate management approach	Medium	Long-term	MoHLCP, MoAFE, Director of Lands, AID Bank, DSS, NDC
	Move to a market price regime	Medium	Medium-term	MoHLCP
	Introduce modern legal dispute mechanisms	Medium	Long-term	MoHLCP, Attorney General and Ministry of Legal Affairs

Purchase of Land from Private Owners by Non-citizens	Restructure application requirements for purchase and/or lease of land	High	Medium-term	MoHLCP, MoAFE, Director of Lands, AID Bank, DSS, NDC
	Develop a land information database that includes private sector land and values	Low	Long-term	MoLHCP
	Document private land sale procedures	Low	Short-term	MoLHCP, NDC
	Prepare and adopt a land use plan	Medium	Long-term	MoHLCP, MoAFE, Director of Lands, AID Bank, DSS, NDC
Site Development	Develop the capacity of the Planning Division	High	Long-term	Physical Planning and Development Authority
	Publish a summary of the provisions of the Planning Act and information on applying for developments	Medium	Short-term	Physical Planning and Development Authority, NDC
	Update the application submission requirements	Low	Immediate	Physical Planning and Development Authority
	Separate general and land-related incentives	High	Medium-term	Physical Planning and Development Authority, NDC, Cabinet
	Prepare a National Physical Development Plan	High	Long-term	Physical Planning and Development Authority, MoHLCP, MoAFE
	Adjust the Physical Planning Act, 2002, to amend problem clauses	Medium	Long-term	Physical Planning and Development Authority
Connecting to Utility Services	Integrate economic, land use, and infrastructure planning	Medium	Long-term	Physical Planning and Development Authority, utility providers
	Publish information for customers and investors	Low	Immediate	DOMLEC, DOWASO
Taxation	Replace consumption tax with a more sector neutral tax	High	Long-term	MoFPON, IRD
	Increase loss carryover allowances for firms	Medium	Long-term	MoFPON, IRD
	Consider the creation of a Revenue Authority in charge of all revenues being paid to the state	Medium	Immediate	MoFPON, IRD
	Improve information provided to the public on the tax system and procedures	High	Short-term	IRD, NDC
	Consolidate the tax legislation	Medium	Long-term	IRD, MoFPON, Attorney General and Ministry of Legal Affairs
	Improve auditing capacity	Medium	Long-term	IRD
	Establish transparent audit procedures	Medium	Medium-term	IRD, Professional Association of Accountants
	Reduce the length of the tax assessment process	Medium	Medium to long-term	IRD
	Review tax refund policy	Medium	Short-term	MoFPON, IRD
Import and Export Procedures	Systematically reduce the timeframe for customs declaration	High	Long-term	Customs, Port Authority
	Develop a system of risk management to reduce the number of inspections	High	Long-term	Customs, Port Authority
	Provide customs broker and importer training and develop disincentives for repeated errors	Medium	Medium to long-term	Customs

	Allow for reasonable flexibility in the customs process	Medium	Medium to long-term	Customs
	Automate the duty free exemption administration process tem and procedures	Medium	Long-term	Customs, MoFPON
	Eliminate the requirement for approval by the Customs and Excise Comptroller for duty free concessions	Low	Immediate	Customs
	Develop standard master list form used by all importers with duty free exemptions	Low	Immediate	Customs
	Streamline process for obtaining amendments to master lists for duty free exemption	Medium	Medium to long-term	Customs
	Apply the harmonized system to the tenth digit level	Low	Medium to long-term	Customs
	Replace import licenses with tariffs	Medium	Immediate to short-term	Customs
	Limit customs service surcharge to reflect actual service costs	Medium	Short to medium-term	Customs, MoFPON
	Make all taxes and duties WTO compliant	Medium	Medium to long-term	Customs, MoFPON, IRD
	Develop guidelines for inspections and testing capacities	Medium	Long-term	Bureau of Standards, Customs, Ministry of Health and Social Security, Minster of Agriculture, Fisheries & the Environment
Complying with Currency Controls	Remove the requirement to receive government approval to obtain a foreign currency account	Low	Short-term	MoFPON
Access to Business Financing	Establish domestic accounting standards based on international best practices	High	Long-term	MoFPON, Accounting Professional Association
	Evaluate framework and application of bankruptcy law.	Medium	Medium to long-term	MoFPON
	Provide financial and management education to businesses	Medium	Long-term	MoTIPS
	Establish Guarantee Fund to encourage lending in target sectors	Low	Long-term	MoTIPS, MoFPON
	Establish a credit reference mechanism	Medium	Long-term	MoFPON