



**EVALUATION OF THE  
INTERNATIONAL EXECUTIVE SERVICE CORPS/GUATEMALA  
in the  
AID/GUATEMALA ENTREPRENEURIAL DEVELOPMENT PROGRAM**

**Prepared for:**

**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**Office of Trade and Investment  
Guatemala City, Guatemala**

**Contract Number PDC-5451-I-00-1026-00**

**Submitted by:**

**CHEMONICS INTERNATIONAL CONSULTING DIVISION**

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**June 1992**



June 15, 1992

Ms. Elizabeth Warfield  
Chief, Trade and Investment Office  
U.S. Agency for International Development  
Guatemala City, Guatemala

Dear Liz:

We are pleased to deliver a copy of our final Evaluation of the International Executive Service Corps/Guatemala, in the AID/Guatemala Entrepreneurial Development Program.

As promised when Chemonics consultants Marvin R. Brant and William Fisher delivered the draft report several weeks ago, our final report includes a full set of appendices containing a number of reference documents.

We are grateful for the assistance you and your staff have given us in carrying out this evaluation and preparing the report. We hope these materials will be helpful to the mission in assigning an appropriate role to the IESC in the new T&I project.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Peter Bittner".

Peter Bittner, Regional Director  
Latin America and Caribbean

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## LIST OF ACRONYMS

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<b>ABLE</b>	<b>American Business Linkage Enterprise</b>
<b>AID</b>	<b>U.S. Agency for International Development</b>
<b>AID/W</b>	<b>U.S. Agency for International Development, Washington</b>
<b>AIMS</b>	<b>American International Marketing Service</b>
<b>CAEM</b>	<b>Camara Empresarial (Chamber of Industry), Guatemala</b>
<b>CATIE</b>	<b>Tropical Agronomic Research and Development Institute (Turrialba, Costa Rica)</b>
<b>CD</b>	<b>(IESC) country director</b>
<b>CESO</b>	<b>Canadian Executive Service Organization</b>
<b>CIGUA</b>	<b>Club de Inversionistas de Guatemala (venture capital club)</b>
<b>CSI</b>	<b>Investors Service Center (of CAEM)</b>
<b>COMBS</b>	<b>Client Oriented Multiple Business Services</b>
<b>EDP</b>	<b>Entrepreneurial Development Project</b>
<b>EOPS</b>	<b>End of project status</b>
<b>FUNDESA</b>	<b>Fundacion para el Desarrollo (Development Foundation), Guatemala</b>
<b>GREMIAL</b>	<b>Gremial de Exportadores de Productos no Tradicionales (Guild of Non-traditional Product Exporters), Guatemala</b>
<b>IESC</b>	<b>International Executive Service Corps</b>
<b>IESC/G</b>	<b>International Executive Service Corps/Guatemala</b>
<b>IESC/S</b>	<b>International Executive Service Corps/Stamford, Connecticut</b>
<b>IMQ</b>	<b>Impact Monitoring Questionnaire</b>
<b>IQC</b>	<b>Indefinite quantity contract</b>
<b>LOP</b>	<b>Life of project</b>
<b>MBS</b>	<b>Multiple business services</b>
<b>NGO</b>	<b>Non-governmental organization</b>
<b>PACD</b>	<b>Project activity completion date</b>
<b>PRE</b>	<b>Bureau for Private Enterprise (of AID)</b>
<b>PRR</b>	<b>Project Review Report</b>
<b>QBI</b>	<b>Quick Business Information service</b>
<b>SMEs</b>	<b>Small and medium enterprises</b>
<b>TA</b>	<b>Technical assistance</b>
<b>T&amp;I</b>	<b>Trade and investment</b>
<b>TIS</b>	<b>Trade and Investment Services program of IESC</b>
<b>UNDP</b>	<b>United Nations Development Program</b>
<b>USAID/G</b>	<b>U.S. Agency for International Development, Guatemala</b>
<b>VC</b>	<b>Volunteer Consultant (of CESO)</b>
<b>VE</b>	<b>Volunteer executive</b>

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## EXECUTIVE SUMMARY

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### A. The Implementing Organization

The International Executive Service Corps (IESC) is a recognized non-governmental organization (NGO) founded more than 25 years ago. For many years its sole service was the provision of retired U.S. volunteer executives (VEs) who worked without salary or fees to assist companies and institutions in developing countries with problems relating to production methods, technology, cost accounting, pricing, quality assurance, and other corporate issues. In recent years, IESC has added other services that include market research, U.S. equipment sourcing, and joint and co-venture partner searches. Many of these services utilize the skills of volunteer executives. All IESC services together are provided under the general rubric of Multiple Business Services (MBS). IESC has headquarters in Stamford, Connecticut, known as IESC/S. Its office in Guatemala City, known as IESC/G, is one of many branches around the world. That local office has a staff of nine.

### B. The Grant

In 1989, the Guatemala office of the U.S. Agency for International Development (USAID/G) authorized a three-year, \$1.25-million Operations Program Grant Agreement with IESC to implement the Entrepreneurial Development Project (EDP). The purpose of the project was to increase levels of employment, income, and productivity among privately-owned Guatemalan enterprises. This was to have been achieved by providing technical assistance to small and medium-size enterprises (SMEs), as well as services to stimulate the demand for and supply of venture capital to generate increased trade and investment by these SMEs.

The program became operational in January, 1990. In May, 1991, IESC/S made significant changes to the EDP funding arrangements. The result was a reduction in funding of an additional \$864,000, which was to have been used to supplement a grant from USAID/G. This has resulted in a downsizing of the IESC/G office and an increase in the proportion of fees charged to clients.

### C. Purpose of This Evaluation

This is considered a mid-term evaluation. It is intended to assess the performance of IESC under the EDP program and to use this performance as a basis for recommending IESC's role in a new export and investment-oriented Trade and Investment project AID/Guatemala is designing. A two-person team from Chemonics International Consulting carried out the IESC evaluation in Guatemala between May 4 and May 22. The evaluation involved extensive contacts with IESC/G, IESC/S, IESC clients, USAID representatives, and others involved in trade and investment programs in Guatemala.

## **D. Program Components**

The IESC EDP program has four basic components:

### **1. Technical Assistance**

There are two types of technical assistance (TA). In company-specific TA, an IESC VE spends one to three months working intensively with a single company. In sectoral TA, a VE or a team of VEs spends two to three weeks carrying out diagnostic surveys of a group of pre-identified companies in a sector, sub-sector, or product category to determine which companies require no, some, or intensive TA.

### **2. Research and Information Services**

There are two types of research and information services. American Business Linkage Enterprise (ABLE) reports are full studies of the U.S. markets for particular kinds of products produced by Guatemalan companies. Quick Business Information (QBI) reports are abbreviated studies to provide Guatemalan companies with, for example, names of importers, manufacturers, and agents, for specific types of products. Both types of studies are commissioned by Guatemalan clients, who pay all or part of the cost, depending on their size and other criteria. AID/G subsidizes part of the costs for SMEs.

A new research product, American International Marketing Service (AIMS), is being developed. It will study aspects of the Guatemalan markets and/or identify potential Guatemalan sub-contractors or business partners on behalf of U.S. and other foreign companies.

IESC's research and information arm also undertakes contract research. For example, on behalf of the Guatemalan Guild of Non-traditional Export Producers (GREMIAL), IESC conducted a phone survey of U.S. companies to determine their interest in associating with Guatemala companies, particularly to provide technical know-how and marketing assistance.

### **3. Market Access Services**

IESC uses the personal networks of VEs, such promotional events as overseas trade fairs, and additional contacts made by its Connecticut-based project officers to identify and then match up U.S. and Guatemalan companies that might be interested in various business arrangements. Among the possibilities for U.S. firms are subcontracting, joint venturing, and selling equipment to the Guatemalan companies.

### **4. Institutional Strengthening**

IESC works with established trade and investment organizations in Guatemala to expand the services these groups can offer to their members. For example, when IESC

VEs are in-country, they frequently conduct workshops and seminars for these organizations' members.

## **5. Other Special Programs**

In addition to the four basic programs, IESC has developed other programs to further the EDP's objectives. For example, it has organized the country's first venture capital club, CIGUA, to bring promising projects together with Guatemalan investment.

All IESC services, except company-specific technical assistance, are known as Trade and Investment Services (TIS). The total service, including TA, is marketed as IESC Multiple Business Services.

## **E. Principal Findings and Conclusions**

### **1. Project Implementation and Administration**

IESC/G has been most effective in doing what it does best, acting through the TA program as an instrument of technology transfer from U.S. to Guatemalan entrepreneurs. Its procedures for assisting clients to define their needs, for arranging for the appropriate VE, and for providing the needed services work well. The provision of the services is arranged on a timely basis and with a reasonable input of staff time. The relationship established between the VE and client is one of the program's strengths. It often continues beyond the contracted period, with the VE acting as liaison in the purchase of U.S. machinery and equipment or assisting the client to establish cooperative ventures with U.S. business operators.

The beginning of the process, the marketing of IESC services in Guatemala, and the end of the process, the post-service follow-up, are weak. They require focus, assignment of responsibility, and direction.

TIS is an agglomeration of all the other programs in the IESC repertoire, each of which must be evaluated separately. The ABLE and QBI market research programs generally do what they were designed for, providing the information requested by the client at reasonable cost. The quality of the product is continuing concern. The AIMS program is too new to be evaluated.

Sector studies, joint and co-venture activities, and institutional strengthening and training through seminars, workshops, and trade shows, are all useful activities in which the IESC has participated. To the degree that all these TIS programs, like the TA program, are driven from Guatemala, and involve and utilize the VEs' first-hand knowledge of the country, as well as their knowledge of and contacts in U.S. industry, they are more likely to be responsive to needs and more successful in satisfying them.

## **2. Organization and Management**

IESC/G is a small office, with five professionals headed by a country director (CD) and four support staff. While the office performs satisfactorily on a day-to-day basis, that is marketing TA and research products, its products are not clearly described or differentiated from one another. Moreover, the office needs to strengthen its rudimentary system of planning, establishing priorities, training, and marketing. There appear to be some problems related to delegation of authority—and responsibility—to staff members. There are also serious communications problems between IESC/G and IESC/S staff. These represent major constraints to the success of this and future programs.

## **3. Costs and Results**

As of March 31, 1991, IESC appears to be meeting at least its key objectives for end of project status (EOPS). It has completed 59 of 100 TA assignments for smaller firms, and 46 of 50 for medium-size firms. It has also provided TA to some 40 larger firms, without AID subsidy. It has delivered one more than its required 26 ABLE or QBI reports, and others are in the pipeline. It claims to have created 3,000 of the target 4,500 jobs, as estimated by IESC/S on the basis of an average of 29 jobs generated per project. It also claims to have generated new investment far in excess of the \$450,000 life of project (LOP) objective. It has carried out four of six VE sector surveys, generated \$68,000 in verified exports, and has conducted 20 workshops and seminars. TA and ABLE/QBI study recipients have purchased 26 research reports and an undetermined amount of U.S. equipment and technology. (IESC/G does not maintain records of equipment purchases.)

A recent IESC survey of 71 responding companies found that 41 had increased their profits, by an average of 10 percent; 35 had increased their production, by an average of 24 percent; 37 had improved their sales, by an average of 15 percent; 44 companies (80 percent of the target number) had improved their product quality, by an average of 13 percent; and 25 had increased their wages, by an average of 17 percent. Moreover, 36 percent of 149 TA agreements were in rural areas, and 18 percent of TA agreements were with enterprises owned or managed by women. This last figure is underestimated because projects that are both "rural" and "women-owned or women-managed" are reported in the computer to be only "rural."

However, it is in the market access program—finding U.S. joint or co-venture partners for Guatemalan businesses—that the program is seriously deficient. IESC cited nine case history "success stories" in its recent presentation to AID/G. Of these, however, only one is having impact now and can be attributed at least in part to the TIS program. That is sales by a Guatemalan entrepreneur of loofah ("dishcloth gourd") products to one U.S. wholesaler and two small U.S. retail chains. In contrast, for example, membership in CIGUA, the venture capital club, has fallen from 100+ to about 15, and IESC/G is re-examining the viability of the concept. To the degree that the other eight TIS projects have been successful, it is often attributable to a variety of factors. Among these are a volunteer's informal efforts, significant VE input, work conducted in association with other organizations in Guatemala, or the fact that the projects are still in the long-term experimental stage.

Changes in funding arrangements have created financial strains within IESC/G. These may have the effect of delivering services to larger companies that may need it the least. It may also act as a constraint on team-building and a more aggressive marketing approach.

#### **F. IESC's Role in the Proposed New T&I Program**

IESC/G is being considered for a major role with the Camara Empresarial (CAEM), Guatemala's Chamber of Industry, and with the GREMIAL in a new T&I program now in the concept stages. There are four areas in which IESC potentially could make contributions to this program:

- Technical assistance, training, and institutional development
- Research and information services
- U.S. market contacts
- Development of a Guatemala volunteer service corps

Contracts for these services should be negotiated between the parties. IESC should re-examine its pricing structure to ensure that its costs are competitive with other sources of similar services.

IESC should insist on several guidelines. These include:

- Receiving clear and concise instructions from its clients as to precisely what services are to be delivered, and when
- A system of performance measurement, including intermediate benchmarks
- IESC/G and IESC/S should mutually agree that IESC/G drives the process and in turn instructs its Stamford-based personnel, not vice versa.

However, unless IESC/G and IESC/S reach a viable modus operandi, it is doubtful that this or any other program can realize the considerable potential of this organization.

#### **G. Summary of Principal Recommendations**

This report makes recommendations in four major areas, each with a number of subpoints.

## **1. Project Implementation**

- The weighting system used in the criteria for selecting TA and ABLE clients will have to be changed to reflect the new project's emphasis on exports. To qualify clients must be either exporters or have strong export potential.
- The measures used to indicate size should also be modified. For selection, employment should be used as the criterion with the measures being, for example, 10-50 employees for small companies, 51-200 for medium, and over 200 for large. ~~The accompanying annual sales criteria should remain the same,~~ with up to \$1,000,000 being acceptable. However, in their estimate of ability to pay and eligibility for a subsidy, the IESC/G project managers should take into consideration the financial resources of the group controlling the client company, and not solely those of the company. The limiting measures, 200 employees and \$1,000,000 in sales, should be reconsidered after there is some experience with the program, to know whether those levels are too restrictive.
- The post-service monitoring of results, done every six months, should include one personal visit by the project manager to talk the clients through the questionnaire and encourage them to concentrate on the questions, with additional phone communication as needed. This visit would also serve as a promotional visit.
- Since exporters tend to be large, there should be a developmental program to help SMEs become exporters. Sector studies can be used to identify candidates who have the best potential. Business plans should be developed to get them into exports within, say, three years. TA and ABLE assistance should be targeted according to those business plans. Piggybacking TA programs with shared ABLE studies can bring down costs. This is difficult to do with enterprises competing for the same domestic market, but easier with the larger, international market.
- Smaller enterprises, that would not normally be considered by U.S. contractors, should be encouraged to start as subcontractors to Guatemalan exporters. The Guatemalan exporters should be encouraged to give them subcontracting work. TA can increase the capabilities of the smaller producers.
- IESC/G should operate under a strategic plan that would include the above components. That plan should be prepared by or with GREMIAL and with participation from CSI, the CAEM's Investors Service Center. Those entities in turn would contract supporting services from IESC/G.

## **2. Organization and Management**

- There is a need for a senior person on the staff to be given responsibility—and authority—for supervising day-to-day operations, providing support and guidance, and developing longer-term strategic plans for review by the IESC/G CD.

- IESC/G staff should insofar as possible eliminate work that produces no revenue. Moreover, IESC/G should be compensated for its sales and coordination roles vis-à-vis TA, ABLE studies, and similar work.
- Each IESC/G staff member should visit Stamford for orientation and training. In addition, a more systematic training program should be developed for IESC/G.
- Senior management—not project officers—from IESC/G and IESC/S should establish priorities and goals, develop a system of intermediate performance measurements, and better define the division of labor and responsibilities between the two entities. Project officers must be crystal clear about who is responsible for what. The process must be driven by the needs of the Guatemala private sector.
- IESC must take more initiatives to develop new products, services, and clients that originate in Guatemala and which can be supported by Stamford.
- The Guatemala volunteer corps idea should be refined and implemented. Its services should be made available to CAEM; GREMIAL; FUNDESA, Guatemala's Development Foundation; and individual TA client companies.
- IESC/G should work with other T&I institutions to develop a VE-based visiting buyers' program to bring U.S. manufacturers and importers to Guatemala to explore contracting, subcontracting, and possible investment opportunities.
- IESC/G should develop and implement an aggressive, pro-active, targeted program of marketing and promotion.

### **3. Results and Costs**

- Results that are based on TA provided by VEs and by ABLE and QBI services have practical value to clients, and they should be incorporated into the proposed new T&I program (see Recommendation 4 below).
- Potentially, other elements of the TIS program, such as market contacts, could have equal if not greater value. However, for this program to realize its full potential, IESC/G and IESC/S need to establish priorities, identify respective responsibilities, and play more proactive roles in outreach and follow-through. Moreover, the two offices need to work on solving their "relationship problem" (see later). One step in that direction has just been taken by now having the Guatemalan office's TIS project manager report to the Stamford headquarters regional vice president for Latin America and the Caribbean through the Guatemala branch's country director.

#### **4. IESC's Role in the Proposed New T&I Project**

- **IESC/G should assist CAEM and the GREMIAL in four areas: technical assistance, training, and institutional development; research and information; U.S. market contacts; and development of Guatemalan sources of TA.**
- **U.S. market contacts should focus on three areas: sourcing U.S. equipment and technology; sourcing products and product components; and identifying and making contact with prospective U.S. investors.**
- **IESC/G should carefully re-examine its pricing structure to ensure that it remains competitive with similar consulting services available to CAEM and GREMIAL.**
- **There are numerous similarities between export and investment promotion, and the two processes are both synergistic and overlapping at many points. For this reason, it would be useful if CAEM and GREMIAL could coordinate their activities closely, so that only one of these organizations, acting on behalf of both, is responsible for giving instructions to IESC. This will help avoid duplication of effort and territorial confusion.**
- **Instructions to IESC must be highly precise so as to avoid misunderstandings about local needs and mismatching of needs to resources.**
- **IESC should have at least one dedicated staff member in Guatemala to be the "point person" for the contracts with CAEM and GREMIAL. This person should be responsible for coordinating procurement and in-country arrangements for VEs and monitoring VE performance. The individual should also arrange other types of assistance specified in the contract, including commissioning ABLE and QBI studies and assuming responsibility for their quality. In short, IESC/G should be the principal link with all services that originate in IESC/S.**
- **IESC/G should have a single "point person" in Stamford to coordinate and expedite instructions from Guatemala. It is important to establish early on that IESC/G, acting on behalf of CAEM and GREMIAL, is to drive the process.**
- **IESC, with its clients, must develop a clear and simple system of pre- and post-activity reporting, hopefully eliminating as much paperwork as possible. Among other things, this reporting system should include EOP outputs, as well as intermediate benchmarks that will permit evaluation and mid-course corrections to be made on a monthly or quarterly basis.**
- **The progress of the program and, in particular, examination of intermediate benchmarks, should be reviewed during quarterly, day-long meetings of IESC, CAEM, and GREMIAL.**

**SECTION I**

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**INTRODUCTION**

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## SECTION I INTRODUCTION

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### A. Background

In July, 1989, USAID/Guatemala (USAID/G) signed a three-year, \$1.25-million Operations Program Grant Agreement with the International Executive Service Corps (IESC) to implement the Entrepreneurial Development Project (EDP). The purpose of the project is to increase the levels of employment, income, and productivity of privately owned Guatemalan enterprises.

The project has two principal components. One is the provision of technical assistance to small and medium-size enterprises. The second is providing trade and investment services that stimulate the demand for and the supply of venture capital and that generate increased trade and investment among these SMEs.

### B. Funding Arrangements

Funding from the U.S. Agency for International Development (AID) was to be complemented by \$864,191 from the core grant to IESC headquarters in Stamford, Connecticut, (IESC/S). However, as of May 1991, AID/Washington (AID/W) and IESC/S agreed to reprogram these funds to cover IESC headquarters operational expenses and to cofinance its new Central and Eastern Europe programs. In order to compensate for the resulting shortfall in funding, IESC/Guatemala (IESC/G) downsized its operations and increased its fees to clients, and it anticipates further increases prior to the project activity completion date (PACD). The program also includes a Stamford-based counterpart office for the trade and investment component of the program. This is financed by a separate grant from AID's Bureau for Private Enterprise in Washington.

Due to funding delays and initial organizational problems, the project start-up was delayed by seven months. The trade and investment component did not begin operations until August, 1990.

### C. Objectives of the Evaluation

This evaluation originally scheduled for January, 1992, is therefore considered to be a mid-term evaluation, despite the short period until the PACD. Its primary purpose is to assess the performance of the IESC under the EDP.

However, the evaluation also has an additional dimension. USAID/G's Office of Trade and Investment is currently designing a new project to support Guatemalan exports and export-oriented investment. IESC is being considered to undertake some of the activities to be included in the new project. Therefore, this evaluation will attempt to identify those

aspects of the new program for which IESC seems best qualified and also recommend ways to maximize its strengths.

#### **D. Methodology**

This evaluation is based on three primary activities. They are:

- Extensive discussions with IESC/G and IESC/S, USAID/G, and AID-contracted advisors to Guatemala's principal export/investment organizations
- Personal interviews with a representative sample of IESC/G clients
- Review of all relevant documents, including previous evaluations and contracts and reports prepared by IESC/G and IESC/S, AID, and a number of other organizations.

Supporting documentation will be found in Appendices A through I.

AID/G eliminated certain items in the original statement of work (see Appendix A). In addition, the interview sample is somewhat smaller than was originally anticipated by the evaluators because of two factors. First, based on initial interviews, the results of additional interviews could be easily anticipated. Second, the evaluators judged that the time that would have been devoted to these additional interviews would be better spent examining more critical concerns, principally the performance of the TIS program, the management of IESC/G, and the coordination between IESC's Guatemala and Stamford offices.

#### **E. The Evaluation Team**

This evaluation was conducted in Guatemala between May 4 and 22, 1992, by a two-person team consisting of Marvin R. Brant, team leader, and William Fisher, consultant (see Appendix D).

The team wishes to express its thanks to the many individuals and organizations who gave so generously of their time to provide valuable information, guidance, and insights.

**SECTION II**

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**PROGRAM COMPONENTS**

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## SECTION II PROGRAM COMPONENTS

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### A. Technical Assistance

Over its history, IESC primarily focused on two types of technical assistance (TA). One of these is company-specific TA, and the other is sectoral TA, or surveys of groups of companies in the same economic sector or subsector.

#### 1. Company-Specific TA

IESC world-wide built its reputation on a single service: providing retired U.S. volunteer executives (VEs) to assist companies in developing countries to improve their productivity. For many years, this was IESC's principal service, and it built a database of thousands of such retired executives. These men and women receive only transportation and in-country subsistence funds and work with local companies principally on production-related problems.

Such services remain the backbone of the IESC program. VEs visit Guatemala and many other countries for periods of one to three months to work intensively and comprehensively with managements of local companies to improve production, design, pricing, quality, and other aspects of their businesses. Following their in-country assignments, VEs often maintain informal but close relationships with their developing country clients. For example, they assist them to locate and negotiate equipment purchases and find overseas buyers or partners.

#### 2. Sectoral TA

IESC volunteers also carry out surveys of groups of companies in particular agricultural and industrial sectors and subsectors. These studies are carried out either by individual VEs or by VE teams. The studies are customarily designed to identify and/or confirm sectors or products that have a high potential for exporting or attracting investment. Promising companies identified by sector surveys are then targeted for more intensive TA. Sector survey assignments range from two to three weeks, depending upon the size of the sector or subsector.

### B. Newer Services

In recent years, IESC has organized a group of additional services designed to maximize the use of volunteer executives. They also respond to AID's renewed interest in exports and export-oriented foreign investment and in potential sales of U.S. technology. This helps local companies upgrade their products to export-class standards, earn export-linked foreign exchange, and create additional employment. These services are known

within IESC as the Trade and Investment Services (TIS) program. The sector surveys cited above are part of this new program. Other principal components fall into three general areas:

### **1. Research and Information Services**

American Business Linkage Enterprise (ABLE) is a Stamford-based market research service designed to inform individual client companies in developing countries about the potential of their products to penetrate U.S. markets. It also provides information about U.S.-made equipment and technology to improve the companies' productivity. Volunteer executives sometimes participate in the review of these research reports.

Quick Business Information (QBI) reports are designed to provide information for companies that require less and usually more selective information than full ABLE studies.

Other types of contract research are also done, such as conducting telephone campaigns to contact U.S. companies that might be interested in investing in particular developing countries or exploring other types of business arrangements in them.

American International Marketing Services (AIMS) is a "reverse ABLE," in which a U.S. company or a third-country foreign firm commissions research into markets, products, or potential partners or collaborators in a developing country. This service will soon be pilot-tested in Guatemala.

### **2. Market Access Services**

The Market Contacts Program uses a variety of methods to identify, and sometimes introduce, developing country companies to U.S. companies which might be interested in considering joint ventures or such other types of business arrangements as sourcing, licensing, and equipment sales. These approaches include the personal networks of VEs, contacts made by TIS project officers, and such promotional events as in-country and overseas trade and industry fairs.

Institutional strengthening programs use VEs while they are in-country to conduct workshops and seminars in their respective fields of specialization. Customarily held under the auspices of one or more established trade or industry associations, these events allow the institutions to offer added services to their respective constituencies.

### **3. Other Special Programs**

There are also a number of programs which have been developed to further the objectives of the EDP. For example, CIGUA, a venture capital club, has been organized to match U.S. and Guatemalan investors with promising new projects.

The above services are known collectively as "multiple business services" (MBS) in IESC generally and as Client Oriented Multiple Business Services (COMBS) in Guatemala.

To a greater or lesser extent most of those services are included in the Entrepreneurial Development Program (EDP).

However, in examining these components, the evaluators were faced with two significant problems. First, the EDP has evolved over time. Its original emphasis was the development of entrepreneurial skills, particularly among small and medium-sized Guatemalan companies. Lately, however, it has given increasing emphasis to development of exports and foreign investment. Second, there is a good deal of disagreement between IESC/G and IESC/S concerning attribution of successes and failures.

For example, it is the view of IESC/G that many of the services offered under the TIS program are substantially re-packaged or institutionalized versions of services carried out informally for many years as part of the traditional IESC technical assistance VE programs, such as VEs conducting workshops and seminars while they are in-country. Also, as a result of the close bonds they frequently develop with their clients, many VEs help them in the U.S. marketplace after they officially complete their assignments. For example, they assist in sourcing equipment and machinery and finding prospective customers or partners.

In the opinion of IESC/G, many of the achievements claimed by the TIS program are in fact accomplishments of the traditional TA program. This has made it difficult for the evaluators to determine exactly who, or which IESC office or service, has been responsible for results reported. This problem will be explored in greater detail later in this evaluation.

Each of the program components above—operations, results achieved, and recommendations for improvements—are outlined in the following sections of this evaluation.

**SECTION III**

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**PROJECT IMPLEMENTATION**

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## **SECTION III PROJECT IMPLEMENTATION**

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### **A. Technical Assistance**

Two principal information sources were used to evaluate the TA activities undertaken by IESC/G to promote increasing trade and investment in Guatemala, the effectiveness of its delivery systems, and their current and potential impact. One source was the clients themselves. Interviews were conducted with 17 small, medium, or large clients in the city of Guatemala and outside, and in various business activities. Fourteen of them received TA, and three received ABLE assistance. Failed programs as well as successes were included. Appendix E has a detailed presentation of the interview survey results. The second information source were IESC records and extensive discussions with IESC staff and country director (CD). Key persons in prominent business associations that have had relations with the IESC were also interviewed.

The last IESC/G progress report, to end-March 1992, listed 105 TA consultancies completed, of which 59 were small firms and 46 were medium-size firms. The life of project (LOP) planned output is a total of 150.

#### **1. Selection of Clients and Payment for Services**

The selection of clients to receive AID subsidies is guided by a set of criteria formulated by IESC/G and approved by the mission. They include size, as measured by employment and production; ability to pay; potential for increased quality, profits, and capital investment; and potential for increased employment, income, and exports. Women-owned or women-managed enterprises and companies in rural areas (outside of Guatemala City) are also included in the criteria. Six of the criteria are each given equal, 15-percent weights. The seventh, export potential, is weighted as 10 percent. A total of 75 percent is the minimum qualifying score. A full listing of the criteria is included in Appendix I.

Most of the clients interviewed said they first heard of the IESC through word-of-mouth from friends and associates. One said it was through his physician. Others mentioned hearing a description of the IESC by the CD at the U.S. embassy or at GREMIAL. IESC/G does not have a general budget for marketing its services. In 1991 it set up a marketing fund financed with special revenues from ABLE studies. It has collected a total of about \$1700 during life of this project. It uses this fund only to promote ABLE and QBI studies. Some 4000 direct mail marketing letters were sent out in 1991. It has been successful in getting stories about IESC in local newspapers and magazines, and in one case provided an ABLE study to a publication in exchange for advertising space.

The project managers are anxious to follow up all leads. There is no evidence of a marketing strategy that directs them to concentrate on priority sectors, rural locations, or

women-owned enterprises. However, when a potential client meets any of those criteria, promoters make special efforts to include these clients in their portfolio. Those factors, along with size and ability to pay, are used to determine eligibility for a subsidy, as well as its amount. Ability to pay enters into the selection criteria in two ways. First, IESC/G tries to avoid clients who are not credit worthy. Second IESC/G is concerned that the client have the resources to implement programs recommended by the VE.

Small (10-50 employees) and medium-size (51-100 employees) companies are eligible for a subsidized price for TA services. The cut-off point in annual sales volume is \$1,000,000. Large firms (over 100 employees and \$1,000,000 sales volume) are charged the maximum price. This is usually set to cover all direct costs and at least part of IESC/G overhead. Section V of this report has IESC/G cost breakdowns. The final price charged a client is a combination of the application of the eligibility criteria and a judgement of what the market will bear.

The eligibility criteria are always applied, but they are subject to subjective evaluation and negotiation. For example, a company may have fewer than 100 employees but more than \$1,000,000 in sales. Special circumstances may justify special consideration, such as a temporary cash crunch. The project managers appear to use careful judgement in setting service prices, which the CD must also approve.

A large-size client must pay at least direct costs, now estimated to be \$9084 for the first month. In addition, an attempt is made to get an amount contributing to the \$4850 overhead costs. For the first month, a medium-size client is charged an average of \$6500, and a small-size client is charged \$3500-\$4500. Subsequent months are \$1000-\$2000 less.

Currently, IESC/G tries to maintain an average client fee of \$4850 for the first month and \$3000 for each subsequent month. That is derived from a calculation of what IESC/G must charge for the remaining TA contracts they have projected for the balance of the year that, together with the balance of the AID subsidy, will generate the cash flow to carry through the end of the year. In fact, their average fee has risen from \$3200 to \$5800 over the past four months, which is some \$1000 higher than their target of \$4850. To achieve this, they are no longer servicing small clients.

Most of the companies surveyed were reporting on services received in 1991. There was a correspondence between size and amount paid, but at a much lower level than now being charged. This ranged from \$1200-\$1500 for the smaller clients to \$3000 for the medium-size ones, and \$5000-\$6000 for the larger ones. One case stood out as an exception, a new subsidiary of a company with \$24 million in annual sales, which paid only \$3000 for a month of services. Since the subsidiary had just begun operations, there were few employees and little revenue, making it eligible for a subsidy. However, the parent company could well have afforded full costs. Two similar cases involving ABLE studies are discussed below.

One of the clients surveyed was the Montessori school, which had trouble with a construction plan to expand from 800 to 1600 students. The plan was faulty and the project

was stalled when TA was arranged through IESC/G. The intervention of the VE was instrumental in revamping the plan and starting its successful implementation, which continues today. This was, no doubt, a worthy project and did result in some imports of U.S. equipment. However, it does raise some questions about the dispersion of entrepreneurial activities being assisted by IESC/G. The new project will have a sharp focus on export and investment activities.

The change in the core grant policy substantially reduced funding to IESC/G and caused it to reduce staff and raise prices. This places more pressure on IESC/G to accept larger clients that can be charged more, and it also makes IESC services less price competitive. At present costs there has been no prospect of losing significant numbers of clients to Canadian, Dutch, or German TA programs. While none of the clients surveyed said they would be tempted at current IESC charges to look for alternative TA sources, most expressed concern about further increases. The owner of a company on the border in size between medium and large said that he would switch to a Dutch program if the cost of TA services rose beyond \$6500 for the first month. He happened to be fluent in Dutch.

During the survey, the clients were informed that the real cost of the first month of TA services is currently about \$14,000, that financial support for the IESC/G operation has been reduced, and that clients will simply have to pay more if they want to continue to receive TA services. They were then asked what percentage of the real cost they would be willing to share.

Ten of the 13 respondents said they would be willing to pay as much as 50 percent (\$7000), one said 60 percent (\$8400), and two said they would be willing to pay full cost. The latter two, unsurprisingly, were the largest companies, one with 170 employees and the other with 200. Nine of the 13 had had previous assistance, some with as many as five or six TA contracts. Only one client, the owner of a bakery, could be considered small, having 30 employees. He expressed great concern about having the \$1,850 cost of his current TA contract more than tripled. However, he felt the continued growth of his business was dependent on the assistance he got from his VE and was already arranging to contract him a year from now on a follow-up visit.

There is no doubt the willingness expressed by these respondents to pay more is to a large degree related to the benefits they have already received from VE assistance and, therefore, the benefits they anticipate from future assistance.

It is not clear that potential first-time clients will as readily agree to pay these prices. To convince these new clients, it might be helpful to include in the IESC/G marketing strategy the use of testimonials from some of the large number of Guatemalan companies that have benefitted greatly from VE assistance.

With able Canadian VEs being made available at a cost of \$2100 per month, and other alternatives becoming viable as IESC costs rise, it is apparent the higher the IESC cost is, the higher the probability the potential IESC client will opt for a lower-cost alternative. The recently increased rates being charged by IESC/G seem to be about what the market will

bear. To maintain the current level of TA services, enterprises with 50 to 200 employees should be included in the program as medium-size enterprises, and small enterprises of 20 to 50 employees should be given sufficient subsidy to bring their contribution to a level no higher than \$3500.

## **2. Processing the TA Requests**

The procedures now being used by IESC/G have been developed over many years to satisfy the IESC's needs as well as AID's. In general, they function well. Procedures and documentation apply to three phases of the TA program: the definition of the client's needs and the specification of the services resulting in the contracting of the VE; the provision of the services through to termination; and the follow-up to determine the impact of the services on the client's operation. In general, they appear to be appropriate and effective.

The number of personal, phone, and fax contacts between the project manager and the client during these phases appears to be sufficient and not excessive. The forms used appear to be appropriate and to provide the necessary information. The lapsed time in moving the process from the client's request to the initiation of the services, averaging two to three months for TA and somewhat less for ABLE BI, appears to be reasonable. When there are longer periods, there appear to be good reasons for them.

### **a. Definition of the Clients' Needs**

The time required to prepare a contract, find the right VE, and initiate the services is reported by 75 percent of the clients to be less than three months. When there are long delays, they result from one or more of three basic difficulties: finding a VE for a specific purpose requiring extremely specialized knowledge, such as the operation of a specialized piece of equipment; the client's difficulty in programming the VE in a busy schedule; and wanting the VE for a particular time of year.

About two-thirds of the clients surveyed reported they had—and needed—fewer than five contacts with the IESC/G, from the initiation of the request for assistance to the arrival of the VE. Most of the contacts had to do with the preparation of the contract. The most critical aspect in this phase is the definition of the services the client wants. The small number of failures were explained by the clients interviewed as being the result of sending a VE with impressive qualifications but not the specific skills required. This resulted in one aborted contract, of a client who had had six TA contracts over a period of six years, and several cases of using VEs in a much more limited way than intended.

The main cause of communications problems is the inability of the client to define exactly what he wants. About a third of the clients interviewed said they telephoned the selected VEs to discuss the scope of work, to get a better idea of their areas of expertise, and better sense their personality before giving them final approval. This is an essential part of the process, and in fact IESC/G is now requiring the client do this as part of the procedures.

About 70 percent of the clients surveyed said they had previous TA assistance. Some of them have had the same VE as many as four or five times and consider them to have been instrumental in the development of their business and essential to their future growth. They say they reserve the VE as much as a year in advance. In those cases, of course, the processing time is a matter of days or weeks, rather than months.

**b. Provision of Services**

The client, VE, and project manager in charge of the project meet together three times during the VE's visit. The first meeting is the introduction of the VE to the client and the discussion of the contract scope of work. At this meeting it is agreed that a revised, detailed work plan (see Appendix I) will be prepared within two weeks. This gives a client a better idea of the VE's capabilities and contributions. For the VE it provides a better idea of the company's needs and how to spend the time allocated most productively. Most clients state this process usually results in a modification of the original scope of work and they get more than anticipated from the VE.

At the second meeting, the work program is discussed and all parties agree to it. The third meeting is held at the end of the services, to discuss the results of the work plan. The project managers also phone the clients and have either business or social meetings with the VEs at least once a week.

At the end of the project, an eight-page Project Review Report (PRR) is prepared. In it the VE, with the participation of the client and project manager, provides an overview of the accomplishments of the project. The client is asked to comment on the VE's statements, and the project manager also comments. Most of the time, the client's comments are "I agree." The work plan is appended to the PRR. The VE submits a confidential report to the CD. He is also given the opportunity to submit a confidential report to the client if he feels it necessary or useful to do so. The CD also prepares two confidential evaluations, of the VE and of the spouse, for internal use. Appendix I has examples of these reporting forms.

The comments of the VEs in the PRR are especially important for the follow-up. Of particular interest is their answer to the question, "If you were to visit this organization a year from now, where would you look to evaluate the ultimate effects of your work?" This provides a useful guide for the project managers of what to check to gauge the impact of the TA program. In this way, it complements the follow-up sheet, which is now used principally to satisfy AID reporting requirements.

**c. The Follow-Up to Determine Impacts**

IESC/G maintains an internal document in the computer, in tabular format, that lists all clients since July 1989. It reports on 14 types of impacts on the businesses, including, profits, production, sales, wages, and production quality (see Appendix I). There is a separate table for each impact, listing all clients and the reported impact. The data, which is compiled from an Impact Monitoring Questionnaire (IMQ), is

updated continuously and printed as needed. However, the data is only as good as it is reliably reported in that questionnaire. A copy of that form is presented in Appendix I.

The clients surveyed said the IMQ was sent shortly after the end of the services, or within two to three months after, which was not enough time to estimate impacts. Most said that they could make only very rough estimates. IESC/G is just now revising the system, sending the questionnaires 6 months, 12 months, and 18 months after the services are completed. This should enable the clients to report more accurately. Whether they will is another question. Certainly, a better response would result from the project managers personally reading the clients through the questionnaire, and giving them some time to get quantitative information that they could phone in or that could be picked up later.

The current IESC reports on impacts are dependent on clients' responses and are too incomplete to permit analysis. The clients' replies in the survey indicated a much higher level of benefits than those reported in the IESC/G reports. Of the 17 clients surveyed, one was a school, and three were reporting on ABLE assistance. Replies by the other 13 companies in the survey indicate the contributions made by the VEs. In reply to the question about the kind of service they received, most mentioned at least three or four areas. Twelve mentioned the production process, nine quality improvements, seven marketing, five training, and four each financial management and general management. When asked what changes in the company resulted from the VEs' services, the list was longer: 10 mentioned increased productivity and increased profits; nine increased sales and quality improvement; seven management improvement and purchase of machinery and equipment; six increased employment; five increased exports; and three mentioned increased capacity to export in the future.

When asked to place a value on the VEs' contribution to their companies, they all balked at setting a quetzal or dollar figure, but most did estimate percent reduction in cost and percent increase in profits. About half said costs were reduced by at least 25 percent, and the others said annual profits increased by at least 25 percent. Almost all said they expected increasing benefits in the future. These results suggest that currently reported impacts of the TA program may be understated. Section V has additional details on the project's results and costs.

#### **d. Reports to the Mission**

In addition to the reports previously described, IESC/G sends to the USAID mission a quarterly tabular presentation in a Project Status Report (see Appendix I). It includes progress to date as compared with the planned end of project status (EOPS), as well as the major outputs. A textual description of "Other Accomplishments and Overall Status" is appended to that form. The other periodic report is the weekly "VE's in Guatemala," which lists the VEs currently in-country. On request, special reports are submitted to the mission.

Another internal document maintained in the computer, and printed as needed, lists all of the clients since July 1989, by size group (micro, small, medium, and large), and lists the

payments they made for projects (see Appendix I, "Report by Size"). Most of the companies surveyed, based on the information they gave on their present number of employees and 1991 sales, were at least one class higher than shown in the report. This can be partially explained by rapid growth of the companies since the project was contracted, or because they are start-up companies spun off from much larger ones. This apparent discrepancy should diminish as IESC/G advances with its new, higher pricing policy.

## **B. Trade and Investment Services (TIS)**

There has been some confusion in the minds of the IESC/G staff and others on whether TIS is a new product or just different packaging of existing products. IESC/TIS/S defined the TIS program, in its Monthly Status Report dated 12/10/91, as beginning by focusing on joint and co-venture activities and then shifting its emphasis "to combining its use of the IESC VE network with the market research studies of the American Business Linkage Enterprise (ABLE) to identify and create cooperative commercial agreements between Guatemala and U.S. firms...to identify and nurture cooperative and joint-venture opportunities." The definition goes on to include such activities as "market research studies, seminars, workshops, diagnostic surveys, trade show work, targeted mailings and other promotion, outreach and development work to identify and contact companies." TIS, then, is everything that is not TA, as described below.

### **1. Information and Research (ABLE and QBI)**

IESC/G considers ABLE and QBI to be part of the same activity. It reported that, as of March 26, 1992, 26 ABLE studies had been delivered of a planned LOP delivery of 25, slightly ahead of the planned number for the period. These include QBI contacts for GREMIAL under a contract that requires IESC/S to deliver four lists of eighty contacts each, over a one-year period for specified sectors. Each 80 delivered contacts is considered to be the equivalent of four QBIs, which are included in the 26 total.

The contacts are made through cold calls. The purpose is to identify U.S. companies interested in joint and co-venture activities with Guatemalan investors. The message is that Guatemalan investors stand ready to provide the needed capital but are looking for market access and technology transfer. The goal of the program is to deliver potentially interested U.S. companies to GREMIAL, which will then introduce the U.S. firms to the interested Guatemalan entrepreneurs with investment capital.

The first list of 80 contacts was delivered to GREMIAL with explanatory comments. The market information included in this first report, on apparel and macadamia nuts, was considered to be useful, "and probably worth the cost of the project," according to an April 15, 1992 fax sent by Gerald Lamberty, an advisor to GREMIAL, to two IESC/S staff members, Craig Moss and Rick Mayer (see Appendix I). However, it has not yet led to any deals. The GREMIAL is still counting on at least two or three investments from this program, which would cause it to consider the program successful.

**GREMIAL** was informed that only small and medium-size firms were being approached in the U.S. It replied that Guatemalan co-investors "would be more comfortable dealing with a large, reputable U.S. firm" and encouraged IESC/S to include them. There seems to be some confusion about AID's objective of helping SMEs in Guatemala, the application of that criterion to potential U.S. firms, and if applicable, the definition of small- and medium-size enterprises in the U.S.

The selection criteria for applying the USAID subsidy is presented in a separate set of ABLE criteria (see "ABLE Criteria for USAID Subsidy," Appendix I). The criteria include client ability to pay; focus on the creation of a cooperative agreement; potential for increased product quality, profits, and investment; potential for new product development; and potential for increased exports. Size does not appear as a consideration. However, the TIS/G manager states that the TA criterion for size is followed and that small companies are eligible for a 40-percent subsidy and medium size companies a 20-percent subsidy.

As in the TA program, the determination of the final price charged to the client appears to be guided by the selection criteria, but it is also influenced by subjective judgements and negotiation. Unlike the TA projects, there is no follow-up form or system for ABLE and QBI projects, so follow-up is left to the initiative and interest of the project officers.

Two clients in the survey represent the extremes of success and failure. One client, interested in the establishment of a wood products factory, has had four ABLE studies, all serving his purpose. He states they saved him from making two bad investments and enabled him to get into a good one, with VE assistance. He is depending on the most recent study to assist him in finding the market for the wood products he wants to manufacture and export. Since this is a start-up, his company is not yet operating. It has apparently been categorized as small, because a \$350 subsidy was applied to the \$803 he was charged for the study. Yet, the client is also an owner of a family-owned enterprise with annual sales of over \$3 million and is involved in other successful enterprises.

There were several similar cases among the TA clients interviewed, of a start-up company or a medium-size company whose ownership is also involved in one or more large-scale operations. Does the criteria of ability to pay apply to the resources of the company applying for assistance or to the ownership? The latter should at least be a guide to the project officers in taking a hard-nosed position in negotiating price and subsidy level.

The second client was provided a QBI study contracted by GREMIAL, identifying U.S. data processing companies that might be interested in working with a Guatemalan firm. The client requested assistance in contacting those companies that would be willing to travel to Guatemala to discuss a co-venture. Only one responded affirmatively and made the trip. A long period of negotiation ensued, during which the client was encouraged to buy some \$21,000 in computers, in anticipation of a successful conclusion.

At the point of signing the contract, the deal fell apart, and the client considers it to be dead. He and his partners are now considering whether to go back to IESC for help in

making contacts specifically in data entry. They feel they learned a lot about this business during the extended negotiations and are now in a better position to discuss their interests and capabilities with a perspective partner.

This case illustrates the lengthy and costly nature of this process when the purpose is not only to provide market information but also to find a partner. The client feels the prospect is "unstable" and Stamford should have been able to screen him out. Perhaps more reliance on VEs to identify prospects, as recommended by IESC/G, would have been more productive.

As in the first case, this is a start-up company whose ownership is a group that also has other major business interests. Should this client ask for additional IESC services, the same question arises about the basis for deciding ability to pay and eligibility for a subsidy.

IESC/G puts an add-on to the price submitted by Stamford to IESC/G for ABLE studies, generally ranging from about 5 percent to 15 percent. It has been as high as 20 percent. These monies are placed in an advertising fund used to promote the ABLE program. The size of the add-on seems to be determined by the project manager on the basis of past history with the client and what the traffic will bear.

The procedures for contracting an ABLE study are straightforward. An IESC/G project manager interviews a client and prepares a description of what that person wants (see "ABLE Project Request Form" in Appendix I). IESC/S replies with a proposal listing the information and actions they will take, the estimated number of hours required, and the IESC/S cost, based on \$50 per hour and a \$50 "project initiation" fee. This proposal is discussed with the client, but with the price established by IESC/G. When the proposal is approved, a contract is signed. IESC/G estimates that, normally, this process can be completed with no more than five or six client contacts, by personal visit, phone, or fax. The two clients interviewed confirm this figure.

ABLE and QBI appear to be effective and successful instruments, at a reasonable cost, for supplying Guatemalan businessmen with U.S. market information and for identifying business contacts. IESC/G has expressed serious concerns about maintaining the quality of the product. That is linked to IESC/G's concern that the very valuable contribution that VEs can make in recommending and facilitating market contacts is being insufficiently used.

## **2. AIMS**

AIMS is a new program that has been described as a "reverse ABLE," driven from Stamford. Clients are U.S. business representatives who are interested in business connections in Guatemala. They can include, for example, manufacturers looking for buyers or representatives in Guatemala or franchising or licensing agreements; U.S. importers looking for Guatemalan products to import; and U.S. businesses selling services. Leads are expected from VEs with Guatemalan experience and from the VEs' attendance at U.S. trade shows.

IESC/S proposed to undertake an AIMS pilot project, contracting local consultants through CSI, to identify Guatemalan companies in a to-be selected product group that would be interested in co-ventures. It proposed a budget of \$300 to IESC/G to finance this. IESC/G replied that the amount offered was insufficient, and the pilot project is currently on hold.

AIMS is too young to evaluate, but it does raise some questions. There are other organizations in Guatemala that are ready, willing, and able to service U.S. businessmen. In fact, IESC was depending on the CSI to arrange for the services of the Guatemalan research group to do the proposed pilot AIMS study in Guatemala. The IESC/G could play a supporting role, providing information from its stock of knowledge about Guatemala accumulated over the years.

IESC/G reports that it receives direct requests from U.S. companies for assistance in making business contacts in Guatemala. As of the end of March 1992, it had serviced a variety of firms. These included four U.S. companies that asked for contacts with manufacturers of various products; producers and processors of agricultural products; and representatives for U.S.-made products. Price quotations were sent to the U.S. companies, and follow-up activities are planned. There have not yet been any concrete results from these efforts. The question arises as to whether the IESC should use its scarce financial and human resources, already insufficient to cover the needs of its constituents in Guatemala, in a new program that is more related to Chamber of Commerce-type activities.

### **3. Purchase of Machinery and Equipment**

Frequently, as a result of the services of the VEs, clients will have to buy machinery and equipment to improve their businesses' productivity and/or expand production. In fact, the IESC/G progress report states that 40 of their clients invested in U.S. equipment, eight in U.S. services and 15 in U.S. technology. The VEs are often helpful in recommending the specific types of machinery, equipment, or services needed and even their sources. The TIS program offers this service, but its effectiveness will largely depend on the use of the advice of VEs who know the industry and client.

IESC/TIS/S reported in its monthly status report dated 1/31/92 that U.S. equipment sales have so far totaled \$455,000. IESC/G estimates these purchases to have been over \$1 million as of March 1992. There is no clear distinction between the purchases that resulted from the TA program and those from the TIS program.

### **4. Sector Surveys**

To better identify potential Guatemalan partners, a sector survey program was initiated. This involved choosing priority sectors and conducting a survey to identify the enterprises in each sector that were ready for export, that could be ready with some assistance, and that were incapable of exporting. The sectors were selected by IESC, GREMIAL, and the USAID mission. They consisted of agribusiness, tourism, and two wood-related activities, manufacturing and forestry/reforestation.

Related to the sector surveys, VE teams in the U.S. and associated Guatemalan committees were supposed to be created for each sector to develop cooperative agreement ideas and to nurture them through to start-up. Conceptually, the program is first rate. However, results have been elusive. Only the wood sector committee was created. VEs associated with the surveys gave seminars, some in association with GREMIAL. VEs in the U.S. made some promising contacts. But the only venture that has materialized to date is the Shiitake mushroom venture that evolved from the forestry survey. There does not appear to have been sufficient follow-through with the sector surveys by IESC/G.

## **5. Joint and Co-Venture Program**

As in other services provided by IESC/G over the years, joint and co-ventures grew naturally out of the VE-client relationship, and they still do. IESC/S created a special program within TIS to stimulate these ventures, largely through cold calling.

As in any telemarketing campaign, the starting point is with a list of prospects. There are specialized companies that sell lists of individuals or companies they say are good prospects for what is being sold. These include lists of manufacturers in various sectors, by size, by product line, by area of the country, and so on. Alternatively, lists can be custom-made using manufacturers' directories, trade association directories, and similar sources.

Cold call results vary widely, depending on the perceived value of the product being offered, the accuracy in gauging the receptivity of the persons being called, and the persuasiveness of the message. In dealing with companies, it is also critical to get the message to the right person.

The results of this program to date have not been encouraging. It is being tested now with the arrangement to send GREMIAL the results of 240 calls. This kind of program can be considered successful if it results in four or five completed deals per 1000 calls. Each deal could take three months to a year to close, or even longer.

The success of cold calling is increased substantially if the caller has first-hand and comprehensive knowledge of the sector and the producers in that sector. The VEs who have worked in Guatemala satisfy that requirement. But rather than a shotgun approach, they could zero in on their industry contacts to reduce the element of "cold" calling. There are three offices of Guatemalan institutions in Miami. If a cold calling campaign is considered, it might be appropriate for one or more of them to do it.

## **6. Seminars, Workshops, Trade Shows, and Training**

In addition to assisting individual companies, IESC provides services to the principal Guatemalan private sector organizations: GREMIAL, CAEM, and CAEM's CSI. Three VEs participated in four seminars in a GREMIAL-organized "Agritrade" trade show. For CAEM, a VE assisted in an overall diagnosis of business practices in Guatemala. A VE gave three seminars in the agricultural area, including on Shiitake mushroom cultivation and

general plant pathology and disease control. Other VEs gave 20 seminars in all, on such subjects as apparel sourcing, furniture, forestry, and tourism.

There is no question this wide range of activities has benefitted many individuals and the institutions involved. However, a larger and quicker contribution to the main goals of increasing employment and income could come from concentrating effort and resources on closing deals involving the companies the sector studies identified as being the best prospects.

### **C. Recommendations Concerning Project Implementation**

In the area of project implementation, this report recommends:

- The training of IESC staff should include improving their negotiating ability to sell IESC services at the higher, recently established prices.
- Clear priorities should be established for the marketing efforts of the project managers.
- Some of the Guatemalan retired executives already identified by the CD should be enlisted in a pilot program to assist the program managers to identify prospects, to evaluate these prospects' needs and communicate them to Stamford, and to assist in-country VEs.
- Project managers should make special efforts during follow-up visits to encourage clients to describe accurately the impact on their enterprises resulting from VE assistance.
- Project managers should schedule follow-up of ABLE and QBI projects, as they do with TA projects.
- There should be routine follow-up of leads identified in sector surveys.
- Given the focus of the new project on export development and investment, the selection criteria and the weights assigned will have to be changed to make subsidies available mainly to exporters or companies with strong export potential.
- Exporters generally are larger-scale operations, so the number of employees used to categorize SMEs should be increased to 10-50 for small, 51-200 for medium, and over 200 for large.
- The price and subsidy level offered a company should take into consideration the resources of the group controlling the company, as well as the current level of the company's employment and sales.

- **The semi-annual follow-up system should be put into effect as soon as possible. The project manager should personally visit the clients to encourage them to reply carefully, as well as use this as a promotional visit.**
- **SMEs, particularly the small companies, will need more lead time to become successful exporters than large companies. A program should be developed to gradually increase the export capabilities of those companies that are not yet ready but that have promise. Encouragement should be given to large exporters to subcontract to smaller companies that would be given TA to increase productivity and improve their quality.**
- **Selected SMEs should be targeted for a systematic program of seminars, training programs, piggyback TA, and shared ABLE studies, in order to reduce the cost of servicing numerous small companies one at a time.**
- **A strategic plan should be designed by GREMIAL, in consultation with CSI and IESC/G, to expand the export sector. It should especially incorporate SMEs into the export process, utilizing the complete range of services available through the IESC.**

**SECTION IV**

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**ORGANIZATION AND MANAGEMENT**

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## SECTION IV ORGANIZATION AND MANAGEMENT

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### A. Organization

The IESC/G office consists of four professionals plus support staff. The country director (CD) has overall responsibility for the office, as well as interactions with IESC headquarters in Stamford. The major responsibilities of the four other professionals are administration and AID liaison and reporting; the various TIS programs; the more traditional technical assistance (VE) programs; and accounting. However, because IESC/G is a small office, most personnel tend to be more or less interchangeable. The three staff members involved in TIS and TA sales each handle sales of other products, client liaison, and oversight of implementation.

As a result of financial constraints, the office has recently been down-sized from 15 to 9 persons. In addition, there has been a considerable turnover in the position of the staff member responsible for managing the TIS program.

### B. Management

#### 1. Direction

The CD, a widely respected "elder statesman" in Guatemalan business circles, provides overall policy and implementation direction to his staff. However, because of a health problem he has, the CD puts in long but erratic hours. This means staff members are functioning independently part of the time. This situation has some negative impact on day-to-day performance—for example, in time management—but also has implications for strategic planning, organizational development, and achievement of project and revenue goals. This situation could be addressed by appointing an operations manager to monitor day-to-day performance and provide back-up and support to the staff, as well as develop longer-range plans with other staff for discussion with the CD.

#### 2. Time Management/Revenue Generation

The relationship between time spent and the possibilities for revenue generation is often ambiguous or frustrating. For example, the TIS/G project officer spends about 40 percent of his time selling ABLE studies and another 10-15 percent with his involvement in CIGUA. This leaves him very little time to devote to other kinds of proactive trade and investment projects. Moreover, virtually all ABLE revenues are credited to Stamford; in the CIGUA situation, there are no revenues. Another senior staff person spends 50 percent of her time preparing reports for AID and IESC/S and has only recently begun diverting time from other administrative duties to help sell TA projects.

### **3. Training**

There is no formal training program for staff. This deficiency is most apparent among newer staff members. For example, the current TIS project officer, who has been with IESC/G for about eight months, has been to Stamford to familiarize himself with this multi-services program. However, he does not appear as yet to be thoroughly conversant with all its component parts. For instance, he does not know the definition of a "TIS consultancy," one of the EDP logical framework outputs. Perhaps more importantly, he has not yet established a viable modus vivendi with his counterpart project officer at IESC headquarters. This is discussed later in this report.

Nonetheless, the staff is an intelligent, dedicated, and conscientious group of young men and women—who are for the most part fully stretched and who could probably be earning a great deal more in the private sector. This situation is exacerbated by current financial constraints, which mean that short-term opportunities for increased earnings are non-existent.

### **4. Accountability**

Because staff members are responsible and highly motivated, they appear to require little external pressure for quality assurance and accountability. There are, however, two sources of external discipline that play a significant role in codifying accountability: the reporting requirements of AID/G and IESC/S. Predictably, however, the compilation of reports requires considerable time. The elements of the reporting systems are covered in Section III, on project implementation.

### **5. Who Drives the Process?**

It is an article of faith within IESC that country programs must be country-driven. That is, program planning and design for Guatemala should be carried out by IESC/G because this office will best know the needs of the country and its business community.

This is indeed the case in the traditional technical assistance (VE) and in the ABLE/QBI areas. VE and research and information products are available to any legitimate company able to pay for these services. Given the current financial stringency, IESC/G is in fact under increasing pressure to sell more of these services at a significantly increased price. The full time of 2.5 IESC/G staff members is currently devoted to this sales effort, although that effort is presently fairly untargeted, as discussed later in this report.

Other aspects of the TIS program do not appear to be country-driven. Nor do they appear to be driven from IESC/S. Rather, they appear to be driven by opportunism! In examining the TIS interactions between Guatemala and Stamford, the evaluators have been unable to discern any underlying priorities that help differentiate low from high potential projects. Moreover, there is little evidence of TIS/G and TIS/S mutually developing criteria for identifying promising situations and then taking strong and consistent initiatives to pursue

them. In other words, on the basis of interviews and examination of documentation, the evaluators have found the approach of both Guatemala and Stamford to be essentially reactive. Finally, in the TIS program, a number of factors have contributed to missed opportunities. Among these are poor communications between Guatemala and Stamford, sporadic management and lack of clearly identified priorities and responsibilities in both locations, and TIS staff turnover in Guatemala.

For example, VEs carried out surveys in four priority industrial and agribusiness sectors. Companies were visited to assess degrees of readiness for export and reports were written—but no follow-up approach was ever made to any company surveyed! This was true for a furniture survey carried out under contract to the GREMIAL, as well as for forestry, agribusiness, and tourism surveys done as part of the IESC/TIS program. It is a statement of the obvious that "diagnostic" sector surveys are not an end but a beginning. For at least some of the best prepared companies, one would expect the next step to be ABLE studies or trade fair participations or market contacts. The less well prepared might be likely candidates for TA. The responsibility in this case was clearly at the Guatemala end, as IESC/G readily admits. At the same time, however, IESC/G believes there is insufficient preparatory work requested before a sector survey begins. In addition, IESC/G believes the scopes of work are too broadly drawn and should focus more on sub-sectors and on specific products.

On occasion, other agencies have stepped in to catch the "balls" that are dropped. In the furniture sector, IESC volunteer Donatelli visited 30 manufacturers and divided them into three groups: export ready, needing a year of TA, or needing long-term help. This was a fee-paying contract with GREMIAL. When IESC failed to follow up, GREMIAL contacted the United Nations Development Program (UNDP) and, through UNDP, made contact with the International Trade Center in Geneva. This organization arranged for a furniture consultant to travel from Spain to Guatemala. The Spanish consultant selected a dozen companies from the first two categories above, and IESC now intends to follow up with these 12 companies to determine their needs for TA and/or ABLE studies.

## **6. Relationships Between IESC/G and IESC/S**

The problems that exist between IESC/G and IESC/S result from multiple factors. These include:

- Distance—cultural as well as geographic
- Lack of clear and agreed priorities
- Willingness of both parties to sometimes react to "over the transom" opportunities instead of concentrating on proactive, high priority projects
- Lack of mutual trust in one another's professionalism
- Fuzzy delineations about who drives which things

The attitudes of IESC/G toward its TIS counterpart in Stamford may be summarized as follows:

- The TIS program is ill-defined and overlaps and duplicates many aspects of the more traditional TA services
- TIS attempts to take credit, particularly with AID, for many of the achievements of the TA program
- ~~In its promotional literature, TIS oversells and overpromises and leaves IESC/G to make good on these promises, which it is unable to do because the promises are unrealistic and IESC/G has insufficient resources~~
- The TIS project officer in Stamford is unresponsive to the needs and requests of the IESC/G staff
- Sector surveys organized by the TIS staff in Stamford rely on a single VE, rather than adopting a team approach recommended by Guatemala
- ABLE studies sometimes suffer from poor quality and frequently give clients more information than they want or can absorb
- The alternative research product, the QBI, often contains substantial information Guatemalan clients can obtain themselves without cost from the U.S. Embassy Commercial Library and other easily accessible sources
- The ABLE, QBI, and other TIS programs do not make maximum use of U.S.-based volunteers to review or otherwise participate in research, partner searches, equipment sourcing, and related activities.

The TIS project officer in Stamford, contacted from Guatemala, has responded to the comments above. He states, in part:

"From the initiation of IESC/G, [the country director] took full responsibility and authority for trade and investment programming and has been unwilling to delegate authority or responsibility to supporting staff. In two years, TIS staff has been hired and replaced five times and staff duties have never been clearly defined....

"[The country director] was responsible for the design of the [TIS/Guatemala] program, and he was the one who sold it to AID. All proposed programming was first sent to IESC/G for approval. TIS became stagnant because of lack of response from IESC/G on proposed interventions, e.g. solar ovens, the tourism project, the organic produce project. IESC/G never revealed to what extent or what amount of their resources would be dedicated to TIS activities. Is it unrealistic for TIS/S to ask the IESC/G office to support TIS programming that they designed to develop clients and to utilize the U.S. project officer to do the necessary follow-up?....

**"The U.S. project officer has been immediately responsive to the needs and requests of IESC/G, even if they were not TIS-related....**

**"If the [U.S.] TIS project officer is overselling and overpromising...he is certainly not 'essentially reactive.' The priorities of the U.S. project officer are for client outreach and follow-up in the U.S. to assess interest in venture developments sourced from IESC programming in Guatemala....**

**"Industry-specific teams of IESC VEs were formed for the tourism, wood, and agribusiness sectors upon the direct recommendation and consultation with [the country director]...The sector surveys were well supported on the Guatemala side, but lacked guidance to direct the VEs...on the identification of T&I opportunities....**

**"In the preparation of every ABLE report, one or more VEs are consulted as industry guides. Each completed ABLE report is sent to the VEs for evaluation and recommendations. The VE's letter is forwarded to the country director, who can pass it on to the client at his own discretion....**

**Wherever the truth lies between these conflicting points of view, the relationship between Guatemala and Stamford remains a source of contention and a serious constraint to the success of current and future programs.**

**The bottom line in terms of the Guatemala-Stamford process is that unless both parts of this equation can come to function effectively together, neither will be able to achieve what is doubtless a considerable potential.**

## **7. New Product/New Business Development**

**For the most part, the more traditional IESC programs, such as TA, have been conceived and designed in Stamford. They were based on a model in use for many years and then adapted by IESC/G to Guatemalan needs. This system works reasonably well in established areas, such as technical assistance. However, as noted earlier in this paper, there appear to be numerous opportunities to initiate additional programs in Guatemala. IESC/G's constraints are people, time, and management. Moreover, while local activities are intended to be country-driven, project design is part of a larger longer-term strategic planning process referred to earlier. As noted previously, this process does not appear to be evident in the Guatemala office.**

**Similarly, TIS programs tend to be based on a global menu of services conceived in Stamford and then modified to suit local needs and circumstances. Yet locally developed, locally driven programs may be one key to solving the "relationship problem" between Guatemala and Stamford. There appear to be numerous opportunities for this kind of local development. For example:**

**Guatemala Volunteer Service Corps. This idea was contained in IESC/G's 1989 proposal to AID but never implemented. It envisions using retired Guatemalan business**

people and technicians to carry out two parts of the VE/TA procurement and post-project sequence. One part is helping diagnose the clients' problems before firm specifications are sent to the Recruiting Department in Stamford. This helps facilitate the recruiter's work by giving that person a better idea of what skills are required, as well as conserving scarce staff time in Guatemala. Another activity where a Guatemala volunteer service corps could assist IESC/G is with its post-project follow-up and monitoring process. The Guatemalan VE would make periodic visits to clients who have had TA help, to answer questions about and assist with implementation of the VEs' recommendations. And perhaps in that process, some of the local VEs will become aware of client needs for additional services.

This idea has been resisted by some as "culturally unacceptable." However, the evaluators raised this question with a number of interviewees and received positive responses. GREMIAL, for example, has a substantial need for agricultural engineers and would be happy to utilize a new source of these skills if IESC/G organized them. According to GREMIAL and others, the "secrecy" of Guatemalan entrepreneurs is a generational phenomenon that is rapidly fading and, according to IESC/G, there is a substantial pool of retired talent of many kinds in Guatemala. Given the IESC's staff constraints, as well as the criticality of correctly matching client needs with the recruiting process, this idea seems worth trying. Moreover, it would help create positive relationships between Americans and Guatemalans who come from the same disciplines or industries and who therefore speak the same industrial language. This can be of potential benefit to IESC's clients.

**Guatemala Overseas Buyers' Program.** Currently, AID is supporting two contracts designed to bring overseas buyers to Guatemala, IMCC and Ernst & Young. According to GREMIAL, while these programs have been quite effective, it would be prepared to consider additional or alternative sources of help in this area. Discussions with IESC/G confirm that VEs are ideally placed to organize groups of buyers drawn from their lifetimes of personal networking in specific industries. This approach would make an ideal fit with TIS efforts to promote subcontracting and various other types of joint and co-ventures. GREMIAL would be happy to entertain a proposal from IESC in this area, the group reported.

**FUNDESA's Needs.** Guatemala's Development Foundation, FUNDESA, is targeting its investment promotion campaign to securing large investments/buying programs primarily in two areas: real estate and property development, particularly for additional free trade zones; and obtaining sourcing contracts for Guatemalan companies in a variety of industries. For this purpose, it has established an office in Florida with a full-time sales and marketing representative.

However, FUNDESA believes IESC could make three valuable contributions in support of its marketing program. First, VEs could use their personal networks to help FUNDESA identify sectors, sub-sectors, and products that might be successful sourcing targets. Second, they could effect introductions to these contacts. Third, they could help identify the Guatemalan companies likely to be the most reliable product sources for U.S. manufacturers, as well as other Guatemalan firms that might require initial technical assistance.

IESC/G intends to follow up the above three potential opportunities.

## **8. Marketing and Promotion**

Actively pursuing these and other opportunities for local product development and new business generation will obviously require a concerted and well-managed marketing effort. Currently, there is no such program within the IESC/G office nor any person assigned responsibility for planning or supervising this important function. While the reported reason is time and cost constraints, no such program existed when the financial situation was less stringent.

The local office believes it is doing all it can do with its current resources. For example, it prepares and mails flyers from time to time, usually dealing with a special event or new service. However, there is little evidence these materials result in much new business. IESC/G staff say that they get a 2 percent to 3 percent response rate but are unable to follow up adequately because of insufficient staff.

In large measure, IESC/G's business development effort depends on word of mouth from existing clients and on repeat business, which, in the TA area, is considerable. It also relies to an extent on visiting VEs to inform their clients about other IESC services they might use, such as ABLE and TIS. This is based on the briefings VEs receive both in Stamford and Guatemala prior to beginning their assignments. However, it may be unrealistic to depend on busy VEs to take in a large body of new information or to take time from their work to assume this additional marketing role.

The office has not produced an annual report since 1989, reportedly for budgetary reasons. In addition, despite the considerable publicity potential flowing from the nature of its work, it issues press releases only sporadically. For printed material, IESC/G relies chiefly on IESC/Stamford's annual report, which is of course global in scope and therefore only partially relevant to Guatemala.

However, a new brochure, "Client Oriented Multiple Business Services," has recently been locally prepared. This COMBS publication contains descriptions of the various IESC programs and case histories to illustrate each type of service (see Appendix G). But for readers who are unfamiliar with IESC, this brochure does little to clarify the organization's multiple programs. For example:

- Its cover introduces yet another acronym—COMBS—that is bound to cause further confusion among prospective clients. Moreover, COMBS and MBS are used interchangeably within the brochure. COMBS is not used by IESC generally.
- It describes the TA service as "regular projects," to distinguish them from TIS and other services. This is "insider's jargon" and will not be clear to clients.
- It places U.S. VEs, as well as seminars and workshops, under the rubric "Technical and Managerial Assistance." These activities appear in another form in

the section dealing with TIS— and indeed TIS promotional material prepared in Stamford claims these as well as other activities as important components of the TIS program.

- The TIS program is described as including "U.S. Equipment and Technology Sourcing, Industry Surveys, Joint Ventures and Co-Ventures, Trade Promotion, Privatization, and Long-Term Contracts and Special Programs." Many of these services are also offered as part of the Technical and Managerial Assistance programs. In any event, the language used to describe TIS is not likely to add to the reader's understanding of this service. In fact, the confusing language of the brochure probably is a reflection of the high degree of overlap and duplication between the two services. This confusion has been documented in a number of earlier IESC evaluations. It is evident not only in IESC printed materials, but more importantly in the way IESC/G staff members attempt to describe the TIS program.
- The brochure conveys an "all things to all people" impression. For example, it claims: "In other words, no matter what the need, IESC's Client Oriented Multiple Business Services can provide appropriate assistance." It then goes on to produce a "laundry list" of capabilities, using examples in Honduras, Poland, the Dominican Republic, Kenya, and Egypt.
- Similarly, the brochure's longer case histories deal with a variety of countries—but not Guatemala! These case histories were obviously prepared in Stamford and have a global focus. Their relevance to Guatemala is doubtful.

Overall, there is little evidence of a carefully considered, planned, coherent marketing strategy or implementation plan that positions IESC/G vis-à-vis similar and/or collaborating organizations. Such a marketing approach should clearly differentiate products and services from one another; identify specific priority areas, target audiences, and messages; and develop effective and consistent delivery systems to convey the appropriate messages to the appropriate audiences on a continuous basis. That type of strategy and plan could contribute much to IESC/G's revenue-generating needs and long-term self-sustainability. Moreover, such targeting will be essential for IESC's participation in AID's proposed new T&I project.

### **C. Recommendations for Organization and Management**

With respect to organization and management issues, this report recommends:

- There is a need for a senior person from within the existing staff to be given responsibility—and authority—for supervising day-to-day operations and developing longer-term strategic plans for review by the country director.
- IESC/G staff should insofar as possible eliminate work that produces no revenue. Moreover, IESC/G should be compensated for its sales and coordination roles vis-à-vis TA, ABLE studies, and similar work.

- Each IESC/G staff member should visit Stamford for orientation and training. In addition, a more systematic training program should be developed for IESC/G.
- Senior management—not project officers—from IESC/G and IESC/S should establish priorities and goals, develop a system of intermediate performance measurements, and better define the division of labor and responsibilities between the two entities. Project officers must be crystal clear about who is responsible for what. The process must be driven by the needs of the Guatemala private sector.
- IESC/G must take more initiative in developing new products, services, and clients that originate in Guatemala and which can be supported by Stamford.
- The Guatemala volunteer corps idea should be refined and implemented. Its services should be made available to CAEM, GREMIAL, FUNDESA, and individual TA client companies.
- IESC/G should work with other T&I institutions to develop a VE-based Visiting Buyers' Program.
- IESC/G should develop and implement an aggressive, pro-active, targeted program of marketing and promotion.

**SECTION V**

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**RESULTS AND COSTS**

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## SECTION V RESULTS AND COSTS

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### A. Results

Table 1 in this section illustrates the goals and results of key categories of activity under the EDP. This table is based on the Logical Framework of the EDP, the IESC Proposal and Grant Agreement of July 31, 1989, and the recent IESC presentation to AID/G. It should be noted that the project was seven months late getting started. IESC has requested an extension of the PACD until September, 1992, without additional funding. It should also be noted that the TIS component did not begin operating until August, 1990. The results reported below are through March 31, 1992. Finally, it should be noted that some of the reported results are based on client estimates and may not be reliable. Where this is the case, it is indicated in the following explanatory comments.

In looking at Table 1, the reader should take a number of points into consideration. These include:

- For Category 1, the original EDP goal was 170 TA consultancies, of which 20 were to be short-term TIS consultancies growing out of sector surveys. However, IESC concluded that short-term consultancies, those of only two weeks in-country, were not cost effective, and AID/G reportedly agreed. The goal was therefore reduced to 150.
- Besides the TA completions listed in Categories 1 and 2, TA was also provided to 40 large firms, that is, ones with over 100 employees.
- Category 3, the ABLE and QBI studies completed, includes the first 80 telephone contacts made under a contract with the GREMIAL. Each 20 contacts is counted as one QBI study.
- TIS consultancies, Category 4, are short-term (two-week) TA assignments generated by sector surveys. Sector survey companies were never followed up on, reportedly because these shorter TA assignments were not considered cost effective by IESC and AID/G.
- The IESC/G quarterly report through March 31, 1992 shows four joint or co-venture opportunities (Category 5). Since this report was prepared, one joint venture, Servi-Data, has been abandoned, and another, El Portón, is "on hold."
- TIS trade show coordinations (Category 7) were not implemented because no funds were provided for this purpose.

**TABLE 1. RESULTS ACHIEVED/EDP  
(as of 3/31/92)**

End of Project Outputs/Activity Type	Goal/Achieved	Percent
1 TA Completed/Small Firms (20-50 Employees)	100/59	59
2 TA Completed/Medium Firms (51-100 Employees)	50/46	92
3 ABLE/QBI Studies Completed	25/26	104
4 TIS Consultancies	20/0	0
5 TIS Joint/Co-Venture Opportunities	16/2	12.5
6 TIS Priority Sectors Selected	6/4	66
7 TIS Trade Show Coordinations	15/0	0
8 TIS/VE Sector Surveys	6/4	66
9 Employment Created	4,500/3,000	66
10 New Investment Generated (in US \$1,000)	450/1,324	294
11 Workshops/Seminars	No Goal/20	n/a
12 Exports	No goal/\$68K	n/a
13 TIS Trade Show Presentations	6/0	0

Sources: Logical Framework, EDP; IESC/G and IESC/S reports; and interviews with IESC/G.

- With respect to employment created (Category 9), IESC/G has been able to verify only 855 jobs created. The higher figure in the table was included in an IESC presentation to AID and is based on an average of 29 new jobs per TA assignment. This was an average based on a pre-1989 project in which IESC participated with GREMIAL.

- New investment generated (Category 10) includes purchases of U.S. equipment by IESC clients (\$1,231,000) and equipment purchases from other countries (\$93,500). These figures are unverifiable.
- The exports figure (Category 12) probably understates actual results. In a survey of 72 IESC clients, 23 TA clients reported increased exports, but only two provided dollar amounts.
- TIS trade show presentations (Category 13) were not implemented.
- Table 1 reports only completed projects in each category. In addition, there are a number of projects in the pipeline, where contracts have been signed but work not yet begun. These include technical assistance, 25; ABLE and QBI studies, 6.

IESC also reports on four other outputs, as follows:

- 36 percent of 149 TA agreements were located in rural areas versus an EOP Goal of 30 percent.
- 18 percent of 149 TA agreements were with companies owned or managed by women, versus an EOP goal of 30 percent.
- The creation of a Guatemalan volunteer group has moved 20 percent toward achievement, but the basis for this judgement is unclear, as there was no specific EOP goal for this task.
- Establishment of a trade and investment network is 80 percent toward achievement, but there was no EOP goal for this output. (IESC defines this category as "awareness of current clients of IESC's multiple services"; however, the basis for the percentage figure is ambiguous.)

**TABLE 2. PRODUCTIVITY BENCHMARKS**

Benchmarks	Number of Companies	Average Increase/Goal (percent)
Increased Profits	41	10/10
Increased Production	35	24/15
Increased Sales	37	14/10
Improved Product Quality	44	13/80 [% of goal cos.]
Increased Wages	25	17/25

Source: IESC Quarterly Report as of March 31, 1992.

## **1. Other Parameters**

In addition to the data in Table 1, IESC/G also measures several other key outputs. These are shown in Table 2, above, and are based on responses received from a survey of 71 clients for whom projects have been completed.

## **B. Summary of Key Results**

### **1. Technical Assistance**

In the TA area, it is likely IESC will come close to or achieve its EOP goals. As noted in Table 1, 59 percent of the small firms goal and 92 percent of the medium firms goal had been achieved as of March 31, 1992. Other TA projects are in the pipeline, and IESC also has provided TA to a number of larger firms on a non-subsidized basis. While sector studies, which are based on TA, may reach their target, the companies surveyed have not been followed up on to determine which ones might require additional company-specific assistance.

### **2. Information Services**

As noted earlier, 92 percent of the ABLE/QBI EOP goals had been achieved by March 31, 1992, and a number of additional studies were in process.

### **3. Joint and Co-Ventures**

**Co-Ventures.** A co-venture is defined as virtually any IESC-aided business transaction between Guatemalan and foreign firms. For example, both purchases of U.S. equipment and exports from Guatemala fall into this category. While there was no specified EOP target for exports, IESC reported \$68,000 in verified exports through March, 1992. However, this probably understates the achievement significantly, since in an IESC survey of 72 TA clients, 23 reported export increases, but only two specified dollar amounts.

Purchases of U.S. equipment are difficult to calculate precisely because IESC VEs often assist their clients to source and procure technology after their "official" assignment has been completed. Nevertheless, IESC reports \$1.3 million in "new capital investment," most of which it believes to be in new equipment bought from the U.S. However, IESC was not able to verify that figure.

**Joint Ventures.** A joint venture is defined by IESC as a transaction in which two or more parties contribute equity. By this definition, no joint ventures have occurred. As of May 1992, negotiations for one joint venture, in the data entry field, had been discontinued, and another, in the fast food restaurant business, had been put on hold. As shown in Table 1, only 12.5 percent of combined joint-and co-ventures EOP targets had been achieved. IESC/G sees this as the most disappointing aspect of its overall program.

#### **4. Attribution**

The attribution of achievement to one or another component of the overall IESC program is problematic. As noted earlier, VEs often assist Guatemalan clients after their assignments have officially ended, and these results are not always reported to or by IESC. Furthermore, many of the "success stories" attributed to the TIS component in its March 4, 1992 presentation to AID are in fact not "success stories" or are attributable to a variety of factors both within and outside IESC. For example, one is partly attributable to TIS; another attributable to TIS has been discontinued; three others have TIS input but are long-term projects with no commercial results as yet, are projects developed with other organizations, or are projects that had a high dependence on VEs.

Following is the current status of these nine projects:

**Loofah Exports.** This project is partly attributable to TIS and is likely to have a positive short-term impact. The Guatemalan entrepreneur allocates credit for his project one third to his own research, one-third to help received from GREMIAL, and one-third to an ABLE study that helped him identify the wholesaler who was his first customer. He is now producing combination terrycloth and loofah (dishcloth gourd) "mitts" for the U.S. market and selling to one wholesaler and two small retail chains. Exports are currently running at approximately \$23,000 per month, and he has commissioned a QBI to help him identify additional retailers.

**Servi-Data.** This joint venture in the data entry field is no longer active due to the partners' inability to reach an agreement.

**CIGUA.** Membership has fallen from 100+ to about 15. Only two or three of the board members are actively involved. The program suffers from misnaming, in that there are few bona fide investors involved.

**Snow Peas.** This program, which was VE-based, has long-term potential and the possibility of saving farmers \$1.5 million annually. However, production technologies have not yet been transferred to farmers, and this could take another few years. Moreover, this project was not developed by IESC alone, but had the cooperation of GREMIAL; the Tropical Agronomic Research and Development Institute (CATIE), in Turrialba, Costa Rican; and other groups.

**Shitaake Mushrooms:** As with snow peas, this project is still in the experimental stage. Also like the snow peas project, it was VE-based and developed with GREMIAL.

**El Porton.** The franchise agreement for this Mexican fast food franchise is still pending. The Guatemalan partner currently does not have a location for the unit.

**Edgar Barillas.** This company has reported but unverified imports from the U.S. of more than \$300,000 and over \$880,000 in exports of mango puree that are attributable to a VE who provided technical assistance and follow-up.

**Ultra Industrias.** \$150,000 in U.S. equipment imports and a licensing agreement with a U.S. company, King Koil, are solely attributable to a VE, who provided TA, sourced equipment, and introduced Guatemalan and U.S. companies at a U.S. trade show, which the company attended at its own cost.

**UniTrade.** The owner of this company, which mobilizes funds to put deals together, approached IESC/G. The company was responsible for some agricultural exports without IESC involvement. Evaluators can find no IESC involvement nor any other achievements by this company.

### **C. Costs**

Because of the way IESC/G's accounting system is organized, the local office is not always aware of the detail of all sources and applications of funds, including both their own and those of IESC/Stamford. However, by examining various accounts and other documentation, it has been possible to reconstruct a picture of costs and revenues by major source and application; to disaggregate typical costs associated with bringing each VE to Guatemala; and to describe the overhead costs charged by IESC/S to IESC/G.

It should be noted that there are no actual cash transfers from IESC/G to IESC/S. IESC/G retains all funds provided by AID/G. If "transfers" are made, these are paper transfers, which are taken into account by IESC's auditors at year-end. Conversely, there are transfers of cash from IESC/S to IESC/G to cover local operating deficits or cash flow requirements that may occur from time to time.

#### **1. Illustrative Sources and Application of Funds, 1990 and 1992**

For the years 1990 and 1992—during which period major funding changes occurred—sources and applications of funds were as follows:

##### **a. Expenditures/1990**

In 1990, prior to the changes in funding sources for IESC/G's role in the EDP, expenditures in Guatemala totalled \$935,214 (see Table 3). Of this figure, \$264,807 was for local salaries and office overheads; \$476,870 was for reimbursement of volunteer executives' travel and subsistence costs and reimbursement of ABLE research fees; and \$193,543 was to cover recruiting and associated overhead expenses in Stamford.

**TABLE 3. EXPENSE COMPARISON 1990/1992**

Expenses		
	1990	1992
Local Salaries and Local Overhead	US\$ 264,807	US\$ 242,119
VE Expenses* and ABLE fees	US\$ 476,870	US\$ 704,679
Stamford Overhead	US\$ 193,543	---- 0 ----
<b>Total</b>	<b>US\$ 935,214</b>	<b>US\$ 946,798</b>

\* Includes: Recruiting, Field Support, Airfare, Enroute Expenses, Hotel and Per Diem

**b. Revenues/1990**

For the same year, income from all sources totalled \$935,214 (see Table 4). Sources were \$223,784 from AID/G; \$247,400 from clients for TA and research services; and \$464,030 from the IESC core grant.

**TABLE 4. REVENUE COMPARISON 1990/1992**

Revenue		
	1990	1992
Clients	US\$ 247,400	US\$ 249,916
AID/G	223,784	696,882
IESC/HQ*	464,030	---- 0 ----
<b>Total</b>	<b>US\$ 935,214</b>	<b>US\$ 946,798</b>

\* Includes revenue from core grant and other income.

**c. Projected Expenditures/1992**

For 1992, there was a reduction of AID/G client subsidies; downsizing of office space and staff; elimination of support from the IESC/S Core Grant; and price increases for VE services. Total expenses would logically have declined materially, but

there were a number of factors that contributed to total expenses remaining virtually unchanged. First, there were 69 VE/ TA assignments projected for 1992, compared with 65 actual in 1990. Overhead expenses in IESC/G fell from an original projection of \$360,453 to \$242,119, but AID/G subsidized a larger share of the total, (\$696,900 vs. \$223,784) (see Table 3 and Table 4). This included increased recruiting and field support fees from Stamford. As a consequence, total 1992 expenditures for VE and ABLE services are projected to be slightly higher than 1990 levels, (\$946,798 vs. \$935,214) (see Table 4).

**d. Projected Revenues/1992**

Projected sources of total 1992 revenues of \$946,798 also changed substantially (see Table 4). These were \$696,882 from AID/G and \$249,916 from clients. These total costs include revenue received for ABLE studies, which is credited to Stamford.

The respective percentages of contributions to costs for 1990 and 1992 are as follows:

	CLIENTS 1990/1992	AID/G 1990/1992	CORE GRANT 1990/1992
VE EXPENSE	0/1.1	24.7/98.9	75.2/0
IESC/G OVERHEAD	20.3/96.8	39.9/0	39.9/0
STAMFORD OVERHEAD	100/0	0/0	0/0

**e. Pro Forma Breakdown of IESC/S Direct Project Costs Charged to Guatemala**

Table 5 below shows a breakdown of the costs associated with bringing an IESC VE to Guatemala for a two-month assignment for 1990 versus 1992.

**TABLE 5. GUATEMALA  
VE PROJECT COST COMPARISON 1990/1992**

Expenditure	First Month		2nd Month and After		Total 2nd Month	
	1990	1992	1990	1992	1990	1992
Recruiting	1,727	2,200	---	---	1,727	2,200
Field Support	521	800	---	---	521	800
Airfare	1,360	1,714	---	---	1,360	1,714
Expenses Enroute	350	350	---	---	350	350
Hotel*	2,486	2,310	2,486	2,310	4,972	4,620
Per Diem*	2,034	1,710	2,034	1,710	4,068	3,420
Local Salaries and Local Overhead	3,153	4,850	2,400	3,000	5,553	7,850
Totals	11,631	13,934	6,920	7,020	18,551	20,954

Source: IESC/G.

\* Differences Between 1990 & 1992 are mainly due to prevailing exchange rates.

In looking at Table 5, readers should take into account the following definitions and explanation of the applications of the funds.

**Recruiting.** This amount is paid to IESC/S to cover the management and administrative costs of obtaining the VE. Although recruiting is done by volunteers, the recruiting fee is applied to help defray the costs of a paid vice president and three managers, plus a number of paid secretaries; lunch and transportation costs for VEs; and a share of the rent, utilities, telephone, etc. applicable to the Recruiting Department.

**Field Support.** This charge helps defray the costs of salary and benefits for the vice president for Latin America and his administrative assistant; a share of their physical overheads, and such other costs as the management information system, country director conferences, evaluations, and promotional materials. The above two IESC cost items represent 14.3 percent of projected VE costs in 1992.

**Airfare, Expenses En Route, Hotel, and Per Diem Costs for VEs.** These are collected and paid by IESC/G in-country. They represent 48.2 percent of total projected VE costs in 1992.

**IESC/G Overheads.** This amount is now paid entirely by clients. IESC/G overheads represent 37.4 percent of total projected VE costs in 1992.

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**AID/G Subsidy.** AID/G funds are used to subsidize project-related costs only and exclude most companies qualifying as large (more than 100 employees). In 1990, AID/G and IESC's core grant from AID/Washington totalled 73 percent of project-related costs. In 1992, the subsidy is provided by AID/G alone and amounts to the same 73 percent as in 1990.

**f. Typical Allocation of Costs and Income for ABLE and QBI Projects**

Between July, 1990 and November, 1991, 22 ABLE and QBI studies were completed and delivered. This produced total income of \$29,829, or an average cost of \$1,355 per study. The average subsidy from AID/G was 25 percent, or \$338 per study.

**g. Impact of Funding Changes on IESC/G**

Three conclusions may be drawn from the above:

1. Price increases for TA and research services pose some danger of pricing the required client contribution to these services out of the reach of the very small and medium firms the EDP was conceived to reach, even with the subsidy from AID/G.

2. The downsizing of staff makes it difficult for IESC/G to offer present staff any possibilities for advancement, or to attract talented new people. In fact, the CD is deeply concerned he will not be able to hold on to his staff because of his inability to meet higher salary levels available to them in the private sector. Equally important, more limited resources act as a constraint on, for example, mounting an aggressive marketing campaign.

3. Reduction in available resources may be putting pressure on IESC/G to increase sales of TA and research products, whether or not clients really need them. For example, much of the data in QBI studies could be obtained by Guatemalan companies from public sources without cost, including the commercial library of the U.S. embassy. It is unclear whether prospective clients are routinely made aware of this.

**SECTION VI**

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**IESC'S ROLE IN THE PROPOSED NEW TRADE AND INVESTMENT PROGRAM**

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**SECTION VI**  
**IESC'S ROLE IN THE PROPOSED NEW TRADE AND INVESTMENT PROGRAM**

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**A. Background**

AID/G is currently designing a five-year, \$25-million program to increase trade and investment in Guatemala. The proposed program will have three components: policy reform, business assistance, and trade and investment promotion.

IESC participation has been designed into the new project, and the evaluators have been asked to assess IESC's potential to contribute to the success of this new project. We do not know if IESC wishes to participate, or on what terms; this is for the parties themselves to negotiate. Both CAEM and GREMIAL have had experience with the IESC, and both appear to be reasonably satisfied with the relationship. This process has been assisted by the monthly meetings organized at the suggestion of AID/G to bring together the principal players in investment and export promotion in Guatemala.

It is our view that IESC can play meaningful roles in two of the project's three components: business assistance and trade and investment promotion.

**B. Building on IESC's Unique Strength**

The unique strength of IESC lies in its volunteer executives. IESC has demonstrated its ability to mobilize VEs within a reasonable period of time and to correctly match VE capabilities to Guatemalan needs. The VEs themselves have demonstrated their capacity to deliver practical, hands-on assistance that is of real and immediate value to firms in the private sector. Therefore, all services provided by IESC to the new program should be built around the volunteer concept. Volunteers should be the heart of IESC's involvement in the new program.

**C. Areas of Involvement**

There are four areas of the proposed new program in which IESC can make a unique contribution. These are: technical assistance, training, and institutional development; research and information; U.S. market contacts; and development of Guatemalan sources of TA. These four areas are outlined below.

**1. Technical Assistance, Training, and Institutional Development**

While non-traditional exports have grown satisfactorily over the past few years, the overwhelming majority of Guatemalan firms still require technical assistance to bring their products up to world-class standards. Unless this happens, these firms will find it difficult to enter the export field competitively. They will also be unattractive to foreign

buyers and to both domestic and foreign investors. IESC has already made a start in this area by providing productive TA to Guatemalan companies. This process needs to be continued under the new program. IESC volunteer executives represent a unique resource for delivering this technical assistance.

This should be done in three ways:

- IESC volunteers should provide one-on-one TA to individual companies.
- IESC should assist CAEM and GREMIAL in their studies of new sectors, sub-sectors, and products to help determine their potential for exporting and/or attracting domestic or foreign investors.
- While IESC volunteer executives are in-country, they should be programmed to give workshops and seminars for the memberships of CAEM and GREMIAL. This will give these organizations the opportunity to deliver this expertise to their respective constituencies and thereby strengthen the institutions by helping to retain current members and attract new members.

## **2. Research and Information Services**

The U.S. market research now provided in the form of ABLE and QBI studies can be of value to Guatemalan firms as they become prepared to seriously consider exporting to the U.S., seeking partners there, and sourcing U.S. equipment.

However, this research must be seen as just the beginning of a process. It can only be useful if its recipients are prepared to act on it. Encouraging and monitoring such action should be the primary responsibility of GREMIAL and CAEM. Moreover, in order to help ensure quality, it should be a condition that one or more VEs be involved in reviewing the research before it is sent to Guatemala.

Furthermore, IESC should not feel itself to be under any pressure to sell more and more market research. Nor should its QBIs provide information that Guatemalan companies can obtain from public sources in Guatemala without cost. Both these research instruments must be applied selectively, only to firms that need and are prepared to use the information.

## **3. U.S. Market Contacts**

Volunteer executives have a wealth of experience and know-how in their respective industries. This expertise should be harnessed to link Guatemalan producers with the U.S. market. This process should focus on three areas:

**Sourcing U.S. Equipment and Technology.** In the EDP, there have been many instances of VEs helping Guatemalan companies—both formally and informally—to identify needed equipment and technology, locate the most price-competitive vendors and, on occasion, help local producers to negotiate terms and deliveries. IESC volunteers have been

doing this informally for years; the TIS program has attempted to institutionalize the activity. In whatever organizational form, this is a valuable process that could be incorporated into the new program.

**Sourcing Products and Product Components.** Many VEs maintain extensive contacts with U.S. firms that are currently sourcing products and parts of products off-shore. These are manufacturers, buyers, brokers, etc. Linking these individuals and organizations to Guatemalan producers can make a valuable contribution to the new program.

This linkage can take a number of forms and utilize a number of media. For example, VEs can use the priority sector U.S. trade shows selected by CAEM and GREMIAL as a venue for introducing Guatemalan producers and American buyers. This has already been done, for example, in the case of Ultra Industrias and King Koil.

Another possible linkage would be for VEs to implement a buyers' program on behalf of CAEM and/or GREMIAL. In this effort, VEs would use their networks of personal contacts to organize groups of manufacturers, buyers, and brokers in specific subsectors or product groupings to visit Guatemala to meet with selected producers capable of providing quality products or components. Virtually without exception, every study of trade and investment success demonstrates two facts. One is that little happens until the buyers visit. The other truism is that once this happens—and the buyer finds suppliers with potential—the buyer becomes the chief source of training and technical assistance.

**Investor Search.** The above process can also be used to link selected Guatemalan producers to U.S. companies seeking to invest in initial, additional, or alternative sources of off-shore production. VEs often know such companies from years of experience in a particular industry. In addition, Guatemala has a number of competitive advantages that should give VEs a high comfort level in opening their contacts to selected Guatemalan firms.

#### **4. Development of Guatemalan Sources of TA**

There is reportedly now a substantial pool of retired Guatemalan executives, engineers, and technicians. IESC should be mandated to organize and train these resources to provide technical assistance to Guatemalan companies. As noted earlier in the evaluation, this expertise should be applied on the front-end, that is, to ensure that the clients' problems have been correctly diagnosed and that more precise specifications can be prepared for those who will do the recruiting in the U.S. The other place where retired Guatemalan executives could help is with post-TA monitoring, to help ensure that the VEs' recommendations are being implemented. This is important both in its own right and as a prelude to the follow-up visits of the U.S. VEs, which should be programmed into their assignments.

This initiative was suggested to AID/G in IESC's 1989 proposal for the EDP. While much discussed, it has never really been implemented. Yet it could over time make a substantial contribution to the new program, not least in the area of cost reduction.

#### **D. IESC Pricing and Recruiting Policies**

Due to the reduction or elimination of certain sources of public funding, IESC has increased its rates for provision of TA, research, and other services, as was noted in this report's section on project implementation. This is inevitable and understandable; IESC needs to survive as an institution in order to continue to provide any services.

On the other hand, IESC pricing must be competitive with alternative sources of TA and other help. Ultimately, it will be up to IESC itself to negotiate an acceptable pricing policy with CAEM and GREMIAL.

However, GREMIAL and CAEM cannot be the IESC's only clients. In order to maintain presences in Guatemala and in Stamford, IESC needs to be free to seek other sources of revenue in Guatemala. But it would be unfair for IESC to have a two-tiered pricing policy, that is, charging CAEM and GREMIAL one price and non-affiliated clients a higher price for the same services. This would simply cause confusion in the local business community.

CAEM and GREMIAL potentially can turn to other sources of TA and market contacts. Many academics and independent consultants can be obtained in a matter of a few days or weeks, rather than the two to three months IESC requires for its recruiting. CESO, the Canadian Executive Service Organization, also represents a source of technical assistance comparable to that of IESC. CESO now provides about 20 volunteer consultants (VCs) to Guatemalan companies annually, at costs far below those of IESC. CESO is a not-for-profit private organization 60 percent subsidized by the Canadian government and 40 percent by the Canadian private sector. Its costs for a two-month TA engagement in Guatemala are approximately \$7,000 per month, of which the local clients pay only \$2,100. These local clients are responsible only for lodging and food for the VCs, and VCs often live in the homes of owners of companies with which they are working, or in two- or three-star hotels. All other costs, including administrative overheads in Toronto and Guatemala, are borne by CESO.

CESO also operates a "reverse" scheme, in which Guatemalan business people can travel to Canada, paying their own airfares and hotels. They are assigned a VC, whose expenses are paid by CESO and who will introduce them to Canadian customers and/or suppliers.

The value IESC adds is in the experience and diversity of its volunteers and their potential ability to link Guatemalan companies with the U.S. market. CESO, on the other hand, concentrates on the Canadian market. This IESC link with the U.S. market would be difficult—but not impossible—to replace at any price. Furthermore, presumably the arrangements CAEM and GREMIAL would have with IESC would be based on some variation of the indefinite quantity contract (IQC) mechanism that AID uses. This would eliminate the time-consuming process of beginning a new search and preparing a new contract for each needed provider of services. Finally, IESC could become even more

competitive if it were able to develop ways to shorten its recruiting time. CESO, for example, claims its recruiting time is six to eight weeks.

The recently increased TA price structure appears to be pushing against the limits of client acceptance. Even so, the prices are far short of full cost recovery, except for the largest clients who should, and do, pay full operating costs and part of the overhead costs. But it is not only the clients who benefit from IESC services. There are external benefits, such as increased employment and income, tax revenues, and foreign exchange earnings that result from the expansion of the enterprises helped by the IESC.

Since the IESC cannot charge for these benefits, it must continue to rely on subsidies. The focus should be on keeping these subsidies to a minimum by concentrating on cost containment, and on a marketing effort that seeks to generate revenues for IESC/G from all of the services it provides, at prices as high as the client can be convinced to pay. This "convincing" requires that all IESC personnel in contact with the clients be trained to sell their products, not just offer them. As stated many times in this report, the VE is an extremely high value "product," and should exact a premium price in the market place.

#### **E. Recommendations for the New Trade and Investment Program**

With respect to IESC and AID/G's trade and investment program now under development, this report recommends that:

- IESC/G should assist CAEM and GREMIAL in four areas: technical assistance, training and institutional development; research and information; U.S. market contacts; and development of IQC sources of TA.
- U.S. Market Contacts should focus on three areas: sourcing U.S. equipment and technology; sourcing products and project components; and identifying and making contact with prospective U.S. investors.
- IESC/G should carefully re-examine its pricing structure to ensure that it remains competitive with similar consulting services available to CAEM and GREMIAL.
- There are numerous similarities between export and investment promotion, and the two processes are both synergistic and overlapping at many points. For this reason, it would be useful if CAEM and GREMIAL could find a way to coordinate their activities closely, so that only one of these organizations, acting on behalf of both, is responsible for giving instructions to IESC. This will help avoid territorial confusion and duplication of efforts.
- Instructions to IESC must be highly precise to avoid terr about local needs and mis-matching of needs to resources.

- **IESC should have at least one dedicated staff member in Guatemala to be the "point person" for the contracts with CAEM and GREMIAL. This person should be responsible for coordinating procurement and in-country arrangements for VEs, monitoring VE performance, and arranging other types of assistance specified in the contract, including commissioning ABLE and QBI studies and assuming responsibility for their quality. In short, IESC/G should be the principal link with all services that originate in IESC/S.**
- **IESC/G should have a single "point person" in Stamford to coordinate and expedite instructions from Guatemala. It is important to establish early on that IESC/G, acting on behalf of CAEM and GREMIAL, is to drive the process.**
- **IESC, with its clients, must develop a clear and simple system of pre- and post-activity reporting, hopefully eliminating as much paperwork as possible. Among other things this reporting system should include EOP outputs and also intermediate benchmarks to permit evaluation and mid-course corrections on a monthly or quarterly basis.**
- **The progress of the program and, in particular, examination of intermediate benchmarks, should be reviewed during quarterly day-long meetings of IESC, CAEM, and GREMIAL.**

**APPENDIX A**

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**STATEMENT OF WORK**

## DELIVERY ORDER STATEMENT OF WORK

### BACKGROUND

On July 31, 1989, USAID/Guatemala signed a three year, \$1.25 million Operations Program Grant Agreement with the International Executive Service Corps (IESC) to implement the Entrepreneurial Development Project (EDP) (520-0380). The purpose of the project is to increase the levels of employment, income and productivity of privately-owned Guatemalan enterprises. It has two main components: a) Technical Assistance to small and medium size enterprises; and b) Trade and Investment Services/Guatemala (TIS) which stimulates the demand for and the supply of venture capital, trade and investment services.

Due to funding delays and initial organizational problems, the project start-up was delayed by seven months. The trade and investment project component did not begin operations until August of 1990.

AID funding for the project was to be complemented by \$864,191 from IESC headquarters in Stamford. Beginning May, 1991 however, AID/W and IESC/Stamford decided to change the Core Grant policy to use CG funding to cover IESC headquarter operational cost and co-finance de East Europe operation and use Mission funding to cover in-country activities. IESC/Guatemala is currently preparing a proposal to modify the project activities affected by the changes in the Core Grant, including increasing client fees in order to cover its operational deficit.

To date, of 118 technical assistance projects signed between IESC and the client, 76 have been completed. In addition, 26 US market research agreements have been signed to promote trade and investment between the United States and Guatemala. IESC has also initiated the expansion of four industry sectors, and has encouraged local investment through the creation of the Guatemalan Capital Investment Club.

The USAID Office of Trade and Investment is in the process of designing a new project to support the Guatemalan trade and investment activities. IESC is now being considered to undertake some of the activities to be included in the new project. These activities would be related to the IESC expertise in providing technical assistance and promoting trade and investment.

**ARTICLE I - TITLE**

Evaluation of the Entrepreneurial Development Project (520-0380) activities and IESC capacity and effectiveness of providing the services under the project.

**ARTICLE II - OBJECTIVE**

The purpose of this Work Order is to provide USAID/Guatemala with a mid-term evaluation of the Entrepreneurial Development Project being carried out by the International Executive Service Corps.

**ARTICLE III - STATEMENT OF WORK**

The contractors shall conduct a mid-term evaluation of the activities undertaken by IESC under the Entrepreneurial Development Project (EDP). Special emphasis should be placed on the effectiveness of the delivery of project services and the current and potential impact of IESC's services on increasing trade and investment in Guatemala. Where considered appropriate, the contractors should recommend corrective actions. In doing this, the contractors should evaluate the following project activities:

**Technical Assistance:**

- IESC effectiveness in marketing project services to potential clients and to local business associations.
- Accuracy and effectiveness in applying the client selection criteria in terms of the type and size of economic activity of each company, number of employees, ability to pay for technical assistance, location of each company and ownership. The contractor should provide a descriptive list of the clients receiving the assistance and an analysis of the criteria used for selecting each one of the services provided.
- IESC's effectiveness in processing technical assistance requests. In doing this the evaluators should analyze each one of the activities undertaken by IESC prior to providing the service, i.e. number of visits by IESC staff to the client, the process of determining the type of assistance required, the Volunteer Executive (VE) selection criteria, the time elapsed between the requisition and the start-up of the services, the client involvement in reviewing and

approving the VE qualifications and scheduling the services, the VE involvement in reviewing and approving the schedule of the services and setting-up pre-service conditions or special requirements, and the accuracy of the contracts between IESC and the client and between IESC and the VE.

- An analysis of the cost-sharing criteria used to define the amounts to be financed by the client and USAID, and the costs involved in each one of the assistances provided. An analysis of the cost-effectiveness of each one of the services provided by IESC should be developed in terms of the costs of the services provided to both the EDP project and the client and their impact on the individual firm's profitability.
- The IESC role, if any, while services are being provided i.e. monitoring of services being provided.
- IESC effectiveness in the follow-up of post-service activities e.g. oral and written reports of each service provided and records on the impact of the services provided.
- Impact of the services provided in terms of job creation, increments on sales, production, profits, wages, production quality, increase in exports and imports.
- IESC compliance with the original project outputs and their modifications i.e. number of TA consultancies provided.
- Development and strengthening of indigenous business associations to develop their training and business skills.
- Feasibility of developing a Guatemalan Volunteer Executive Service to ensure long-term sustainability of project activities.

Trade and Investment services (TIS):

- IESC effectiveness in marketing project services.

- An analysis of the TIS users in terms of the type and size of economic activity of each company, number of employees, ability to pay for technical assistance, location of each company and ownership. The contractor should provide a descriptive list of the clients receiving the assistance and an analysis of the criteria used for selecting each one of the services provided. This analysis should be done in comparison with the original targets and should suggest the required changes to meet the target sector.
- IESC's effectiveness in providing TIS services. In doing this, the evaluators should analyze each one of the activities undertaken by IESC prior to the provision of the services, i.e. number of visits by IESC staff to the client, the process of determining the type of assistance required, the time elapsed between the requisition and the start-up of the services, the accuracy of the contracts between IESC and the client, and between IESC and the VE. When applicable: the VE selection criteria, the client involvement in reviewing and approving the VE qualifications and scheduling the services, the VE involvement in reviewing and approving the schedule of the services and setting-up pre-service conditions or special requirements, the accuracy of the contract between IESC and the VE, etc.
- An analysis of the cost-sharing criteria used to define the amounts to be financed by the client and USAID, and the costs involved in each one of the assistances provided. An analysis of the cost-effectiveness of each one of the services provided by IESC should be developed in terms of the costs of the services provided to both the EDP project and the client and their impact on the individual firm's profitability.
- Impact of the services provided in terms of job creation, production, profits, wages, production quality, increase in exports and imports.
- IESC compliance with the original project outputs and their modifications found in project amendments (i.e. number of joint or cooperative venture agreements signed, number of IESC American Business Linkage Enterprise (ABLE) services provided, number and description of research and development activities and creation of business relationships.)

**Project Management:**

- IESC effectiveness in managing AID financial resources and counterpart contribution. In doing this the evaluators should do the following:
  - a) Prepare a cash flow analysis of the funds provided by AID, and the funds made available by other sources. This analysis should be done for the three year life of the project and should include all project line items.
  - b) Analyze the effectiveness and accuracy of controls and reports used to keep track of incomes and expenses for both project and non-project funds.
  - c) Determine the capacity of IESC in managing AID funds and client revenues by analyzing its accounting, organizational and managerial systems.
  - d) Determine the capacity and effectiveness of IESC in providing project assistance by analyzing its own internal systems and by interviewing representatives of institutions from other countries providing the same type of services.
  - e) Determine IESC compliance with the terms and conditions in the original Grant Agreement and any other documentation including AID regulations in terms of the purchase and/or contracting of required project goods and services.

**ARTICLE IV - REPORTS**

The contractor will submit five copies of the final evaluation report written in English accompanied by floppy disk containing the report. Within three days after arrival in Guatemala the contractor will present to the USAID for approval, a proposed outline of its report and the methodology and instruments used to gather information. A presentation of the findings will be given to USAID/Guatemala by the contractor two work days before departing Guatemala. A draft of the final report (five copies in English and a floppy disk) will be distributed in the same presentation. The final report in English will be presented to USAID/Guatemala within fifteen days of receipt of the USAID's comments on the draft report.

**ARTICLE V - RELATIONSHIPS AND RESPONSIBILITIES**

The USAID/T&IO will provide technical direction to the contractor. The IESC Country Director will also assist the contractor through briefings and suggested contacts.

**ARTICLE VI - TERM OF PERFORMANCE**

This evaluation shall begin ASAP, but NLT December 2, 1991.

**ARTICLE VII - WORK-DAYS REQUIRED (ORDERED)**

<u>Position</u>	<u>Work days</u>
- Team leader	18
- Other Consultant	18
Total Work Days	36

**APPENDIX B**

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**DOCUMENTS REVIEWED**

## APPENDIX B: DOCUMENTS REVIEWED

1. IESC MBS Organization Table
2. Explanation of Costs, Memo from R. Jerry Hargitt, IESC/S, 8/13/92.
3. Schedule of Project Direct Costs/Gautemala City, OESC/G, 3/26/92.
4. Financial Statement, ABLE Studies, 5/18/92.
5. TA Project Contribution Schedule for Large Companies, IESC/G, 4/20/92.
6. IESC/G Funding and Expense Sources, 1989-92.
7. IESC's TA Contribution Policy, undated.
8. IESC/G Summary Statement of Receipts and Disbursements 1990/91, prepared May, 1992.
9. IESC/G Report to AID, October-March 1992.
10. IESC/G Presentation to AID, 3/4/92.
11. IESC/G Schedule of VE Seminars, 3/90-3/92.
12. IESC/G Client Lists
13. IESC/G/TIS Case Histories
14. IESC/G Memo "EDP Partial Results", undated.
15. EDP Logical Framework.
16. IESC/G EDP Grant Agreement and Amendments.
17. IESC TIS Job Descriptions, 7/88.
18. IESC/G Impact Monitoring Questionnaire.
19. J. Lamberti Memo "GREMIAL Buyer Program Producing Results", 3/22/91.
20. Fax from Rick Mayer, IESC/S, dated 5/20/92.
21. IESC/G TIS Project Description, 11/88.
22. Memo from L.F. Moreno re Agribusiness Sector, 1/8/90.

23. Letter from L.F. Moreno to Industria Farmaceutica, S.A.1/16/89.
24. FUNDESA, Annual Report, 1991.
25. TIS Annual Plan, 1992.
26. "Wages in Guatemala", GREMIAL memorandum, undated.
27. Joint Venture memorandum, GREMIAL, undated.
28. Evaluation of Private Sector Development Coordination Project, dated May 4, 1989.
29. Concept Paper, Trade & Investment Project, USAID, 1992.
30. IESC/G, Annual Report, 1989.
31. IESC/G "Client Oriented Multiple Business Services" brochure, 1992.
32. Lamberty memoranda re "Political and Economic Risks:", 4/28/92.
33. Lamberty article on Central America, 9/12/91.
34. CIGUA Project List, 1992.
35. Promotional Literature, Canadian Executive Service Organization, undated.
36. IESC/S/TIS Quarterly and Monthly Reports to AID/W, 1990-92.

**APPENDIX C**

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**PERSONS AND ORGANIZATIONS CONTACTED FOR THIS EVALUATION**

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**APPENDIX C  
PERSONS AND ORGANIZATIONS CONTACTED FOR THIS EVALUATION**

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**IESC/Stamford, CT.**

Rick Mayer  
Project Officer  
TIS/Guatemala

Harvey Wallender  
Vice-President/Executive Director  
Trade and Investment Services

Peter Lange  
Vice President/Latin America-Caribbean Region

**IESC/Guatemala**

Luis F. Moreno  
Country Director

Lic. Olga Busto  
Project Officer/TA Services

Ing. Alejandro Montes M.  
Project Officer/Trade & Investment Services

Lic. Patricia de Lam  
Project Officer/AID Liaison and Administration

Lic. Claudia de Santizo  
Accountant

**FUNDESA**

Lic. Paul A. Wever  
Executive Vice President

**GREMIAL**

Jerome Lamberty  
USAID Advisor

**CAEM**

Stephen Lack  
USAID Advisor

Lic. Vivian P. Leal  
Director of Promotion

**AID/G**

Elizabeth Warfield

Director, Trade and Investment Office

Kimberly Delaney, EDP Project Manager  
Trade and Investment Office

Jimmy O. Philpott  
Advisor, T&I Program

**OTHER IESC EVALUATORS**

Charles Bell  
Louis-Berger International Inc.

Ludwig Rudel  
Consultant

**COMPANIES**

Sr. Ruben Ghitman, General Manager, Confecciones y  
Suministros

Ing. Francisco Viteri, Agropecuaria Popoyan, S.A.

Sr. Alfonso Muralles, President, Tunches, S.A.

Sr. Guillermo Garcia, General Manager, Tratex, S.A.

Ing. Julio Cesar Armas, Export Manager, Bolsas de Papel,  
S.A.

Sra. Coralia Spinola, Director, Colegio Internacional  
Montessori

Sr. Julio Maldonado, Manager, Finca San Geronimo, S.A.

Sr. Edgar Barillas, Owner, Delicia, S.A.

Sr. Julio Matheus, President, Wooden Products Kits, S.A.

Sr. Jorge Cordova, President, Las Palmas, S.A.

Sr. Chris Angell, Owner, Agencia Angell, S.A.

Sr. Alberto Siprian, Vice President, and Sr. Rafael Saravia,  
Drocasa, S.A.

Sr Anthony Asturias, General Manager, Servidata, S.A.

Sr. Pablo Garcia, Owner, Pasteleria Italiana

Sr. Ernesto Rancatti, Owner, Pasteleria Milano, S.A.

Sr. Roberto Ricci, Manager, Ultra Industrias, S.A.

**APPENDIX D**

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**EVALUATION TEAM**

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**APPENDIX D  
EVALUATION TEAM**

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**MARVIN R. BRANT, Team Leader**

Mr. Brant has been an economic consultant for 28 years, 16 of them with Robert R. Nathan Associates, most as team leader of advisory groups in developing countries. He was senior private sector advisor to the ~~Private Sector Program Office~~, USAID/H for three years and advisor to trade and investment promotion institutions in Haiti (PROMINEX) and Honduras (FIDE) for seven years. His experience includes an evaluation of the IESC in Honduras and Guatemala in 1978, and considerable contact with the IESC as a supplier of TA to companies FIDE was trying to help.

**WILLIAM FISHER, Consultant**

Mr. Fisher has over 25 years of experience in trade and investment in both public and private sectors and in industrialized and developing countries. He has carried out USAID projects in more than a dozen countries in Latin America and Asia. These have included design, management, and evaluation of programs in export and investment promotion, institution building, and policy reform.

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**SURVEY INSTRUMENTS AND RESULTS**

CUESTIONARIO: CLIENTE/ASISTENCIA TECNICA

1. Nombre de la empresa \_\_\_\_\_.  
En Ciudad Guatemala? \_\_\_\_ . Fuera? \_\_\_\_ . \_\_\_\_\_.
2. Nombre y responsabilidad de la persona entrevistado \_\_\_\_\_  
\_\_\_\_\_.
3. Tipo de negocio: Fabricante \_\_\_\_ . Comercio \_\_\_\_ . Agricola \_\_\_\_ .  
Otro \_\_\_\_ . Descripcion \_\_\_\_\_.
4. Ventas 1991: \_\_\_\_\_ > Q.250,000 \_\_\_\_ . Q.250,000-1.25m \_\_\_\_ .  
Q.1.25-2.5m \_\_\_\_ . Q.2.5-4.0m \_\_\_\_ . <4.0m \_\_\_\_ .
5. Numero empleados \_\_\_\_\_ . >20 \_\_\_\_ . 21-100 \_\_\_\_ . <100 \_\_\_\_ .
6. Forma legal: Individual \_\_\_\_ . Sociedad \_\_\_\_ . S.de R.L. \_\_\_\_ .  
Asociacion/Cooperativa \_\_\_\_ . Otra \_\_\_\_\_.
7. Cuales son las fechas de la ultima asistencia que su empresa  
recibio del IESC? \_\_\_\_ . Que tipo de asistencia fue: Proceso de  
Produccion \_\_\_\_ . Mejoramiento/control de calidad \_\_\_\_ .  
Capacitacion \_\_\_\_ . Manejo/control financiera \_\_\_\_ . Administracion \_\_\_\_ .  
Mercadeo \_\_\_\_ . Otro \_\_\_\_\_.
8. Cuanto tiempo paso entre su solicitud y el inicio del  
servicio? \_\_\_\_ . >3 meses \_\_\_\_ . Entre 3 y 5 meses \_\_\_\_ . Mas de 5 \_\_\_\_ .
9. Como fue involucrado en la evaluacion y seleccion del VE?  
Discusion verbal con IESC \_\_\_\_ . Vio y comento sobre intercambio de  
cartas/facs \_\_\_\_ . Otro \_\_\_\_\_.
10. Cuantos contactos, personal o por telefono/facs, tuviera con el  
IESC antes que empezaron los servicios? >5 \_\_\_\_ . 6-10 \_\_\_\_ . >10 \_\_\_\_ .
11. Como fue involucrado en la especificacion final y programacion  
de los servicios? En ninguna manera \_\_\_\_ . En discusiones con el  
IESC \_\_\_\_ . Otro \_\_\_\_\_.
12. Vd tuvo que satisfacer condiciones previas al inicio de los  
servicios? \_\_\_\_ . Pago anticipado \_\_\_\_ . Inversion \_\_\_\_ . Designacion de  
contraparte \_\_\_\_ . Otro \_\_\_\_\_.
13. El contrato final especifico exactamente lo que queria? \_\_\_\_ .  
Si habia discrepancias, en que consistieron? Tiempo mas corto \_\_\_\_ .  
Mas largo \_\_\_\_ . Costo diferente \_\_\_\_ . Alcance de trabajo del VE  
diferente \_\_\_\_ . Otro \_\_\_\_ . Explica \_\_\_\_\_.

14. Cuanto costo el servicio? \_\_\_\_\_.

15. Como resultado del servicio, que cambios han habido en su empresa? Aumento de ventas \_\_\_\_\_. Aumento de ganancias \_\_\_\_\_. Aumento del empleo \_\_\_\_\_. Reduccion del empleo \_\_\_\_\_. Aumento de productividad \_\_\_\_\_. Mejoras administrativas \_\_\_\_\_. Mejoramiento de calidad \_\_\_\_\_. Aumento de exportaciones \_\_\_\_\_. Compra de maquinaria/equipo \_\_\_\_\_.  
Otro \_\_\_\_\_.

16. Puede poner un valor del asistencia que recibio del IESC (cifra absoluto o % de cambio)? \_\_\_\_\_. Reduccion de los costos \_\_\_\_\_. Aumento de ganancias anuales \_\_\_\_\_.  
Otro \_\_\_\_\_.

17. Vd consideraria otro contrato de servicios en el futuro? \_\_\_\_\_. Sabiendo que el costo real de un mes de servicios es alrededor de \$14,000, hasta que % de los costos estaria despuesto a pagar? 100% \_\_\_\_\_. 75% \_\_\_\_\_. 50% \_\_\_\_\_. Otro \_\_\_\_\_. Pudiera subir este cantidad si tuviera condiciones de pago? \_\_\_\_\_. Bajo que otras condiciones? Comentario \_\_\_\_\_  
Conoce una fuente de servicios similares, menos costoso? \_\_\_\_\_.

18. Durante el periodo del servicio, tuviera visitas o contactos por telefono/facs de alguien de la oficina del IESC? \_\_\_\_\_. Cuantas? >5 \_\_\_\_\_. 6-10 \_\_\_\_\_. <10 \_\_\_\_\_.

19. Para que proposito? Visita de cortesia \_\_\_\_\_. Para discutir el trabajo del VE \_\_\_\_\_. Otro \_\_\_\_\_.

20. Despues de la terminacion del servicio, tuviera visitas o contactos por telefono/facs de alguien de la oficina del IESC? \_\_\_\_\_. Cuantas? >5 \_\_\_\_\_. 6-10 \_\_\_\_\_. <10 \_\_\_\_\_. Para que proposito? Discutir los resultados del servicio \_\_\_\_\_. Averiguar el interes en otros servicios \_\_\_\_\_. Otro \_\_\_\_\_.

21. El IESC solicito informes del impacto de los servicios sobre su empresa? \_\_\_\_\_. En que forma respondio? Verbalmente \_\_\_\_\_. En escrito \_\_\_\_\_.

22. Su contestacion fue basado en estimados aproximados? \_\_\_\_\_. o en cifras reales \_\_\_\_\_. Como fueron derivadas las cifras? \_\_\_\_\_.

23. Estaba satesfecha con el VE? Completamente \_\_\_\_\_. Moderadamente \_\_\_\_\_. No satisfecha \_\_\_\_\_. Otro \_\_\_\_\_  
Explica \_\_\_\_\_.

24. Si el VE no fue completamente satisfactoria, cuales fueron las razones? Idioma espanol \_\_\_\_\_. Conocimiento tecnico \_\_\_\_\_. Actitud \_\_\_\_\_.  
Otro \_\_\_\_\_.

25. Vd ha recibido asistencia del IESC previamente\_\_ \_\_. Cuantas veces y que tipo\_\_\_\_\_.

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CUESTIONARIO: CLIENTE/TIS/JV & CV

1. Nombre de la empresa \_\_\_\_\_.  
En Ciudad Guatemala? \_\_\_\_\_. Fuera? \_\_\_\_\_.
2. Nombre y responsabilidad de la persona entrevistada \_\_\_\_\_  
\_\_\_\_\_.
3. Tipo de negocio: Fabricante \_\_\_\_\_. Comercio \_\_\_\_\_. Agrícola \_\_\_\_\_.  
Otro \_\_\_\_\_. Descripción \_\_\_\_\_.
4. Ventas 1991 \_\_\_\_\_ .>Q.250,000 \_\_\_\_\_. Q.250,000-1.25m \_\_\_\_\_.  
Q1.25-2.5m \_\_\_\_\_. Q.2.5-4m \_\_\_\_\_. Q.<4m \_\_\_\_\_. Exportaciones \_\_\_\_\_.
5. Numero empleados \_\_\_\_\_ .>20 \_\_\_\_\_. 21-100 \_\_\_\_\_. <100 \_\_\_\_\_.
6. Forma legal: Individual \_\_\_\_\_. Sociedad \_\_\_\_\_. S.de R.L. \_\_\_\_\_.  
Asociación/Cooperativa \_\_\_\_\_. Otra \_\_\_\_\_.
7. Que tipo de asistencia recibí bajo este programa? Co-  
inversión? \_\_\_\_\_. Acuerdo de distribución de sus productos? \_\_\_\_\_.  
Acuerdo de "franchise" en Guatemala? \_\_\_\_\_. Otro \_\_\_\_\_. Comentario \_\_\_\_\_  
\_\_\_\_\_.
8. Cuanto tiempo paso entre su solicitud y el inicio del  
servicio? \_\_\_\_\_ .>3 meses \_\_\_\_\_. entre 3-5 meses \_\_\_\_\_. >5 meses \_\_\_\_\_.
9. Como fue involucrado en la formulación de su programa? El IESC  
tomo todo o casi todo la iniciativa? \_\_\_\_\_. El programa fue el  
resultado de esfuerzos casi iguales de los dos partes \_\_\_\_\_. Vd.  
formulo casi totalmente el programa \_\_\_\_\_. Comentario \_\_\_\_\_  
\_\_\_\_\_.
10. Cuantos contactos, personal o por telefono/facs, tuviera con el  
IESC antes que empezaron los servicios? \_\_\_\_\_ .>5 \_\_\_\_\_. 6-10 \_\_\_\_\_.  
<10 \_\_\_\_\_.
11. Como fue involucrado en la especificación final y programación  
de los servicios? En ninguna manera \_\_\_\_\_. En discusiones con el  
IESC \_\_\_\_\_. Otro \_\_\_\_\_  
\_\_\_\_\_.
12. Vd tuvo que satisfacer condiciones previas al inicio de los  
servicios? \_\_\_\_\_. Pago anticipado \_\_\_\_\_. Inversión \_\_\_\_\_. Designación de  
contraparte \_\_\_\_\_. Otro \_\_\_\_\_  
\_\_\_\_\_.
13. El contrato final específico exactamente lo que quería? \_\_\_\_\_. Si  
había discrepancias, en que consistieron? \_\_\_\_\_  
\_\_\_\_\_.
14. Cuanto pago por el servicio? \_\_\_\_\_
15. Como resultado del servicio, que cambios han habido en su

empresa? Aumento de ventas? \_\_\_\_. Aumento de ganancias \_\_\_\_. Aumento de empleo \_\_\_\_. Reduccion de empleo \_\_\_\_. Aumento de productividad \_\_\_\_. Mejores administrativas \_\_\_\_. Mejoramiento de calidad \_\_\_\_. Aumento de exportaciones \_\_\_\_. Compra de maquinaria/equipo \_\_\_\_. Otro \_\_\_\_\_.

16. Como resultado del servicio, logro establecer relaciones con posibles inversionistas? \_\_\_\_. Llegar a un acuerdo de inversion o co-inversion? \_\_\_\_. Establecer relaciones con posibles distribuidores de sus productos? \_\_\_\_. Llegar a un acuerdo para la distribucion de sus productos? \_\_\_\_. Otro \_\_\_\_\_.

Puede poner un valor en el servicio que Vd recibio? \_\_\_\_. Cuanto? \_\_\_\_\_.

17. Vd consideraria otro contrato de servicios en el futuro? Sabiendo que el costo real es alrededor de doble la cantidad cobrado, Vd estaria dispuesto a pagar el costo real? \_\_%. 75% \_\_%. 50% \_\_%. Otro \_\_\_\_. Pudiera subir esta cantidad si tuviera condiciones de pago? \_\_\_\_. Bajo que otras condiciones? \_\_\_\_\_.

Conoce una fuente de estos servicios que es menos costoso? \_\_\_\_. Explica: \_\_\_\_\_.

18. Durante el periodo del servicio, tuviera visitas o contactos por telefono/facs de alguien de la oficina del IESC? \_\_\_\_. Cuantas? \_\_\_\_. >5 \_\_\_\_. 6-10 \_\_\_\_. <10 \_\_\_\_.

19. Para que proposito? Cortesia \_\_\_\_. Para discutir el avance del programa? \_\_\_\_. Otro \_\_\_\_\_.

20. Despues de la terminacion del servicio, tuviera visitas o contactos por telefono/facs de alguien de la oficina del IESC? Cuantas \_\_\_\_. >5 \_\_\_\_. 6-10 \_\_\_\_. <10 \_\_\_\_. Para que proposito? Discutir los resultados del servicio? \_\_\_\_. Averiguar el interes en otros servicios \_\_\_\_. Otro \_\_\_\_\_.

21. El IESC solicito informes del impacto de los servicios sobre su empresa? \_\_\_\_. En que forma respondio? Verbalmente? \_\_\_\_. En escrito \_\_\_\_. Explica \_\_\_\_\_.

22. Su contestacion fue basado en estimadas aproximadas? \_\_\_\_, o en cifras reales \_\_\_\_. Como fueron derivadas las cifras? \_\_\_\_\_.

23. Estaba satisfecha con el programa? \_\_\_\_. Completamente \_\_\_\_. Moderadamente \_\_\_\_. No satisfecha \_\_\_\_. Otro \_\_\_\_\_.  
Explica \_\_\_\_\_.

24. Si el programa no fue completamente satisfactoria, cuales fueron las razones? \_\_\_\_\_.

25. Vd recibio asistencia del IESC previamente? \_\_\_\_. Descripcion \_\_\_\_\_.

CUESTIONARIO: CLIENTE/TIS/ABLE

1. Nombre de la empresa \_\_\_\_\_.  
En ciudad Guatemala? \_\_\_\_ .Fuera? \_\_\_\_ .
2. Nombre y responsabilidad de la persona entrevistada \_\_\_\_\_.
3. Tipo de negocio: Fabricante \_\_\_\_ . Comercio \_\_\_\_ . Agricola \_\_\_\_ .  
Otro \_\_\_\_ .Descripcion \_\_\_\_\_.
4. Ventas 1991: \_\_\_\_\_ . >Q.250,000 \_\_\_\_ .Q.250,000-1.25m \_\_\_\_ .  
Q.1.25-2.5m \_\_\_\_ .Q2.5-4m \_\_\_\_ .<Q.4m \_\_\_\_ . % exportaciones \_\_\_\_\_ .
5. Numero empleados \_\_\_\_\_ .>20 \_\_\_\_ . 21-100 \_\_\_\_ .<100 \_\_\_\_ .
6. Forma legal: Individual \_\_\_\_ . Sociedad \_\_\_\_ . S. de R.L. \_\_\_\_ .  
Asociacion/Cooperativa \_\_\_\_ . Otra \_\_\_\_\_.
7. Cuales son las fechas de la ultima asistencia ABLE que su  
empresa recibio del IESC? \_\_\_\_ . Que tipo de asistencia fue?  
Estudio del mercado? \_\_\_\_ . Contactos con posibles importadores de sus  
productos \_\_\_\_ . Participacion en ferias(trade shows) \_\_\_\_ .  
Otro \_\_\_\_\_.
8. Cuanto tiempo paso entre su solicitud y el inicio del  
servicio? \_\_\_\_ .>3 meses \_\_\_\_ .Entre 3 a 5 meses \_\_\_\_ . <5 meses \_\_\_\_ .
9. Como fue involucrado en la formulacion de su programa? El IESC  
tomo todo o casi todo la iniciativa \_\_\_\_ . El program fue el resultado  
de esfuerzos casi iguales de los dos partes \_\_\_\_ . Vd formulo casi  
totalmente el programa \_\_\_\_ . Comentario \_\_\_\_\_.
10. Cuantos contactos, personal o por telefono/facs tuviera con el  
IESC antes que empezaron los servicios? \_\_\_\_ .>5 \_\_\_\_ . 6-10 \_\_\_\_ .  
<10 \_\_\_\_ . \_\_\_\_\_.
11. Como fue involucrado en la especificacion final y programacion  
de los servicios? En ninguna manera \_\_\_\_ . En discusiones con el  
IESC \_\_\_\_ . Otro \_\_\_\_\_.
12. Vd tuvo que satisfacer condiciones previas al inicio de los  
servicios? \_\_\_\_ . Pago anticipado \_\_\_\_ . Inversion \_\_\_\_ . Designacion de  
contraparte \_\_\_\_ . Otro \_\_\_\_\_.
13. El contrato final especifico exactamente lo que queria? \_\_\_\_ . Si  
habia discrepancias, en que consistieron? \_\_\_\_\_.
14. Cuanto pago por el servicio. \_\_\_\_\_.

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15. Como resultado del servicio, que cambios han habido en su empresa? Aumento de ventas \_\_\_\_. Aumento de ganancias \_\_\_\_. Aumento del empleo \_\_\_\_. Reduccion del empleo \_\_\_\_. Aumento de productividad \_\_\_\_. Mejoras administrativas \_\_\_\_. Mejoramiento de calidad \_\_\_\_. Aumento de exportaciones \_\_\_\_. Compra de maquinaria/equipo \_\_\_\_. Otro \_\_\_\_\_.

16. Ha habido un aumento apreciable del conocimiento del mercado? \_\_\_\_. Contactos importantes para posible futuro negocio? \_\_\_\_. Arreglos definitivos con importadores \_\_\_\_. Pedidos firmados \_\_\_\_. Embarques hechos \_\_\_\_. Puede poner un valor en el servicio ABLE? \_\_\_\_. Cuanto? \_\_\_\_\_.

17. Vd consideraria otro contrato de servicios en el futuro? \_\_\_\_. Sabiendo que el costo real del servicio es alrededor de doble la cantidad cobrado, Vd estaria dispuesto a pagar el costo real? 75% \_\_\_\_. 50% \_\_\_\_. Otro \_\_\_\_. Pudiera subir este cantidad si tuviera condiciones de pago? \_\_\_\_. Bajo que otras condiciones \_\_\_\_\_.

Conoce una fuente de servicios similares menos costosos \_\_\_\_.

18. Durante el periodo del servicio, tuviera visitas o contactos por telefono/facs de alguien de la oficina del IESC? \_\_\_\_. Cuantas? \_\_\_\_.>5 \_\_\_\_ .6-10 \_\_\_\_ .<10 \_\_\_\_.

19. Para que proposito? Cortesia? \_\_\_\_. Para discutir el avance del programa? \_\_\_\_. Otro \_\_\_\_\_.

20. Despues de la terminacion del servicio, tuviera visitas o contactos por telefono/facs de alguien de la oficina del IESC? Cuantas? \_\_\_\_.>5 \_\_\_\_ .6-10 \_\_\_\_ .<10 \_\_\_\_ . Para que proposito? Discutir los resultados del servicio? \_\_\_\_. Averiguar el interes en otros servicios? \_\_\_\_. Otro \_\_\_\_\_.

21. El IESC solicito informes del impacto de los servicios sobre su empresa? \_\_\_\_. En que forma respondio? Verbalmente \_\_\_\_. En escrito \_\_\_\_. Explica \_\_\_\_\_.

22. Su contestacion fue basado en estimadas aproximadas? \_\_\_\_, o en cifras reales? \_\_\_\_. Como fueron derivadas las cifras? \_\_\_\_\_.

23. Estaba satisfecho con el programa? \_\_\_\_. Completamente \_\_\_\_. Moderadamente \_\_\_\_. No satisfecha \_\_\_\_. Otro \_\_\_\_. Explica \_\_\_\_\_.

24. Si el programa no fue completamente satisfactoria, cuales fueron las razones? \_\_\_\_\_.

25. Vd ha recibido asistencia previamente del IESC? \_\_\_\_. Explica \_\_\_\_\_.

## QUESTIONNAIRE: IESC/TIS/JV-CV

1. How do you promote TIS/JV-CV services? Which are the most effective methods?
2. What are your criteria for selecting clients? How do you weight size, type, number of employees, location, ownership, ability to pay? Other? In practice, how do clients actually selected compare with the selection criteria? What are the problems involved in using the selection criteria?
3. ~~What is the process of selecting a client and agreeing on a program? What are the problems?~~
4. What is the average number of contacts made in selecting a client and agreeing on a program? Personal contacts? Phone/facs?
5. What are criteria for determining which TIS program is more appropriate? Investment? Co-investment? Joint venture? Marketing joint venture? Distributorship? Franchise? Other?
6. What is the average lapsed time between requisition and start-up? What are the factors contributing to delays?
7. How is the client involved in reviewing and approving the program? In the scheduling of the services? In establishing pre-service conditions?
8. To what degree does the contract reflect precisely the services the client has stated he wants? If there are discrepancies, what are the reasons?
9. What is the average total cost of a TIS/JV-CV program?
10. What are the cost components? IESC/G share? IESC/US share? VE per diems and other expenses? Other?
11. What percent of total costs does the client pay? Does this differ with respect to size? How is this % determined? Could clients pay more? Under what conditions?
12. What is your estimate of the relationship between the benefits received by the clients as a result of IESC/TIS services, and what they pay for those services?
13. In your opinion, to what degree have the TIS/JV-CV programs contributed to the specified project outputs?
14. Do you know a source of similar services? How do they compare in cost and effectiveness?

QUESTIONNAIRE: IESC/TIS/ABLE

1. How do you promote ABLE services to individual clients and associations? Which are the most effective promotional methods?
2. What are your criteria for selecting clients? How do you weight size, type, no. employees, location, ownership, ability to pay? Others? In practice, how do clients actually selected compare with the selectin criteria? What are the problems?
3. What is the process of selecting a client and agreeing on a program? ~~What are the problems?~~
4. What is the average number of contacts made in selecting a client and agreeing on a program? Personal contacts? Phone/facs?
5. What determines which ABLE program is more appropriate: market studies, direct market contacts, trade shows?
6. What is average lapsed time between requisition and start-up? What are factors cntributing to delays?
7. How is the client involved in reviewing and approving the program? In the scheduling of the services? In establishing pre-service conditions?
8. To what degree does the contract reflect precisely the services the client has stated he wants? If there are discrepancies, what are the reasons?
9. What is the average total cost of an ABLE program: marketing studies, direct market contacts, attendance at trade shows?
10. What are the cost components? IESC/G share? IESC/US share? VE per diems and expenses? Other?
11. What percent of total costs does the client pay? Does this differ with respect to size? How is this % determined? Could clients pay more? Under what conditions?
12. What is your estimate of the relationship between the benefits received by the clients as a result of IESC/ABLE services, and what they pay for those services?
13. In your opinion, to what degree have the ABLE programs contributed to the specified project outputs?
14. Do you know sources of similar services? How do they compare in cost and effectiveness?

QUESTIONNAIRE: IESC/T.A.

1. How do you promote TA services to individual clients? To associations? Which are the most effective promotional methods?
2. What are your criteria for selecting clients? How do you weight size, type, no. employees, location, ownership, ability to pay? Others? In practice, how do clients actually selected compare with the selection criteria? What are the problems?
3. What is the process of selecting a client and agreeing on a program? -What are the problems?
4. What is the average number of contacts made in selecting a client and formulating and agreeing on a program? Personal contact? Phone/facs?
5. What is the process of selecting a VE? What are the problems?
6. What is average lapsed time from requisition to start-up? What are factors contributing to delays?
7. How is the client involved in reviewing and approving the program? In the scheduling of the services? In establishing pre-service conditions?
8. How is the VE involved in the specification of the services and of the pre-service conditions, and the scheduling of the services.
9. To what degree does the contract reflect precisely the services the client has stated he wanted? If there are discrepancies, what are the reasons?
10. What is the correspondence between the IESC/client contract and the IESC/VE contract? Are there differences, sometimes? If so, why? (Consultants to examine 10-12 pairs of matched contracts).
11. What are the cost components in a typical month of VE services? Per diem. Other expenses reimbursed to VE. Air fares. Prep costs in US. Direct and overhead costs in US. Direct and overhead costs in Guatemala. Other?
12. What is your estimate of the total cost of providing the services of a VE for one month? Two months? Three months?
13. What % of total costs does the client pay? Does this differ with respect to size? How is this % determined? Could clients pay more? Under what conditions?
14. What is your estimate of the relationship between the benefits received by the clients as a result of IESC/TA services, and their cost for the services?
15. In your opinion, to what degree have the specified project

outputs been achieved: no. of TA consultancies; increased employment, sales, production, profits, wages, production quality, exports and imports; and development and strengthening of indigenous business associations.

16. Specify each association that has been assisted and describe the type of assistance, and the degree to which their business skills have been improved and their professional and managerial personnel trained.

17. Is it feasible to attempt the creation of a Guatemala Volunteer Executive Service? ~~Has this been discussed with the Guatemalan business community, and if so, what is the reaction?~~

18. Are there other sources of the same services as those provided by the IESC? How do they compare in cost and in effectiveness?

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**APPENDIX E**  
**SURVEY RESULTS**

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**TECHNICAL ASSISTANCE**

This summary of the TA survey results is based on the tabulations which follow.

1-3. Of the 17 respondents, 3 were ABLE projects (discussed below), and one was the Montesorri school. The remaining 13 TA clients included 7 manufacturing enterprises, 3 agricultural, and 1 commercial; and 2 bakeries. Nine were within the city of Guatemala, and 4 outside.

4-5. Size: None had sales volumes of less than Q.1.25 million. Three were between Q.1.25 and Q.2.5 m, 5 between Q.2.5 and 4 m, and 5 were over Q.4 m. One had less than 20 employees, 6 between 21 and 100, and 6 over 100.

6. Ownership: Twelve were corporations and 1 an individual proprietorship.

7. Type of assistance: Most enterprises were assisted in multiple ways. The 13 companies reported 57 types of assistance: Production (12), quality improvement (9), marketing (7), training (5), financial management (4), general management (4), and sourcing equipment (3).

8. Lapsed time between request and start-up: Ten reported less than 3 months, 1 between 3 and 5 months, and 2 over 5 months.

9. Client involvement in the VE evaluation and selection process: All said they had ample involvement, including discussions of fax interchanges.

10. Number of contacts with IESC/G before initiation of services: Nine reported less than 5, 2 reported between 6 and 10, and 2 reported over 10.

11. Client involvement in final specification of program and scheduling of services: Twelve reported having ample involvement and only one said it was not ample enough.

12. Pre-conditions prior to start of services: Eight said they had to pay for the services in advance, 1 invested in equipment, two had to assign counterparts, and one said there were no pre-conditions.

13. Accuracy of the contract in specifying what the client wanted: All 13 said the contract did reflect accurately what they wanted.

14. Cost of first month's services: Eight reported their cost to have been less than \$3000, 4 between \$3000 and \$5000, and 1 between \$5000 and \$7000.

15. Change in enterprise as a result of the services: Eleven of the 13 enterprises reported 66 changes in their enterprise as a result of the services. They included increased sales (9), increased profits (10), increased employment (6), increased productivity (10), management improvement (7), quality improvement (9), increased exports (5), increased capability to export in the future (3), and purchase of machinery or equipment (7). ~~One company reported no benefits, and 1 reported it was too early to judge results.~~

16. Value to enterprise of IESC assistance: Eight reported cost reductions: 2 of over 50%, 4 between 25% and 50%, and 2 under 15%. Thirteen reported increased profits: 3 under 25%, 3 between 25% and 50%, and 7 between 50% and 100%.

17. Considering another contract: Eleven said yes, and 3 no.

18-19. Contacts with IESC during the TA: All had contacts during the TA. Eleven said they had less than 5. Two said they were between 6 and 10. All said the contacts were directly related to the TA.

20. Follow-up contacts: All thirteen said there were less than 5 contacts. Only 2 of them said they received promotional visits.

21. Response to follow-up questionnaire: All said they responded to questions about the impact of the TA on their enterprise in written form.

22. Basis of response: Twelve said their response was based on estimates and not careful calculations.

23-24. Satisfaction with VE: Eleven said they were completely satisfied, 1 said "moderately", and 1 was not satisfied. The dissatisfaction was with the VE's inability to solve a particular problem.

25. Previous IESC assistance: Nine said they had previous IESC assistance and 4 reported that they had not.

TABULATION OF TA SURVEY

1-2.	Inside or outside of Guatemala City	
	Inside	9
	Outside	4
3.	Type of business	
	Manufacturing	7
	Commercial	1
	Agriculture	3
	Other (2 bakeries)	
4.	1991 sales (Quetzales)	
	>250,000	0
	250,000-1.25 m	0
	1.25 m-2.5 m	3
	2.5 m-4.0 m	4
	<4.0 m	6
5.	Number of employees	
	>20	1
	21-100	6
	<100	6
6.	Ownership	
	Corporation	12
	Individual proprietorship	1
7.	Type of assistance	
	Production	12
	Quality improvement	9
	Training	5
	Financial management	4
	General management	4
	Marketing	7
	Other (sourcing equipment)	3
8.	Lapsed time between request and start-up	
	>3 months	10
	3-5 months	1
	<5 months	2
9.	Client involvement in VE evaluation and selection	
	Only discussions	0
	Discussions and also review of fax interchanges	13
10.	All contacts with IESC/G before start of services	
	>5 contacts	9
	6-10	2
	<10	2

11. Client involvement in programming/scheduling services.
- |                         |    |
|-------------------------|----|
| None                    | 1  |
| Discussions with IESC/G | 12 |
12. Client obliged to satisfy pre-conditions prior to start of services?
- |                       |    |
|-----------------------|----|
| Yes                   | 11 |
| No                    | 2  |
| Prepayment            | 8  |
| Investment            | 1  |
| Assigning counterpart | 2  |
13. Did contract specify exactly what client wanted?
- |     |    |
|-----|----|
| Yes | 13 |
| No  | 0  |
14. Cost of services, first month, \$U.S.
- |           |   |
|-----------|---|
| >3000     | 8 |
| 3001-5000 | 4 |
| <5000     | 1 |
15. Changes in company resulting from services.
- |                                       |    |
|---------------------------------------|----|
| Increased sales                       | 9  |
| Increased profits                     | 10 |
| Increased employment                  | 6  |
| Increased productivity                | 10 |
| Management improvement                | 7  |
| Quality improvement                   | 9  |
| Increased exports                     | 5  |
| Increased future capability to export | 3  |
| Purchase of machinery/eqpt.           | 7  |
- 1 said none, 1 said too early to judge
16. Value to client of IESC assistance
- |                                       |   |
|---------------------------------------|---|
| Percentage reduction in cost          |   |
| >25%                                  | 2 |
| 26%-50%                               | 4 |
| <50%                                  | 2 |
| Percentage increase in annual profits |   |
| >25%                                  | 3 |
| 26%-50%                               | 3 |
| <50%                                  | 7 |
17. Considering another contract for IESC services?
- |     |    |
|-----|----|
| Yes | 11 |
| No  | 2  |
- What percentage of real cost of \$14,000 for a month's services, would you be willing to pay?
- |      |    |
|------|----|
| 100% | 2  |
| 75%  | 0  |
| 50%  | 11 |

	Could you increase this amount if you were given 6 to 12 month payment terms?	
	Yes	8
	No	5
	Do you know of other sources of these services at lower costs?	
	Yes	3
	No	10
18.	How many contacts did you have with IESC/G during the services?	
	>5	13
19.	For what purposes?	
	Courtesy (promotional) visit?	0
	To discuss VE's work	13
20.	Contacts with IESC/G after services completed?	
	Yes	13
	No	0
	How many?	
	>5	13
	Reasons?	
	To discuss results	11
	To discuss new business	2
21.	Did IESC/G request information on impacts of services?	
	Yes	13
	No	0
	How did you respond?	
	Verbally only	0
	In writing	13
22.	Was your response based on estimates or on real figures?	
	Estimates	12
	Real figures	1
23.	Degree of satisfaction with VE.	
	Completely satisfied	11
	Moderately satisfied	1
	Not satisfied	1
24.	Reasons for dissatisfaction	
	Language	0
	Attitude	0
	Technical ability	2
	Other	0
25.	Previous IESC assistance?	
	Yes	9
	No	4

## ABLE/QBI

This summary of the ABLE/QBI survey is based on the tabulations that follow.

1-3. Two of the 3 respondents were located in Guatemala City and 1 outside. One wanted to set up a wood products manufacturing operation, one a data entry operation, and the third was already involved in a loofa growing and processing operation he wanted to expand.

4-5. Size: The two new projects were spin-offs of large companies. The 1991 sales and number of employees of the operating company qualifies it as a large company.

6. Ownership: All 3 companies were incorporated.

7. Type of Assistance: All 3 contracted ABLE/QBI reports to make market contacts.

8. Lapsed time between request and start-up: All three reported less than 3 weeks.

9. Client involvement in formulation of program: All said they had ample involvement, including discussion of fax interchanges.

10. Number of contacts with IESC before initiation of study: Two said they were less than 5, and 1 said they were between 6 and 10.

11. Client involvement in final specification and scheduling of study: All said they had ample involvement.

12. Pre-conditions prior to initiation of services: One said there were none, and 2 said they had to pay for the study in advance.

13. Accuracy of the contract in specifying what the client wanted: Two said the contract did accurately reflect what they wanted. One said the original study was contracted by the Gremial and a follow-up study will be necessary to conform to the client's specific interests.

14. Cost of study: Two said they paid less than \$1500, and one between \$1500 and \$2500.

15. Changes in enterprise resulting from information provided: The operating company reported that, as a result of marketing contacts made, it experienced increased sales, employment and exports; and purchased machinery and equipment for expansion. Each of the two new projects was preparing to contract

another ABLE/QBI study to zero in on the marketing contacts they were looking for.

16. Value to company of IESC assistance: All three reported receiving new and valuable market information and making new contacts for possible future business. The operating company reported making marketing arrangements that resulted in signed orders and shipments.

17. Considering another contract?: All three said they were considering another ABLE/QBI. ~~Two said they would be willing to pay as much as 25% more for the study and especially if they were given payment terms, and did not know of alternate, less expensive sources for this information. One would not pay more, even with terms, and said there were other sources that could be used.~~

18-19. Contacts with IESC during the period of services: Two said they had less than 5 contacts, and one said there were none.

20. Follow-up contacts: All three said there were less than 5 follow-up contacts, and only one said the purpose was to market additional services.

21. IESC request for information on impact of services?: One said there were follow-up requests for information to which he responded, and 2 said there were not.

22. Basis of response: The one who provided information on impacts said he carefully estimated that the IESC should be credited with one-third of the results.

23-24. Satisfaction with IESC services: Two said they were completely satisfied. One blamed a failed negotiation on the person with whom they were trying to come to an agreement, and not the IESC, and were considering applying for another QBI.

25. Previous IESC assistance: Two had previously had IESC services and one did not.

TABULATION OF ABLE/QBI SURVEY

1-2.	Inside or outside of Guatemala City	
	Inside	2
	Outside	1
3.	Type of business	
	Manufacturing	1
	Commercial (services)	1
	Agroindustrial	1
4.	1991 sales (Quetzales)	
	none	2
	>250,000	
	250,000-1.25 million	
	1.25-2.5 million	1
	2.5-4.0 million	
	<4.0 million	
5.	Number of employees	
	none	2
	>20	
	21-100	
	<100	1
6.	Ownership	
	Individual	
	Partnership	
	Corporation	3
7.	Type of assistance	
	Market study	
	Market contacts	3
	Trade shows	
	Other	
8.	Lapsed time between request and receipt of service	
	>3 months	3
	3-5 months	
	<5 months	
9.	Client involvement in program formulation	
	Little client involvement	
	Together with IESC	3
	Mostly client involvement	
10.	Number of contacts before services started	
	>5	2
	6-10	1
	<10	

11.	Client involvement in final specification and scheduling of program	
	None	
	Jointly with IESC	3
	Other	
12.	Pre-conditions before start of program?	
	Prepayment	2
	Investment	
	Counterpart	
	Other (none)	1
13.	Did contract specify exactly what client wanted?	
	Yes	2
	No (Client didn't know what he wanted)	1
14.	Cost of services	
	>\$1500	2
	\$1500-2500	1
	<\$2500	
15.	Changes in enterprise resulting from services (reported by two of the three clients)	
	Increased sales	1
	Increased profits	
	Increased employment	1
	Investment	1
	Increased productivity	
	Management improvements	
	Quality improvements	
	Increased exports	1
	Purchase of machinery and equipment	1
16.	Value to company of IESC assistance	
	New market information	3
	New contacts for future business	3
	Definite arrangements with importers	1
	Signed orders	1
17.	Considering another contract?	
	Yes	3
	No	
	Would you pay more? How much more?	
	nothing more	1
	25% more	2
	50% more	
	Would you increase this amount if you were given payment terms?	
	Yes	1
	No	2
	Do you know of other sources of these	

	services at lower prices?	
	Yes	1
	No	2
18.	Number of contacts with IESC during services	
	None	1
	>5	1
	6-10	1
19.	For what purpose?	
	Courtesy or promotional visit	
	To discuss services	2
20.	Contacts after provision of services?	
	Yes	3
	No	
	How many?	
	>5	3
	6-10	
	<10	
21.	Did IESC request information on the impact of the services on the company?	
	Yes	1
	No	2
	How did you respond?	
	Verbally only	
	Also written reply	1
22.	Basis of reply	
	Approximate estimates	
	Careful calculation	1
23.	Satisfied with services?	
	Yes, completely	2
	Moderately	1
24.	Reasons for dissatisfaction. Dissatisfaction with prospective partner, only partially with IESC.	
25.	Previous IESC assistance?	
	Yes (other ABLE/IQC and TA)	1
	No	2

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**LOGICAL FRAMEWORK**

LOGICAL FRAMEWORK: ENTREPRENEURIAL DEVELOPMENT

NARRATIVE SUMMARY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>GOAL:</b> Promote economic growth and a broader based distribution of wealth by improving and strengthening small and medium enterprises.	<ul style="list-style-type: none"> <li>* Create 4,500 new jobs;</li> <li>* Increase capital investment by \$450,000;</li> <li>* Increase value of production by \$4,500,000.</li> </ul>	<ul style="list-style-type: none"> <li>* Project baseline data;</li> <li>* Project monitoring;</li> <li>* Project evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>* With effective management and appropriate technology small and medium businesses are profitable and competitive for production and service delivery.</li> </ul>
<b>PURPOSE:</b> A: TA/SME -- Improve SME efficiency, quality, productivity and competitive position through managerial and technical assistance; B: TIS/G -- Assist Guatemalan and U.S. companies increase international competitiveness through cooperative ventures.	<b>END OF PROJECT STATUS:</b> <ul style="list-style-type: none"> <li>* TA Consultancies     Small Firms -- 100     Medium Firms -- 50</li> <li>* TIS Consultancies -- 20</li> <li>* ABLE Projects -- 25</li> <li>* Create IESC-type TA program with Guatemalan volunteers</li> <li>* Trade &amp; investment services network established</li> </ul>	<ul style="list-style-type: none"> <li>* Project monitoring;</li> <li>* Project evaluations;</li> <li>* Signed agreements between clients and IESC/G;</li> <li>* Project files.</li> </ul>	<ul style="list-style-type: none"> <li>* Continued positive image of Guatemala among the int'l business community.</li> </ul>
<b>OUTPUTS:</b> A: TA/SME -- Increased profits -- Increased production -- Increased sales -- Improved product qual. -- Rural area focus -- Focus on women -- Increased wages B: TIS/G -- Investment/export services improved -- Investment/export activity increased -- Targetted industries expanded	<ul style="list-style-type: none"> <li>* 10% average increase</li> <li>* 15% average increase</li> <li>* 10% average increase</li> <li>* Improved for 80% of clients</li> <li>* 30% outside Guatemala City</li> <li>* 30% women related firms</li> <li>* 25% of clients raise wages</li> <li>* 20 trade and investment consultancies made</li> <li>* 16 joint/co-venture opportunities created</li> <li>* 25 ABLE studies done</li> <li>* 6 Priority sectors selected</li> <li>* 15 Trade show coordinations</li> <li>* 6 Trade show presentations</li> </ul>	<ul style="list-style-type: none"> <li>* Project monitoring</li> <li>* Project evaluations</li> <li>* Consultant reports [See Annex 6 for sample report and contract forms]</li> </ul>	<ul style="list-style-type: none"> <li>* Conditions remain favorable for adopting recommended technology and practices.</li> <li>* Conditions remain favorable for Guatemalan exports to the U.S.</li> </ul>
<b>INPUTS:</b> Consultant Services Office Expenses Personnel - IESC/G Operation/equip - IESC/G IESC/US Travel and Per Diem Evaluation ABLE Research Contingency	<ul style="list-style-type: none"> <li>\$ 5,066,651</li> <li>\$ 175,848</li> <li>\$ 134,789</li> <li>\$ 1,004,890</li> <li>\$ 129,586</li> <li>\$ 17,000</li> <li>\$ 48,000</li> <li>\$ 20,113</li> </ul>	<ul style="list-style-type: none"> <li>* Project audits</li> <li>* Project annual budgets</li> </ul>	<ul style="list-style-type: none"> <li>* Project activity mix will remain essentially that defined in the proposal, reflecting the proportion of small to medium firms and TA to TIS activities.</li> </ul>

**APPENDIX G**

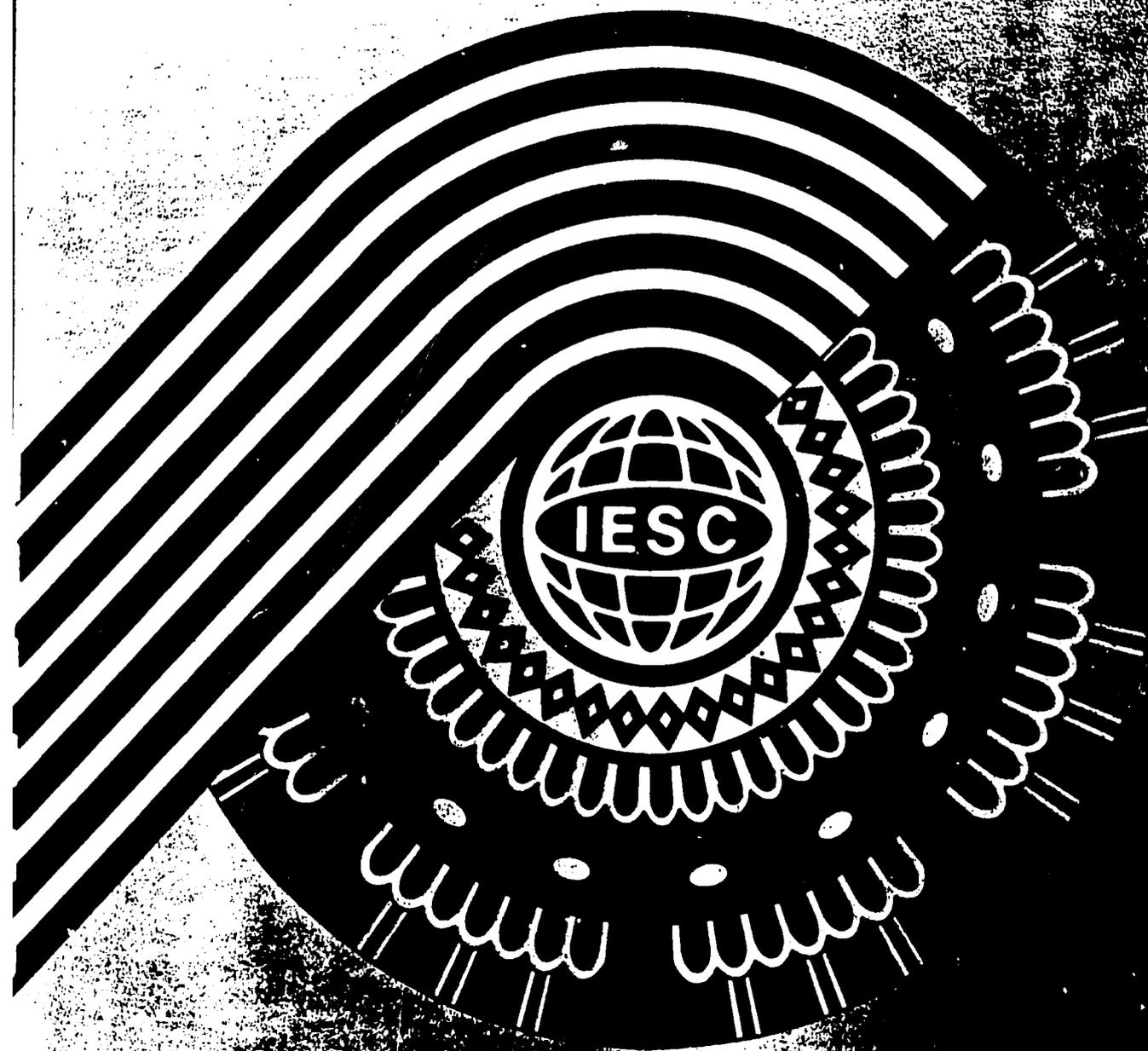
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**"COMBS" BROCHURE**

# International Executive Service Corps

Client  
Oriented  
Multiple  
Business  
Services

*Guatemala*



## IESC CLIENT ORIENTED MULTIPLE BUSINESS SERVICES

In order to respond to the growing needs of firms in the 1990s and beyond, IESC now offers a comprehensive range of business services to individual entrepreneurs, companies, industries and municipalities in both the developing world and in new and newly developing market economies. IESC's Multiple Business Services offer new and more extensive assistance in areas such as privatization, environmental management, trade and investment development and training, as well as in its traditional areas of technical and managerial improvement. IESC's Multiple Business Services include:

### I. TECHNICAL & MANAGERIAL ASSISTANCE (TA)

**Regular Projects:** Volunteer Executives (VEs) provide assistance to individual companies, i.e., to increase productivity, efficiency, develop new products and assist in development of new systems and organizational structures, etc.

**Diagnostic Projects:** VEs visit companies for one or two weeks to assess specific problems and recommend solutions.

**U.S. VEs:** Expert advice and personal networking in the U.S.A. to help overseas firms identify potential joint and coventure partners, acquire and install new or used equipment and technology.

**Piggy Backs:** To reduce travel costs, after completion of a regular project, a VE may work for one or more additional clients in the area.

**Seminars & Workshops:** Individual VEs or groups of VEs conduct seminars or workshops for 24 to 200 local industry participants in such areas as post-harvest technology, marketing, sales techniques, accounting, organization and management, etc. These seminars usually include on-site field trips to factories and farms with VEs and participants. Sometimes a seminar is tacked on to the end of a Regular Project.

**Multi Micro Enterprise Projects:** In order to reduce costs for each individual client, one VE works for several very small clients during one project.

**Education Projects:** VEs join the staffs of local universities or colleges for one or more semesters to teach technical courses and/or assist in administrative and development areas, systems, management practices, accounting, etc.

**Privatization Projects:** VEs work with state-owned businesses to prepare for sale to private investors and/or to help private investors purchase state-owned enterprises.

**Environmental Projects:** VEs work to improve environmental management and impact in various areas including helping firms reduce toxic waste from a manufacturing process, reduce use of toxic agricultural products, design new and improve waste management systems.

**Health Care Projects:** VEs work with overseas health care organizations such as hospitals and clinics to improve and expand the delivery of services to patients, operating efficiency, maintenance, personnel practices and training, fund-raising efforts, etc.

**Public Administration Projects:** VEs work with government entities (national and local) in newly democratic countries to develop new organization and management systems for offices and agencies.

**II. TRADE & INVESTMENT SERVICES (TIS)** operate U.S.A. and overseas offices to promote and support long-term trade and investment for individual companies, industries and countries. Additionally, these offices promote and facilitate direct investment in foreign companies.

***U.S. Equipment & Technology Sales***  
***Industry Surveys***  
***Joint Ventures & Coventures***  
***Trade Promotion***  
***Privatization***  
***Long-term, Contracts/Special Programs***

**III. MARKET & TECHNOLOGY INFORMATION**

***American Business Linkage Enterprise (ABLE)*** provides low-cost, custom-tailored research for individual clients. Research reports offer market and technology information, equipment sourcing and pricing, joint venture partner identification searches, trade assistance, etc.

The variety and quality of business services IESC now offers are made possible by capitalizing on the resources of its network of more than 12,400 industry experts, professional staff, participating U.S.A. businesses and more than 40 offices world-wide.

To achieve a client's or a country's objectives, IESC can provide many business services. At times, a client's objectives may even require a combination of IESC services. For example, a client seeking a joint venture may first require short-term VE technical assistance to improve his packaging. The client may then request an ABLE or the same VE to help him and buy equipment or identify a potential joint venture partner. IESC's Trade & Investment Services may also be used to provide the longer term "hand holding" necessary to help bring the joint venture to completion.

**In other words, no matter what the need, IESC's Client Oriented Multiple Business Services can provide appropriate assistance.**

IESC can improve productivity at a small furniture company in Honduras.

IESC can help privatize an auto factory in Poland.

IESC can develop and facilitate joint ventures between U.S.A. and Dominican Republic shoe companies.

IESC can develop and implement new, privately operated waste management systems in Kenya.

IESC can help an Egyptian firm choose, purchase and install new U.S.A. machinery.

IESC can help a newly democratic government reorganize its municipal systems and services.

# Managerial Assistance

SERVICE	DESCRIPTION OF SERVICE	EXAMPLE
Regular Projects	VE one-on-one assistance for an individual client for up to 3 months.	Case #1
Diagnostics	Short-term (2-week) analyses of companies' operations.	Case #2
Piggy Backs	Either short projects, seminars or diagnostic visits for additional clients following a regular project for another client.	Case #3
Seminars & Workshops	One or more VEs conduct seminars and technical discussions with two dozen to two hundred clients on a specific subject (i.e., post-harvest technology). Often the seminars include on-site visits for both VEs and attendees to farms and factories.	Case #4
Multi Micro Enterprise Projects	One VE works with several small or start-up client firms enabling IESC to deliver assistance to enterprises who alone could not otherwise afford it.	Case #5
Education Projects	<p>A VE, either a retired business school professor or a retired business executive, joins the faculty or staff of an overseas educational institution to teach or to assist in such areas as administration, development, organization, accounting, etc. Subjects taught include:</p> <ul style="list-style-type: none"> <li>General Management</li> <li>Marketing Management</li> <li>Engineering</li> <li>Applied Science</li> <li>Production Design &amp; R &amp; D, etc.</li> <li>Accounting</li> <li>Financial Management</li> </ul>	Case #6
Environmental Projects	One or more VEs conduct individual or coordinated projects to help save, protect or improve the environment in developing countries.	Case #7
Health Care Projects	One or more VEs work with hospitals, clinics, etc. to improve the level and quality of health care services in developing countries.	Case #8
Public Administration Projects	One or more VEs help government entities (local or national) in emerging democracies design and install appropriate management and administrative systems.	Case #9

# Investment Services

SERVICE	DESCRIPTION OF SERVICE	EXAMPLE
<p><b>U.S. Equipment &amp; Technology Sales</b></p>	<p>Help client companies identify, price, finance, ship and install new or used U.S. equipment and technology.</p>	<p>Case #10</p>
<p><b>Industry Surveys</b></p>	<p>VE-led assessment surveys to identify and assess the status, needs and potential of local industries relative to trade and investment development, technology, privatization and environmental protection.</p>	<p>Case #11</p>
<p><b>Joint Ventures &amp; Coventures</b></p>	<p>Linkage assistance by VEs and/or professional staff as the result of requests by overseas clients or VE industry assessment surveys.</p>	<p>Case #12</p>
<p><b>Trade Promotion</b></p>	<p>Help various industries meet the demands of U.S. and other foreign importers through technical help and long-term trade facilitation services.</p>	<p>Case #13</p>
<p><b>Privatization</b></p>	<p>Help governments assess capabilities and potential of state-owned enterprises in preparation for restructuring and sale to the private sector. Help investors buy newly privatized businesses.</p>	<p>Case #14</p>
<p><b>Long-term Contracts &amp; Special Programs</b></p>	<ul style="list-style-type: none"> <li>• Trade and Investment Services Country Promotion Programs (14 countries)</li> <li>• Technology Initiative for the Private Sector (TIPS) in Sri Lanka</li> <li>• Fast Track (Indonesia, Mexico)</li> </ul>	<p>Case #15</p>

# Technology Information

<b>SERVICE</b>	<b>DESCRIPTION OF SERVICE</b>	<b>EXAMPLE</b>
<b>American Business Linkage Enterprise (ABLE)</b>	<b>ABLE's business research is custom-tailored to individual client needs. Information offered includes pre-feasibility studies, market and technology information, partner and equipment identification, equipment pricing, export assistance, etc.</b>	<b>Case #16</b>

## **CASE EXAMPLES**

The following are some examples describing how the assistance available through IESC's MBS is utilized. In many of the following examples, a variety of IESC services have been employed in order to provide the kind of help required by clients.

**CLIENT  
OBJECTIVE: Improved Productivity**

**IESC  
SERVICE:  
• Regular TA Project**

An IESC volunteer expert with many years experience in all aspect of the ladies undergarment business was asked to travel to Kenya to help the female owner of a ladies undergarment factory. Although her business was expanding, the client was not satisfied with the way the plant was operating. She felt there was "something wrong with the flow," that things seemed to still be operating on a "hit or miss basis."

The VE started making changes immediately. He streamlined operations, developed simple forms to gather daily, weekly, monthly and yearly information in the cutting, production and sales areas. He developed a format and method for cost estimating garments, devised a plan to control cutting and production, rearranged the plant's layout, added simple, inexpensive sewing aids to increase production. The VE spent at least half his time training every supervisor and machine operator and even developed a training manual for future reference. He worked with the client's major customer to set up an ordering system that enabled the client to maintain an even level of production without having to inventory large amounts of material.

In just two months, this project increased the client's production by 40% without any major equipment purchases.

**CLIENT**

**OBJECTIVES: Assessment of Investment Potential, Equipment, Production**

**IESC**

**SERVICES:**

- **Industry Survey**
- **Diagnostic Project**

As part of a general agribusiness industry survey, a VE travelled to El Salvador to assess the export and investment attraction potential of local frozen food processors. In the course of the survey, the owner of one of the firms visited asked advice on what additional new or used equipment would be needed to make his recently renovated frozen food plant into a first-rate operation. During his two-week stay in El Salvador, the VE assessed the client's current equipment and systems and recommended the additional technology and equipment the client would need to begin full operation of the plant.

Once all the equipment has been purchased and installed, the VE will return to El Salvador on a Regular TA project to help during the plant's start up phase.

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## CASE #3

**CLIENT  
OBJECTIVES:**

**Improved Production  
New Products  
Training  
Equipment Assessment**

**IESC  
SERVICES:**

- **Regular TA Project**
- **Multi micro Project**
- **Piggy Back Project**

A retired master baker and trainer assisted 12 bakeries in the Eastern Caribbean over a period of three months. First, on a TA project, the VE helped a client enter the lucrative cookie market. He even provided recipes for cookies made from left over ingredients from other bakery products.

Following that project, the VE conducted 3 Piggy Back projects for other bakeries in the region. On one of these projects, he helped a company produce better quality breads and rolls, trained workers to bake and finish new items and improved the bakery's overall management. He helped another client reduce the firm's dependence on imported ingredients and improved his overall management and sanitation methods. For another client, he introduced eight new products, trained personnel, improved pricing methods, labor and production schedules, saved money on utilities and shortened working hours.

Next, the VE traveled to Barbados where he helped 8 very small bakeries – all members of an industry association. He held two workshops covering cost analysis and operating expenses, product quality and sanitation improvement. He also recommended new machinery, new marketing methods, more efficient plant layouts and helped some companies plan for expansion.

As a result of all this assistance, the bakers of the Eastern Caribbean region are not only better able to meet local demand but equally as important, they can better meet the needs of hotels, restaurants, etc. which serve the vital tourist industry.

**CLIENT**

**OBJECTIVES: Identify Post-Harvest Technology Needs  
Identify Opportunities for Expanded Trade**

**IESC**

**SERVICES:**

- **Seminars**
- **Diagnostics**
- **Market & Technology Information**
- **Trade & Investment Promotion**

Research shows that if Central American growers can reduce produce loss by as little as 10%, the positive impact on employment and currency exchange in those countries would be enormous. Based on this estimate, IESC recruited 13 active and retired agricultural experts as volunteer instructors for a 5-day Post-Harvest Technology Seminar in Guatemala. Nine of the volunteers were IESC VEs and four were experts from Guatemala and El Salvador. The 13 volunteers led the seminar which attracted more than 150 Central American agriculturalists from 6 countries.

The seminar, which featured three day-long presentations and two days of field trips, focused on the application of scientific knowledge to the post-harvest handling of horticultural crops. The seminar was designed to help Central American countries more successfully and profitably market their products both domestically and internationally. The first day of the seminar was an overview of post-harvest biology and technology in which the instructors discussed post harvest diseases and the effective management of container packing. The second day's session included discussions on temperature and atmosphere controls, and demonstrations of cooling systems. On the third day, commercial applications of atmospheres for preserving the market quality of products were discussed. Presentations were made on the preparation and management of fresh fruits and vegetables for local and export distribution.

On the fourth and fifth days, the VEs traveled with participants to local commercial growing operations and a number of packing and transportation facilities. During these field trips, the VEs were able to diagnose a number of basic and easily corrected errors in the post-harvest handling of lettuce, celery, grapes and snow peas.

Although too soon to evaluate the effectiveness of the seminar in terms of increased foreign exchange, the seminar was praised by local governments as highly successful and the type of program worthy of duplication in any developing country.

**CLIENT**

**OBJECTIVES:**                    **Improve Production and Profitability**  
**Save Jobs**

**IESC**

**SERVICES:**

- **Multi Micro Enterprises Project**
- **Regular TA Projects**
- **Market & Technology Information**
- **Trade & Investment Promotion**

An IESC VE travelled to Damietta, Egypt to help the local furniture industry find alternative markets to make it less vulnerable to the collapse of its sole market - the Gulf States and Northern Africa. The VE found that, although the quality of the workmanship was high, very little furniture produced in that part of Egypt was suitable for export, either in size or design. In addition, because the craftsmen were not organized, they were unable to buy materials in bulk and/or take advantage of quantity discounts. And further, they were only able to source raw materials from Eastern Bloc countries. Despite low labor costs, their products were not competitive with those from the Far East, Europe or the U.S.A. Profits were taken at every level of a multi-layered distribution system, increasing the cost of their products even more.

The VE attacked the problem with a comprehensive plan. He convinced the fiercely independent and competitive craftsmen to work together to save their industry. The VE helped help launch a marketing effort to promote Egyptian furniture and component parts in the U.S.A. and Europe. His first task involved establishing totally new furniture designs based on Egyptian themes that would be more acceptable for export and the modern domestic marketplace.

The recent war in the Gulf demonstrated how critical it is to identify alternate markets for Damietta's products. With the VE's help, the craftsmen are now established in a guild (Spring of 1991) which acts as an industry center providing the research and development, marketing and sales assistance the companies will need to succeed in new markets.

Full implementation of the VE's plans will take time, but initial results are encouraging. Industry prospects are brighter. The ripple effect of a revitalized Damietta furniture industry on subsidiary businesses will be substantial. Local manufacturers of glues, fabrics, paints, etc., as well as importers of veneers, plywood and lumber should benefit from this project.

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**CLIENT**

**OBJECTIVES: New Career Planning and Placement Office  
for a University.  
Joint Venture with U.S.A. University**

**IESC**

**SERVICE:**

- **Education Projects**

The client operates a university in Indonesia as well as five other smaller institutions of higher education. IESC was asked to assist the client in the establishment of a career planning and placement office that would help students and alumni get information on available jobs, schedule on-campus interviews and instruct students in writing resumes and letters of application. The IESC VE selected completed two projects for the client.

On the first project, the VE did a lot of homework in the U.S.A. prior to travelling to Indonesia. He visited three U.S.A. universities and interviewed their directors of career services. He also collected extensive reference material and compiled a 200-page planning, operations and training manual.

Once in Indonesia, the VE created a plan for Indonesia's first university career and placement guidance center and presented a summary of the overall proposal to deans, faculty and administrative staff.

The VE also designed and established a library and interview facility for the placement center. He increased the amount of industry and employment information from U.S.A. and domestic sources. He also presented a plan for the organization of an alumni career service network and contributed to the human resources development efforts of the university.

The VE returned to the same client a year later. At that time, he helped implement the plans he had created the previous year. In the process, he designed all the forms necessary for the placement center and edited the copy and layout for the center's brochure.

He provided orientation training for the staff and taught specific vocational counseling skills including resume preparation, self-assessment, interview techniques, reference library resources, etc. The VE also established a cooperative relationship with four companies to develop recruiting and joint training projects. The four companies were Arthur Anderson & Co., PT Fortune, Colgate-Palmolive and PT Indonesia KIA Standard. Finally, the VE designed and organized the formal presentation of a joint venture /cooperative education project between the Indonesian university and a university in the U.S.A.

**CLIENT**

**OBJECTIVE: Water and air pollution control**

**IESC**

**SERVICE:**

- **Environmental Project**

The client, the largest steel mill in Brazil, and in all of South America, requested IESC help to detect, identify and treat benzol-a-pyrene (BAP) and other polycyclic organic compounds. The project called for the VE to locate the pollution sources and then analyze methods and processes for their elimination.

The VE worked with the steel company's staff surveying waste waters from coke-making and iron-making. He was able to determine the sources of BAP and demonstrate how to achieve removal objectives. Samples were collected and tested before and after filtration in order to determine the distribution of BAP between the liquid and particulate matter. The VE also suggested additional waste water treatment and water conservation methods in order to meet values acceptable by FEEMA (Brazil's equivalent of the EPA).

In the future, tests will be undertaken to demonstrate the feasibility of several more economical treatment alternatives and the design, construction and operation of the most suitable alternatives. The client believes this project has helped his firm take a giant step toward controlling water pollution.

**CLIENT**

**OBJECTIVES: Improve Operations of Health and Welfare Facility**

**IESC**

**SERVICES:**

- **Health Care Project**

The client, a government supervised and funded children's orphanage/home in Kingston, Jamaica, requested help in day-to-day management, administration and finance. The home presently accommodates 175 children from birth to 18 suffering from abuse, abandonment, handicap and/or retardation.

The project called for IESC assistance that would improve medical care, counselling services, accounting methods and train child care staff. Specific recommendations to revamp government funding and to increase the authority of the advisory board were also requested. IESC selected a VE team, a husband and wife, retired specialists in various related fields including medicine, child welfare, social services and mental health organizations.

This project had an immediate impact on how effectively social services can be delivered by the private sector and has become a role model for similar activities around the world. In Jamaica, statutory policies and regulations relating to children's services are actually being changed by the various ministries to incorporate recommendations made by the IESC VE husband and wife team. The recommendations made by the VEs will better prepare 17 and 18 year olds for meaningful employment once they leave school; they are now able to be hired in various areas of need in their community, i.e. mechanics, seamstresses, gardeners, etc. Other specific accomplishments include:

- Improving the administration, supervision and operation of the home.
- Providing an organizational chart clarifying job descriptions.
- Developing an on-going inventory system.
- Designing forms and developed procedures for children's case and medical records, and the functions of the nursing staff.
- Initiating an inventory of medical supplies.

The project was an outstanding success. The VEs succeeded in improving the use of scarce funding and instituted better management and administration. Most important to the VEs, they have helped develop a program to prepare young people for independent living.

**CLIENT**

**OBJECTIVES: Environmental Protection (Waste Management)  
Public Administration  
Privatization**

**IESC**

**SERVICES:**

- **Environmental Projects**
- **Privatization Project**
- **Public Administration**

In Nairobi, Kenya, the solid waste pick up and disposal systems for waste from domestic, industrial and commercial sources were 100% government-owned and were managed by the City Cleansing Department. The Nairobi City Commissioners wanted to investigate the feasibility of dividing the city into various districts and contracting waste management services to private companies on a district by district basis. A team of IESC VEs was sent to evaluate all aspects of current solid waste management practices and to produce a privatization plan which would result in an improved system. Of particular concern was the method of financing such a system.

Achieving the City of Nairobi's objectives required three, coordinated IESC technical assistance projects. One project to concentrate on collection, another to deal with disposal, and a third to address the critical financial aspects of privatization.

The City of Nairobi now has a solid, workable plan for privatizing collection and disposal of solid waste. The city government, encouraged and confident as a result of this coordinated IESC effort, has commenced to privatize its waste management services.

**CLIENT**

**OBJECTIVES:**

**Productivity Improvement  
New Markets  
Joint Ventures, Coventures, Investment  
U.S. Equipment Sales**

**IESC**

**SERVICES:**

- **USVE**
- **Regular TA Project**
- **Market & Technology Information**
- **Trade & Joint Venture/Coventure Promotion**

In June 1990, Barbour Company, an Egyptian wood veneer importer and manufacturer based in Damietta, signed a contract to purchase hardwood veneer manufacturing machinery from Capital Machines International in Indianapolis, Indiana. The CIF (cost, insurance, freight) value of the equipment is \$1.5 million. The president of Barbour Company plans to meet with Capital Machines International in late 1991 to close the sale.

The equipment will be used to establish a new plant and will create an estimated 200-250 new jobs. Production from the plant will save Egypt and Barbour an average of \$1.2 million in imports of veneer each year. Barbour expects to capture 75% of the local market with the balance being exported to the U.S.A., Europe or Japan.

This equipment sale will be a direct result of a TA project and almost one year of diligent assistance by a USVE.

**CLIENT**

**OBJECTIVES: Joint Ventures, Coventures, Investment  
U.S. Equipment Sales**

**IESC**

**SERVICES:**

- **USVEs**
- **Regular TA Projects**
  
- **Seminars/Workshops**
- **Industry Surveys**
- **Trade & Joint Venture/Coventure Promotion**
- **Market & Technology Information**

The TIS program in the Dominican Republic (DR) started with a survey of the footwear industry. The VE surveyed more than 40 DR footwear manufacturing firms and determined that, with adequate assistance and intensive marketing and promotion, DR firms could provide much needed sources of hand-sewing for the U.S.A. footwear industry. Technical assistance provided by several VEs ensured that the DR products would meet U.S.A. quality control standards. VEs and staff organized partner meetings and a sampling program to convince U.S.A. manufacturers of the ability of DR firms.

Using direct mail campaigns in combination with personal phone calls and visits from VEs and TIS staff, TIS successfully linked U.S.A. and DR footwear companies for the production of uppers for men's leather slip-on shoes. The first order placed by the American firms was for 40,000 pairs of men's uppers. Other larger orders have followed and production continues to increase. The TIS program has helped U.S.A. firms remain competitive in the manufacture of hand-sewn men's slip-on shoes. Venture Assistance Funds reimbursed some firms for travel expenses related to partner and trade show visits.

A total of 8 contracting agreements, 6 sampling agreements and one direct investment has resulted from the TIS footwear program.

**CLIENT OBJECTIVES:**                    **Joint Ventures, Coventures, Investment  
U.S. Equipment Sales**

**IESC SERVICES:**

- **USVE**
- **Regular TA Project**
- **Market & Technology Information**
- **Trade & Joint Venture/Coventure Promotion**

In August 1988, Colloid Drilling Company, an Egyptian manufacturer, requested technical assistance from IESC to improve its productivity. The volunteer, Mr. V.J. Parks advised reformation and reorganization of the plant including the addition of new equipment, specifically new concentration units.

Returning to the U.S.A., the VE requested ABLE researchers to help investigate the market for new equipment. VE contacted Lyn Associates, Denver, CO – an equipment dealer and contractor of new plants.

The concentration units and ball mill were valued new at around \$1 million, but VE Parks was able to locate used equipment through Lyn Associates at a saving of almost 80%. However, in order to take advantage of USAID's favorable financing terms, the equipment had to be either new or reconditioned and warranted as new. Mr. Parks negotiated with Lyn Associates and USAID on behalf of Colloid to obtain a certificate attesting that the equipment was properly reconditioned and warranted. The VE assisted in arranging the financing from Alexandria Maritime Bank and USAID's Commodity Import Program.

VE Parks returned to Egypt to assist in the installation of the concentration unit and erection of the ball mill. Another IESC VE was recruited to help Colloid in the plant's start up. The total value of imported U.S.A. equipment was close to \$200 thousand. This machinery enabled Colloid to double the plant's capacity.

While in Egypt to help with the equipment installation, Mr. Parks introduced Colloid to the concept of a joint venture and began investigating the U.S.A. marketplace for potential partners. VE identified Milpark Drilling Fluids, a division of Baker Hughes, Inc. Milpark was a distributor and had the market contacts while Colloid was a producer and had the capability to produce for Milpark to market and distribute. Negotiations between Colloid and Milpark were initiated in 1989. Both Milpark and Colloid conducted studies on Egyptian ores.

– Continued

*(Case #12 continued)*

In December 1990, Colloid Drilling Company, formed a joint venture company with Milpark Drilling Fluids.

Milpark provided the technical know-how and owns 51% of the company, Colloid owns 49%. Permitted capital was \$ 5 million and issued capital, \$.5 million. The new company is called Milcoll Drilling Fluids Company. Before this venture, Colloid penetrated only 3-5% of Egypt's regional market. The new company hopes to obtain 60-70% of Egypt's regional market. In addition, through this joint venture, Colloid will now be able to obtain the American Petroleum Institute's stamp of approval, thus opening up previously closed markets.

Additionally, Colloid will be able to add and market new products while Milpark will obtain an Egyptian umbrella under which it can penetrate other countries in the Gulf. One of the new products under development is wayumite benonite. Colloid is also in discussions with another U.S.A. firm, American Colloid, to produce this product in Egypt (up to now it is only produced in the U.S.A.). This will allow Colloid to service demand among smaller local end-users in Egypt and the Gulf at more attractive terms.

**CLIENT**

**OBJECTIVES:**

**Productivity Improvement  
Trade Promotion  
Joint Ventures, Coventures, Investment  
U.S. Equipment Sales**

**IESC**

**SERVICES:**

- **Market & Technology Information**
- **Industry Surveys**
- **Seminars/Workshops**
- **Trade & Joint Venture/Coventure Promotion**

In two years, IESC's TIS export and investment promotion efforts have led to more than \$5 million in exports from Morocco – or about 5% of all Moroccan exports to the U.S.A. TIS has also identified many opportunities for U.S.A. firms, including one opportunity for a U.S.A. company to purchase land in Morocco to grow cucumbers for export to world markets as pickles.

The TIS marketing subcontractor visited Morocco to review the olive sales program and expand an exclusive sales agreement with one Moroccan firm Les Huilleries de Meknes, (HM). TIS anticipates \$7-10 million in sales of that firm's products in 1992. In addition, TIS Casablanca staff accompanied a U.S.A. customer for olives, anchovies and tomatoes on a visit to HM. The U.S.A. importer placed a trial order for 25 containers of olives, worth approximately \$275 thousand, to be shipped in the of Summer 1991 and, equally important, assigned a Spanish-based quality control expert to regularly visit the Moroccan firm in order to upgrade processing techniques and quality.

As part of IESC 's activities to promote Moroccan agribusiness, TIS invited the New Jersey-based Association of Food Industries to hold its annual meeting in Morocco next year. The Association has accepted. This event will not only create a greater awareness of Moroccan agricultural opportunities and products, but has the side benefit of assisting TIS's Moroccan tourism promotion efforts by increasing awareness of Morocco as a convention site and vacation option.

**CLIENT  
OBJECTIVES: Privatization  
Investment**

**IESC  
SERVICES:  
• Privatization Projects**

A producer and distributor of consumer food products company in Monterrey, Mexico – including cookies and baby products – wanted to own and operate its own sugar refineries. Future plans included expanding the firm's operation into producing cane sugar for both domestic and export markets. Not being expert in the manufacture of cane sugar, the client asked IESC's assistance in evaluating four sugar refineries the Federal Government of Mexico was offering for sale to the private sector – including an assessment of all installations and peripheral equipment .

During two projects, the VE evaluated the 4 factories, studying the available technical and financial information. He prepared an evaluation of each facility including the replacement value, to the management and CEO of the client firm. The values were then presented to the Government by the CEO and were accepted. The VE analyzed the purchase conditions set forth by the Government, recommending that the client purchase only 3 of the 4 refineries offered by the Government.

The VE also identified some problems related to organizational matters and to the state owned refineries' existing labor agreements and contracts. The client was advised that if it were to purchase the three refineries, totally new organizational structures would be needed. The VE then designed a new organization plan, including job descriptions for the Technical Director and for the chemical, agricultural and instrument engineers.

The VE's report on the operation of a sugar refinery detailed what was required of the client if it wanted to own and manage sugar factories. The report provided step-by-step instructions on what had to be done once documents for ownership and management of the 3 refineries were signed.

The VE's evaluation provided the client with the basis to refuse the Government's original asking price. As a result, the client was able to make the purchase for \$26 million less than was first asked. This savings made the client's plan to purchase the mills feasible. The VE also increased the earnings of one sugar mill by US \$1 thousand per day, by suggestions which required no investment. The client will be able to produce 50% more sugar at one mill than was currently being produced. Both the client and the VE are confident that if union problems can be resolved, this project will have helped Mexico become self-sufficient in sugar and eventually should bring in foreign exchange from exports.

**CLIENT**

**OBJECTIVES:     Technology Transfer  
                      Joint & Coventures**

**IESC**

**SERVICE:**

- **Special Contracts**
- **Market & Technology Information**
- **Regular TA Projects**
- **Trade & Joint Venture/Coventure Promotion**

The USAID mission in Sri Lanka has contracted with IESC to manage and operate a 5-year \$11 million pilot program to help the growth of Sri Lanka's private sector. The program, the Technology Initiative for the Private Sector (TIPS), is mandated to assist Sri Lankan firms in the identification of technology needs, the location and acquisition of equipment and technology. A critical task of the TIPS program is to ensure the proper installation of newly acquired equipment and technology in Sri Lankan companies.

The program establishes a large program office in Sri Lanka and an office in the U.S.A. at IESC headquarters. Both offices are designed to help the transfer of technology from the U.S.A. (or elsewhere) to Sri Lanka. Much research and information will be provided to clients by both offices. The U.S.A. office is specifically charged with developing a large network of agencies, academic institutions, and private technology suppliers in the U.S.A. that can be accessed by Sri Lankan firms.

IESC will use active U.S.A. consultants or industry experts to survey several local Sri Lankan industries relative to growth potential and technology needs. The surveys are designed as "gap analyses" – that is, to help Sri Lankan companies determine what their current capabilities are, where they would like the companies to be in the future, and what they need to do to reach those goals.

A large sum of money in the form of grants to Sri Lankan firms will be used to help Sri Lankan firms achieve their goals. The funds may be used to hire consultants or IESC VEs, to contract ABL or other information suppliers, or to travel to trade shows, attend seminars or visit facilities in other countries, etc. In fact, as long as IESC approves, the funds may be used for any purpose that will help meet the legitimate technology needs of the Sri Lankan company.

This project and other large programs such as IESC's TIS Country Promotion Programs, are managed by IESC's Trade & Investment Services division.

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**CLIENT**

**OBJECTIVES:     Joint venture or Coventure  
                      Trade  
                      U.S. Equipment Sales**

**IESC**

**SERVICES:**

- **Market & Technology Information**
- **Trade & Joint Venture/Coventure Promotion**

IESC's market and technology information service provides several types of assistance: 1) ABLE research studies are detailed reports resulting from 20 to 80 hours of research by professional market researchers; 2) ABLE coordinates meetings between clients and potential partners; 3) ABLE Trade Assistance includes preparation of brochures and other presentation materials for overseas firms; 4) ABLE Export Facilitation includes product sample distribution and tracking of responses from buyers; 5) Quick Business Information (QBI) provides comparative price quotes for clients considering purchase of equipment and/or machinery

The following is a very brief list of the kinds of results achieved as a result of the information and contacts provided by ABLE:

- A major purchase of U.S.A. equipment by a food processor in Grenada.
- A cooperative venture between a U.S.A. and Sri Lankan firm to produce rubber belt cleaners.
- A cooperative venture between a U.S.A. and Uruguayan firm for manufacture of sausage casings.
- A Botswana company is supplying exotic leathers to 4 Texas boot manufacturers.
- A sandal manufacturer in Haiti has entered into a comarketing agreement with a U.S.A. firm.

## List of organizations that have trusted in IESC services

Aceros Arquitectónicos	Cámara de Comercio Guatemalteco-Americana	Edificaciones Maya
Aceros de Guatemala	Cámara de Turismo	Editorial Escolar Piedra Santa
Aceros del Sur	Camas y Muebles Siesta	El Angel Diamantino
Aceros Suárez	Caniz International Van Lines	El Ebano, S.A.
Acumuladores Iberia	Caoba, S.A.	El Ganadero, S.A.
Acumuladores Victor	Cardex	El Gran Emir
Administradora de Hoteles y Turismo	Cardiz, S.A.	El Pilar
Agencia Kawasaki, S.A.	Carmelo Torreblarte	El Sabor, S.A.
Agencias Angell	CAROHE	Empacadora Toledo
Agencias Unidas, S.A.	CARSVO	Empresa Portuaria Nacional Santo Tomas de Castilla
Agricultura Moderna	Casa Automoto	Enboplast
Agricultural Research Fund	Casa Urbina	Erlece
Agro Industrias El Roble	Cementos Cruz	Envases Industriales, S.A.
Agropecuaria Popoyán	Cementos Progreso, S.A.	Eseade
Agropecuarios Industriales San Ignacio, S.A.	Central Distribuidora	Esguasa
"AISI"	Centro de Desarrollo y Producción CENDAP	Estilos en Moda
Ajustadores de Centro América, S.A.	Centro de Materiales de Construcción, S.A.	Exdoes de Guatemala
Al Macarrone y Picadilly	CEMACO	F & J
Alfredo Rodríguez	Ceproinsa	Fábrica de Tejidos de Punto "Gádalma María"
Alianza	Cerámica Brusun Valle	Fábrica de Tejidos Sportex, S.A.
Alimentos Naturales, S.A.	Cerámica Industrial	Fábrica Doral
Alimentos Procesados	Cerámicas Industriales de Guatemala	Fábricas Electrónicas Unidas
Alimentos Regia, S.A.	Cerincasa	Famex
Alimentos y Conservas "Ana Belly"	Cervecería Centroamericana, S.A.	Fantastika
Alimentos, S.A.	Cervoc	Federación de Remo
Alto, S.A.	Cia. de Seguros Granal & Townson	Fegua
Almacén Avances Electrónicos	Cinco Pueblos	Félix Montes y Cia, S.A.
Almacén Magno Mercantil	Citral, S.A.	Ferreterías El Tejar
Almacenes Paiz, S.A.	Colegio Int. Montessori	Fesa
Alpine Export Company	Colette, S.A.	Fideicomiso Paiz
Amos Anderson	Colosa	Finca San Jerónimo y Anexos
Andrade Group	Columbia Biotecnología	Finca San Rafael
Asociación de Agricultores de Agucatalán	Comercial V.R.	Flacher y Cia, S.A.
Asociación de Amigos del País	Compañía Almacenadora, S.A.	Flomerca
Asociación de Gerentes de Guatemala	Compañía Industrial del Atlántico, S.A.	Flora Exótica, S.A.
Asociación Experimental Cafetalera "AEC"	Compañía Nacional de Comercio	Formfit de Guatemala y Cia.
Autocargas	Compañía Panificadora	Frigoríficos de Guatemala
Aval	Compañía Procesadora de Alimentos, S.A.	Frisa
Aval Card	Conapel	Frutas del Pacífico
Aval Data, S.A.	Confecciones Ideales de Centroamérica	Fundación de la Universidad Del Valle
Aviateca Taca International Airlines, S.A.	Confecciones Modernas	Fundación del Centavo
Azulejos Industriales	Confecciones y Suministros	Fundación Educativa
A. P. de Ramírez	Conifort, S.A.	Fundap
Banco Agrícola Mercantil	Consejo Nacional del Algodón	Funtec
Banco de Occidente	Construco - Carlos Cruz & Co. Ltda.	Gato Gordo
Banco del Agro, S.A.	Constructora Universal, S.A. COHAGUA	Géminis International Mall
Banco Granal & Townson	Cooperativa Cuatro Pinos	Géneris Latina
Banco Industrial, S.A.	Copreca, S.A.	Germínaguate
Banco Inmobiliario, S.A.	Coermos, S.A.	Gexpront
Banco Nacional de Desarrollo Agrícola	Cosuder	Gexpront Quetzaltenango
"BANDESA"	Crea	Gexpront - Comisión de Electrónicos
Barrilete	Creaciones Gracielo	Gexpront - Comisión de Fabricantes de Muebles de Madera y Productos Forestales
Best de Guatemala	Creaciones Manelli	Gexpront - Comisión de Productos Hidrobiológicos
Bienes Raíces e Inversiones, S.A.	Cunor	Gexpront - Comisión Vestuario y Textiles
Bienes y Hoteles, S.A.	De La Riva Hermanos	GMCP
Bloteca, S.A.	Deshidratéticos	Gremial de Espárrago
Bodegas de Mayoreo	Dior, S.A.	Gremial de Operadores de Turismo
Bolaños & Castillo Agrícola	Disame, Ltda.	Guatemala Country Club
Bolsa de Papel, S.A.	Diseños Panamericanos	Guatemamol
Bosque Altamira	Distribuidora El Tirador	Guatex/Comercial
Brigi	Distribuidora Guadalete	Guillermo Cheng
Briz Llorente y Cia.	Distribuidora Guatemalteca Ltda.	Hacienda La Chorrera
Brycecasa Subsidiaria de La Paleta	Ditrosa	Hacienda Santa Cristina
Buró de Convenciones	Dulces Fybe	Helenoplastic Ltda.
Byron Lacs & Arturo Jaschkwitz	Dulcinea, S.A.	Henequén
Byron Zadić y Cia, S.C. Suca.	Duma, S.A.	Horne, S.A.
B.K., S.A.	Edegua	Hornos, S.A.
Cadena de Restaurantes El Paso, S.A.	Edgar Barillas	Hotel Atlántico
Calzado Cobán	Ediciones Comerciales, S.A.	
Calzado Iberia	Ediciones Internacionales	
Cámara de Comercio de Guatemala		

Hotel Camino Real  
 Hotel El Dorado  
 Hotel Guatemala Fiesta  
 Hugo Calderón  
 Hulera La Nacional y Cia. Ltda.  
 Hulexport  
 Incatecu, S.A.  
 Incodepa  
 Indeta  
 Industria de Madera "Las Quebradas", S.A.  
 Industria Lechera "La Moderna"  
 Industria Nacional de Textiles  
 Industria Papelera Centroamericana, S.A.  
 Industrias Trueno  
 Industrias Unidas  
 Industrias Univez  
 Infasa  
 Ingeniería y Construcción, S.A.  
 Ingenio Concepción  
 Ingenio Pantaleón, S.A.  
 Instituto Centro Americano de Administración  
 Instituto Guatemalteco Americano "I.G.A."  
 Instituto Guatemalteco de Turismo  
 Instituto Neurológico  
 Instituto Técnico Vocacional  
 Intercampo  
 Intercomfort  
 Interiores, S.A.  
 Internacional de Inversiones  
 International Ice Cream Co.  
 Interni, S.A.  
 Inversiones Corporativas, S.A.  
 Inversiones El Triángulo, S.A.  
 Inversiones y Servicios Internacionales  
 Inversa  
 I.N.A.  
 Jabón Valdés  
 Jades, S.A.  
 Jeantex, S.A.  
 José Víctor Mirón  
 Julio Sandoval  
 Kasanti  
 L. E. R. Publicidad  
 La Ceiba  
 La Helvetia  
 La Itulia  
 La Mariposa, S.A.  
 La Médica Guatemalteca, S.A.  
 La Meseta  
 La Nacional  
 La Palma  
 La Pradera, S.A.  
 La Soledad  
 Laboratorios Darosa, S.A.  
 Lacorna  
 Lámparas Doral  
 Lámparas View Lux  
 Lasercraft  
 Latex Centroamericana  
 Le Ble  
 Liceo Javier  
 Licorera Centroamericana, S.A.  
 Liga del Corazón  
 Liga Nacional Contra el Cáncer  
 Litho Carbón de Centro América, S.A.  
 Litho Formas, C.A.  
 Los Andes, S.A.  
 Los Parques, S.A.  
 Lunafil, S.A.  
 L. Permueller y Cia. Ltda.  
 Mapreco, S.A.

Maquillas de Guatemala  
 Mario García Salas  
 Materiales y Construcción, S.A. "MACOSA"  
 Mercantil Clusa  
 Mercantil Emporium  
 Mezcladora, S.A.  
 Miguelangel Joyería Fina  
 Mimbres de Guatemala, S.A.  
 Miñar y Cia. Ltda.  
 Modiane  
 Motel Longorore  
 Motel Plaza  
 Mueble Fino  
 Multicredit, S.A.  
 Multilínea Internacional  
 Multiplo, S.A.  
 Multivalores  
 Niasa  
 Nona's  
 Novatecna  
 Novatex  
 Nutrisa  
 Nylontex, S.A.  
 Ohm de Centroamérica  
 Olmeca, S.A.  
 Organización J. L. Morales  
 Oxdos, S.A.  
 Panadería La Única  
 Pancho Smith, S.A.  
 Panificadora Americana  
 Panificadora Modelo, S.A.  
 Papeles Elaborados  
 Passarelli y Cia.  
 Pastelería Italiana Ciro  
 Pastelería Milano  
 Peter Pan  
 Petexbatún, S.A.  
 Planterra  
 Plastihuz  
 Prefabricados Cifa  
 Prensa Libre  
 Procesadora de Carne, S.A. PROCASA  
 Prodin  
 Productos Alimenticios Sharp, S.A.  
 Productos de Arcilla y Ladrillo Guatemaltecos  
 Proindexsa  
 Prolectsa  
 Promainsa  
 Promeca  
 Promigua  
 Promisa  
 Propanel  
 Proyectos Técnicos, S.A.  
 Pro-Ventas  
 Quilab  
 Quindeca, S.A.  
 Raxja  
 Reinsa  
 Rhizomas, S.A.  
 Ricardo Pennington  
 Roberto Staebler Castillo & Lloyd Kroner  
 Sabrosela, S.A.  
 San Pedro - Funtec  
 Schrader Camargo Ingenieros Asociados, S.A.  
 Secamadera  
 Seguros Cruz Azul, S.A.  
 Selvagro  
 Sercopa  
 Servicios Complementarios  
 Servicios Industriales Mercantiles, S.A.  
 Sica, S.A.

Sidasa  
 Simco, S.A.  
 Sistemas Aplicativos  
 Sistemas Lógicos de Computación, S.A.  
 Sistemas Ltda.  
 Technology Redeployment  
 Técnica de Computación  
 Técnica Inmobiliaria, S.A.  
 Técnica Industrial Tecún  
 Técnica Universal, S.A.  
 Técnicas Modernas  
 Técnicos en Seguros, S.A.  
 Tecnimpresora  
 Telectro  
 Tenería La Constancia  
 Termitoys  
 Texcorps Investments International, S.A.  
 Textiles Modernos  
 Textiles Panatex  
 Textiles Rex  
 Textport  
 Tostaduría de Café Quetzal  
 Trajes Americanos, S.A.  
 Transformadora de Aceros "FERSUC"  
 Transportes Relámpago  
 Tratex  
 Tropical Geese  
 Tunches, S.A.  
 Ultra Industrias, S.A.  
 Ultra Latex, S.A.  
 Unecpa  
 Unitec  
 Universal Agencies  
 Universidad Del Valle  
 Universidad Francisco Marroquín  
 Valcasa  
 Verdufrex  
 Veryplasa  
 Victor Ruberte  
 Vidriería Vidar  
 Villaflores  
 Vitra, S.A.  
 Zürich

**APPENDIX H**

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**CIGUA FLYER**



The  
**GUATEMALA  
INVESTORS  
CLUB**

## **Organization**

**CIGUA is Latin America's first Venture Capital Club. It was founded in 1990 for the purpose of providing a public forum in which investors, entrepreneurs and representatives of service organizations could meet to learn about and pursue new investment initiatives. The Club, which is non-profit, presently has sixty-five members, including both Guatemalans and foreigners. The members and others meet at the Club's monthly breakfast sessions.**

## **Mission**

**CIGUA's Mission is to stimulate growth in Guatemala by sponsoring public discussions and meetings between investors, entrepreneurs, professionals and others - both Guatemalan and foreign. Through these encounters, investment projects are expected to gain financing, technical and managerial support. Participants are given the opportunity to become informed about investment market activity as well as about both the domestic and international investment climates.**

*(over)*

## **Membership**

**CIGUA membership may be either individual or corporate, including:**

**Investors – *Venture Capitalists, Corporations, Financial Institutions, individuals.***

**Businessmen – *Entrepreneurs, Inventors, Executives***

**Service Professionals – *Bankers, Lawyers, Accountants, Consultants***

**Public Service – *Government Officials, Educators***

## **Network**

**Networking is the center of CIGUA's monthly breakfast meetings. Participants are given two minutes time in which to present their investment projects, including the nature of the proposed business and a statement of financial and/or technical and managerial requirements. Later in the meetings, participants are provided additional time to "network" privately.**

## **Speakers**

**CIGUA meetings feature highly-regarded speakers from both the private and public sectors of Guatemala and abroad. Speakers cover topics that range from modern financing and information management techniques through to the general economic outlook and its signals for venture capitalists.**

## **Publications**

**CIGUA publishes a monthly newsletter in Spanish and English. The newsletter contains interesting information about the activities and services of the Club and offers advertising opportunities to members who wish to promote investment initiatives and services.**

**CIGUA • P.O. Box 661147 • Miami Springs, FL-33166  
Tel: (502 2) 337194, 337195 • Fax: (502 2) 337196**



CLUB DE INVERSIONISTAS  
DE GUATEMALA

# PROYECTOS DE INVERSION PRESENTADOS A CIGUA

al 15 de agosto de 1991

PROYECTOS DE INVERSION PRESENTADOS A CIGUA

AGRICULTURA Y ALIMENTOS

1. Terrenos disponibles en el altiplano. Se necesita inversionista con capital y conocimiento del negocio de producir y exportar verduras. CONTACTAR: Rodolfo Andrade. Tel.: 365357; 3a. Calle, 7-49, Zona 9.
2. Proyecto de expansión empresa que elabora helados vinculado con grupo en México. CONTACTAR: Arturo Hernández W. Tel.: 740903.
3. Inversión en nuevo producto de comida rápida. Precisa \$50,000 en capital para complementar lanzamiento en el mercado nacional. CONTACTAR: Luis Alberto Gumser. Tel.: 760077.
4. Proyecto para distribución de cafe especial en oficinas, hoteles y restaurantes. CONTACTAR: Roberto Schaps. Tel.: 337085.
5. Proyecto para levantar una plantación de cítricos de 200 mil arboles en 2000 acres. Con una inversión de US\$2,000 cada una, en un término de 18 meses se espera un retorno de US\$3,000. CONTACTAR: Chuck Fleer, Tel.: 501 275924; FAX: 501 274984.
6. Proyecto para cultivar al ajo, procesarlo en un producto medicinal y exportarlo. Terrenos y capital disponibles, se busca socio en tecnología del cultivo y exportación. CONTACTAR: Carlos Edwin Rosal, Tel.: 314550.

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CONSTRUCCION, VIVIENDA

1. Proyecto en Vista Hermosa I, consiste en dos torres de apartamentos con gran vista. Busca socio inversionista. CONTACTAR: Fernando Sacca. Tel.: 681579.
2. Proyecto de rentar equipos para movimiento de tierras y urbanizaciones. CONTACTAR: Juan Manuel Rivera, Tel.: 723171 o 715572.

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4. Inversión en estanques para engorde de camarón. CONTACTAR: Juan Ml. Rivera. Tel.: 715572.
5. Coinversión con norteamericanos para cultivar bagre. CONTACTAR: Sonia Maria Gonzalez, Centro de Servicios al Inversionista. Tels.: 346878-80
6. Coinversión para proyecto de cultivo de camarón. CONTACTAR: Sonia Maria Gonzalez, Centro de Servicios al Inversionista, Tels.: 346878-80.

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#### MINERIA

1. Explotación cerca a Sierra de las Minas. CONTACTAR: Regina Moreira. Tel.: 364473.
2. Se necesita estudio e inversionista explotación de una mina. CONTACTAR: Walter Rodriguez. Tel.: 763281.
3. Mina de arena y piedra pomis para exportación. Se busca capital para tecnología. CONTACTAR: Oscar Solís. Tel. 764533.

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#### PRODUCTOS DE MADERA Y RELACIONADOS

1. Se buscan inversionistas para explotar tierras propias en el Petén. CONTACTAR: Edwin Echeverria. Tel.: 912893.

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#### TURISMO Y RELACIONADOS

1. Desarrollo turístico de 106 caballerías en el área de Izabal. CONTACTAR: Victor Caro. Tel.: 25123; 535822.
2. Proyecto con inversionistas japoneses buscan socios a invertir en un hotel fuera de del área de la ciudad. Inversión puede ser en tierras. CONTACTAR: Alejandro Barrios. Tel.: 310787.
3. Inversión en la expansión de un hotel-complejo turístico en San Benito, Petén. CONTACTAR: Francisco Castellanos. Tels.: 366166 (en Guatemala); 0500725/134 (en Petén)

## FINANCIAMIENTO

1. El Banco Empresarial, S.A. iniciará operaciones a principios de 1992 y desea apoyar a la pequeña y mediana empresa. CONTACTAR: Raul Monterroso, Tel.: 315428.
2. El Banco Centroamericano de Integración Económica (BCIE) apoya a la pequeña y mediana empresa. CONTACTAR: Cecilio Mingo, Tel.: 311260; 311265; 311268.

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## NEGOCIOS en VENTA

1. Se vende librería y papelería modelo. CONTACTAR: Enrique Gonzalez. Tel.: 25060; 537812.
2. Se intermedian compras y ventas de empresas, fábricas de maquila, de sillas para exportación, de confites y otros. CONTACTAR: Jorge Resana. Tel.: 312976; 344243.
3. Importación y distribución de revistas norteamericanas. Incluye tienda y suscripciones. Venta anual Q.900,000. Precio Q.350,000. CONTACTAR: Juan Gabriel Dengo. Tel.: 84896.
4. Empresa "Cien Industrias" vende fábrica de dulces, fábrica de maquila; fábricas de muebles. CONTACTAR: Pedro Romero, Tel.: 314976.

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## PRODUCTOS del MAR y RELACIONADOS

1. Se necesitan esponjas de mar tipo "terciopelo". CONTACTAR: Chuck Fler, First Building and Trust, Ltd., BELICE. Tel.: 011501274802.
2. Empresa camaronera/construcción de camareros busca coinversionistas. CONTACTAR: Alvaro Rivera. Tel.: 715484; 715572.
3. Empresa exportadora de cola de langosta, pescado fresco y otros busca inversionista con US\$40,000 capital de trabajo para expansión. CONTACTAR: Julio César Palencia. Tel.: 741019.

4. Proyecto nuevo inversión en un hotel tres estrellas para la zona 1. Buscan socio con Q.1,300,000. Estudios y contactos bancarios ya avanzados. CONTACTAR: Victor Hugo Estrada. Tel.:949535.
5. Terreno disponible en Petén, se encuentra a medio kilómetro del Hotel Villa Maya, con una extensión de cinco caballerías, 4 kilómetros de orilla con la Laguna Quechil, a 11 kilómetros de la cabecera departamental de Flores, con una carretera en perfecto estado. En el interior cuenta con una laguna pequeña y cuatro julenques. CONTACTAR: Ennio Alburez, Tel.: 351858.
6. Terreno ubicado en San Jose del Departamento del Peten, a media hora del Hotel Camino Real- Tikal, con una extensión de 40 manzanas. El terreno cuenta con una manzana y media bañada por el Lago Petén-Itza, y una playa muy especial de 170 metros de frente. CONTACTAR: Ennio Alburez, Tel.: 351858.
7. Terreno en Chiquimulilla, con tres cascadas que poseen agua todo el tiempo, a 92 kilómetros de la capital, rodeado por dos carreteras. Desean desarrollar una coinversión para este Centro Turístico. CONTACTAR: José Antonio Morales Melgar, Tel.: 723708.
8. Inversión para el desarrollo de un Centro Turístico en la parte Caribeña de Belice. CONTACTAR: Rene Nuñez, Atención Chuck Fleer, Tel.: 501 275924; FAX: 501 274984.
9. Se busca representante para la empresa Logos International dedicada a la reservación hotelera y de viajes, para el area Centroamericana. Logos International está dispuesta a poner el equipo técnico, comunicación vía satelite, etc. CONTACTAR: Jorge Papadopolo, Tel.: 344964.

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**INVERSIONES RELACIONADAS CON LA SALUD**

1. Construcción de un hospital privado; buscan socios. CONTACTAR:Dr. F. Rolando Iriarte. Tel.: 366496.

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**PRODUCTOS TIPICOS**

1. Expansión-inversión en manufactura de cinturones típicos para exportar a USA/Europa. Buscan hasta \$100,000 en capital. CONTACTAR: Angel Pérez Almengor. Tels.: 81093; 538979.

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## VARIOS

1. Inversión en un lugar de recreo para niños y adultos.  
CONTACTAR: Fernando Cobar. Tel.: 22160.
2. Buscan coinversionistas para diseño/fabricación, exportación de maquinaria. CONTACTAR: Julio Rivera, Aceros Arquitectónicos. Tel.: 731740.
3. Proyecto de inversión en productos cosméticos para venta local y exportación, a base de Sábila. (Aloe Vera) Se tienen las fórmulas y mercados; hacen falta diseños para presentación en frascos, etc. y un capital de aproximadamente 100,000 Quetzales. CONTACTAR: Isabel de Correa, Tel.: 693458/356815.
4. Buscan coinversión en un proyecto de un motor de combustión interna a gasolina. CONTACTAR: Roberto Santibáñez Woolrich, Tel.: 533107.
5. Proyecto de un parque de diversión para grandes y chicos con inversión estirativa y con previo estudio de mercado. CONTACTAR: Lilian de Ortiz, Tel.: 947305.
6. Proyecto para armar computadoras aquí en Guatemala. CONTACTAR: Jorge Papadopolo, Tel.: 344965.
7. Se busca socio para echar andar un beneficio de arroz; el beneficio es hidráulico y eléctrico; está en Chiquimulilla; se necesita capital. CONTACTAR: José Antonio Morales Melgar, Tel.: 723708.
8. Laboratorio para analizar metales y soldaduras. CONTACTAR: Ing. Leonel Flores, Tel.: 770746 y 47.
9. Comisión Agrícola de la Gremial de Exportadores de Productos No-Tradicionales ofrece intermediar por anticipado entre productores y compradores/inversionistas que vendrán a Guatemala en Diciembre a participar en Agritrade. CONTACTAR: Julio Orozco, Tel.: 346872 al 77.
10. Proyecto para establecer una planta que fabrique equipo neumático. CONTACTAR: Eder Gonzalez, Tel.: 762455.

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**APPENDIX I**

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**IESC/G CONTRACTS, MONITORING, AND EVALUATION FORMS**

**ENTREPRENEURIAL DEVELOPMENT PROJECT (EDP)**  
**No. 520-0380**  
**IESC TECHNICAL ASSISTANCE (TA)**  
**FOR SMALL AND MEDIUM SIZE ENTERPRISES (SME)**

**PURPOSE:**

To assist in the development of a strong private enterprise economy through the provision of technical expertise to local SME for:

- a) Establishing cost-effective ways of improving access to new markets, technologies, and opportunities in fields such as product design and industrial engineering;
- b) Development improve management/financial systems and business practices for the efficient delivery of goods and services; and
- c) Increasing their ability to formulate marketing strategies and to sell goods and services in domestic and external markets.

**CRITERIA FOR SELECTION OF PRIVATE SECTOR FIRMS OR ORGANIZATIONS TO BE PROVIDED IESC TECHNICAL ASSISTANCE:**

15% \_\_\_\_\_ Size of firm or organization - between 10-100 employees. (Small: 10-50; Medium: 51-100).

15% \_\_\_\_\_ Client's ability to pay.

15% \_\_\_\_\_ Focus on rural area and/or Women Entrepreneurs.

15% \_\_\_\_\_ Potential for increased: Product quality, profits and capital investment (explain).

15% \_\_\_\_\_ Potential for increased employment and income (explain).

15% \_\_\_\_\_ Current volume of annual production and/or sales of goods or services between US\$50,000 and US\$1,000,000\*.

10% \_\_\_\_\_ Potential for increased exports and/or current annual volume of exports of at least US\$2 million.

The minimum qualifying score for both TIS and TA is 75%.

\*The factors related to production volume of goods or services and volume of exports which are considered in criteria for the TIS Sector selection are also measured on an annual basis.

**PROJECT WORK PLAN**

**PROJECT NO.** \_\_\_\_\_ **Country** \_\_\_\_\_ **Date** \_\_\_\_\_

**Client** \_\_\_\_\_ **Volunteer Executive** \_\_\_\_\_

a. The Volunteer Executive should describe as completely and accurately as possible the nature of the assistance which the volunteer and the client have agreed is to be rendered. Details should include any statements lacking in the statement of Assistance Requested in the Agreement and note and explain any variance with this statement.

b. Describe as specifically as possible the current state of the conditions which are to be altered by the assistance described above in paragraph a above. If these relevant conditions can be given numerical values, a numerical format should be utilized itemizing sales volumes, production rates or costs, number employed, etc.

c. The Volunteer Executive should, if possible, estimate the degree of improvement or achievement which he/she hopes to attain. Numerical values where the initial conditions were stated in these terms should again be used.

d. The steps or stages required for the successful completion of the project should be described by the Volunteer Executive and an estimation of the approximate time each stage will require should be stated.

Approved:

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Client Organization

---

IESC Volunteer Executive



**PROJECT REVIEW REPORT**

PROJECT NO: \_\_\_\_\_ COUNTRY: \_\_\_\_\_

DATE: \_\_\_\_\_ CLIENT: \_\_\_\_\_

IESC VOLUNTEER EXECUTIVE: \_\_\_\_\_

**TO THE VE:**

The VE should provide an overview of the accomplishments of the project. Please complete this form with the participation of the Client and the Country Director at the project's completion.

**TO THE CLIENT:** (In accordance with paragraph #6, page 4 of the Agreement).

Please provide comments about the VE's analysis and statements.

**TO THE CD:**

The CD should provide input/reaction to this report on page 5.  
The CD will still be expected to fill out the VE Evaluation.

**All three participants must sign this report on page 7.**

**Project #:** \_\_\_\_\_

1. Describe in reasonable detail the actual assistance rendered and the sequence of actions in which you engaged. Please include any circumstances affecting the project, such as client/VE relations, working conditions, illness, etc. (Please do not defer to the final report).

**VE Analysis:**

**Client Comments:**

104

2. In general, have you achieved the expected results as stated in the Project Work Plan?

**VE Analysis:**

Yes \_\_\_\_\_ Mostly \_\_\_\_\_ Partially \_\_\_\_\_ No \_\_\_\_\_

**Client Comments:**

Yes \_\_\_\_\_ Mostly \_\_\_\_\_ Partially \_\_\_\_\_ No \_\_\_\_\_

---

3. Briefly describe the major impact(s) on client's business from the project. Please provide numerical or percentage information where applicable.

**VE Analysis:**

**Client Comments:**

---

4. Please describe any environmental impacts that have resulted from this project's activity.

**VE Analysis:**

**Client Comments:**

5. If you were to visit this organization a year from now, where would you look to evaluate the ultimate effect of your work?

**VE Analysis:**

**Client Comments:**

- 
6. Were there any external influences that affected the outcome/success of this project? Specifically, were there any constraints to business growth by government regulations, tariffs, import restrictions, tax laws, or licensing requirements?

**VE Analysis:**

**Client Comments:**

7. In retrospect, is there any way in which this could have been made a more effective project?

**VE Analysis:**

**Client Comments:**

---

**Country Director Review:**

1. Comments on the success this project:

2. Evaluation in terms of the potential contribution to the economy of the country:

3. Could this project have substantial effect on enterprises other than the client organization?

**IMPACT OF PROJECT ON CLIENT'S BUSINESS\***

\*Please consider actual or future impact when answering the following questions.

	<u>VE Analysis</u>		<u>Client Comments</u>	
	<u>YES</u>	<u>NO</u>	<u>YES</u>	<u>NO</u>
<b><u>A. Financial Impact</u></b>				
1. Profits increased	_____	_____	_____	_____
2. Sales increased	_____	_____	_____	_____
3. Unit costs reduced	_____	_____	_____	_____
4. Capital investments committed/made	_____	_____	_____	_____
<b><u>B. Human Impact</u></b>				
1. Additional jobs created	_____	_____	_____	_____
2. Employees skills improved	_____	_____	_____	_____
3. Employee productivity increased	_____	_____	_____	_____
<b><u>C. Marketing/Operational Impact</u></b>				
1. Plant operations improved	_____	_____	_____	_____
2. Production increased	_____	_____	_____	_____
3. Product quality improved	_____	_____	_____	_____
4. New products increased	_____	_____	_____	_____
5. New marketing programs developed	_____	_____	_____	_____





NEW FORM

V.E. \_\_\_\_\_ PROJECT No. \_\_\_\_\_

Date Started: \_\_\_\_\_ Date Completed: \_\_\_\_\_ Country: \_\_\_\_\_

-----  
OVERALL EVALUATION OF VOLUNTEER EXECUTIVE:

- OUTSTANDING
- VERY GOOD
- FAIR
- POOR

-----  
RELATIONSHIP WITH CLIENT:

- |             |           |      |      |
|-------------|-----------|------|------|
| OUTSTANDING | VERY GOOD | FAIR | POOR |
|-------------|-----------|------|------|

-----  
PERSONAL FACTORS

- |             |           |      |      |
|-------------|-----------|------|------|
| OUTSTANDING | VERY GOOD | FAIR | POOR |
|-------------|-----------|------|------|

-----  
COMMENTS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DATE: \_\_\_\_\_

**CONFIDENTIAL**

**VOLUNTEER EXECUTIVE SPOUSE EVALUATION SHEET**

Name of VES: \_\_\_\_\_

Date: \_\_\_\_\_

Country: \_\_\_\_\_

Project No. \_\_\_\_\_

**INDICATE VES':**

1. Adaptability to Country:
  
2. In-Country Activities and Interests:
  
3. Health as Problem Factor:
  
4. Other Comments:

**RECOMMEND AS POSSIBLE CDS:**

Yes \_\_\_\_\_ No \_\_\_\_\_

**RECOMMEND AS TELEPHONE CONTACT FOR THIS CITY:**

Yes \_\_\_\_\_ No \_\_\_\_\_

CDS: \_\_\_\_\_

**I E S C / GUATEMALA**

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- B. Production
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PROFITS REPORT

REPORT LIST AT : 05/14/92 ( Page Number 1 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Profits		
					Y N	US\$	%
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	0	30
5 PASTELERIA ITALIANA CIRU	18162	03/10/91	05/12/91	63	x	0	0
6 ZURICH	18416	08/20/89	10/13/89	46	x	0	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	0	40
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	500000	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x	0	0
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27	x	0	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0	45
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0	0
16 LE BLE	19115	08/27/90	10/05/90	39	x	0	15
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31		0	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18		0	0
20 CREATEX	19341	10/14/91	11/22/91	39	x	0	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25	x	0	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0	5
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0	0
25 GEIPRONT	19723	06/25/90	06/27/90	2		0	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	0	10
28 CREA	19873	09/17/90	10/27/90	40		0	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	0	20
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26		0	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0	0
37 REINSA	20030	04/15/91	05/14/91	29	x	0	15
38 FUNDESA	20039	11/08/90	02/15/91	99	-	0	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0	10
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	0	25
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32	x	0	0

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PROFITS REPORT

REPORT LIST AT : 05/14/92 ( Page Number 2 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Profits		
					Y N	US\$	%
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0	0
45 GHCP	20190	10/29/90	11/27/90	29	x	0	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	0	0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0	5
50 PETEXBATUM	20418	05/06/91	07/18/91	73	X	0	0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0	100
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42		0	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32	x	0	0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	X	0	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0	37
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29	X	0	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	X	0	0
58 PASTELERIA ITALIANA CIRO	20608	03/10/91	05/12/91	63	x	0	0
59 UNIVERSAL AGENCIAS	20640	09/23/91	10/15/91	22	X	0	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	X	0	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		0	0
63 TOLEDO	20691	09/10/90	10/19/90	39		0	0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0	25
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12		0	0
67 ARF	20755	05/06/91	06/05/91	30	x	0	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	X	0	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0	0
70 PROINDEXA	20803	09/01/91	11/15/91	75	x	0	15
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x	0	30
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x	0	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	X	0	30
74 PRD - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
75 PRD - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0	0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0	x	0	0
79 TUNCHES, S. A.	21188	07/08/91	08/09/91	32	x	0	0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32	x	0	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	X	0	0
82 COLORANA	21497	10/20/91	12/03/91	44	X	0	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0	0
84 MAGNO	21632	11/06/91	12/04/91	28	x	0	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	X	0	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0	0

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PROFITS REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Profits		
					Y N	US\$	%
87 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0	0
		TOTALS =====				AVERAGE =====	
		YES	NO	US\$	%	US\$	%
PROFITS :		41	17	500,000	457	12195	11.15

PRODUCTION REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 1 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Y N	Production US\$	%
1 DESHIDRATECNICOS. S. A.	17449	08/21/89	10/27/89	67	x	0	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	0	60
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0	0
6 ZURICH	18416	08/28/89	10/13/89	46	x	0	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0	50
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	0	40
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x	0	0
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27	x	0	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0	55
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0	0
16 LE BLE	19115	08/27/90	10/05/90	39	x	0	10
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31		0	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18		0	0
20 CREATEX	19341	10/14/91	11/22/91	39	x	0	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25		0	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0	12
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0	0
25 SEXPRONT	19723	06/25/90	06/27/90	2		0	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	0	20
28 CREA	19873	09/17/90	10/27/90	40		0	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	0	30
31 AVAL, S. A.	19923	10/07/90	12/07/90	61		0	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45		0	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0	50
36 CITRAL	20030	09/01/91	09/26/91	25	x	0	0
37 REIMSA	20038	04/15/91	05/14/91	29	x	0	40
38 FUNDESA	20039	11/08/90	02/15/91	99	-	0	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0	15
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	0	150
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32		0	0

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PRODUCTION REPORT

REPORT LIST AT : 05/14/92 ( Page Number 2 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Y N	Production US\$	%
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0	25
45 GMCP	20190	10/29/90	11/27/90	29	x	0	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	0	50
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0	0
49 MIASA	20377	03/03/91	03/24/91	21	x	0	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73		0	0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0	100
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42		0	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		0	0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	X	0	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29		0	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	X	0	0
58 PASTELERIA ITALIANA CIR0	20600	03/18/91	05/12/91	63	x	0	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	X	0	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	X	0	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		0	0
63 TOLEDO	20691	09/10/90	10/19/90	39	x	0	0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0	150
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12		0	0
67 ARF	20755	05/06/91	06/05/91	30		0	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	X	0	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75	x	0	20
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x	0	0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36		0	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	X	0	30
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0	0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0	0
78 MUNDO DE DIVERSTONES	21165	/ /	12/05/91	0		0	0
79 TUNCHES, S. A.	21180	07/08/91	08/09/91	32	x	0	0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32		0	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	X	0	0
82 COLORAMA	21497	10/20/91	12/03/91	44		0	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0	0
84 MAGNO	21632	11/06/91	12/04/91	28		0	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	X	0	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0	0

PRODUCTION REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Production		
					Y N	US\$	Z
07 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0	0

	TOTALS				AVERAGE		
	YES	NO	US\$	Z	US\$	Z	
PRODUCTION :	35	15	0	907	0		25.91

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SALES REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 1 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date End	Date Start	Duration Days	Sales		
					Y N	US\$	Z
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	0	0
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0	0
6 ZURICH	18416	08/28/89	10/13/89	46	x	0	0
7 AGENCIAS ANGELL	18435	01/08/90	03/15/90	66	x	0	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	0	40
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x	0	0
11 AL MACARRONE Y PICADILLY	18932	08/06/90	09/02/90	27	x	0	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0	48
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0	0
16 LE BLE	19115	08/27/90	10/25/90	39	x	0	10
17 EL GRAN EMIR	19232	09/05/91	09/05/91	31		0	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18	x	0	0
20 CREATEX	19341	10/14/91	11/22/91	39	x	0	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25		0	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0	0
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0	0
25 GEXPRONT	19723	06/25/90	06/27/90	2		0	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	0	20
28 CREA	19873	09/17/90	10/27/90	40		0	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	0	20
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11		0	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0	0
37 REINSA	20038	04/15/91	05/14/91	29	x	0	30
38 FUNDESA	20039	11/08/90	02/15/91	99	-	0	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0	15
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	0	100
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32	x	0	0

## SALES REPORT

REPORT LIST AT : 05/14/92 ( Page Number 2 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date End	Date Start	Duration Days	Sales		
					Y N	US\$	%
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	0	0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73		0	0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0	100
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42		0	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32	x	0	0
54 CONFECCIONES Y SUMINISTRCS	20521	01/13/92	02/06/92	24	x	0	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29		0	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	x	0	0
58 PASTELERIA ITALIANA CIRO	20608	03/10/91	05/12/91	63	x	0	0
59 UNIVERSAL AGENCIAS	20640	09/23/91	10/15/91	22	x	0	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	x	0	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		0	0
63 TOLEDO	20691	09/10/90	10/19/90	39		0	0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0	100
66 MARUJILAS DE GUATEMALA	20743	02/24/91	03/08/91	12		0	0
67 ARF	20755	05/06/91	06/05/91	30	x	0	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	x	0	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0	0
70 PROINDEXA	20803	09/01/91	11/15/91	75	x	0	20
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x	0	30
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x	0	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	x	0	40
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0	0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0		0	0
79 TUNCHES, S. A.	21188	07/08/91	08/09/91	32	x	0	0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32	x	0	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	x	0	0
82 COLORAMA	21497	10/28/91	12/03/91	44	x	0	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0	0
84 MAGNO	21632	11/06/91	12/04/91	28	x	0	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	x	0	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0	0

SALES REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date End	Date Start	Duration Days	Sales Y N	US\$	Z
07 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0	0
		TOTALS =====				AVERAGE =====	
	YES NO	US\$	Z	US\$	Z		
SALES :	37 20	0	573	0	15.49		

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WAGES REPORT

REPORT LIST AT : 05/14/92 ( Page Number 1 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date	Date End	Duration Days	Wages Y N	US\$	%
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	0	0
5 PASTELERIA ITALIANA CIRIO	18162	03/10/91	05/12/91	63	-	0	0
6 ZURICH	18416	08/28/89	10/13/89	46	x	0	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	0	100
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71		0	0
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27	x	0	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0	32
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0	0
16 LE BLE	19115	08/27/90	10/05/90	39		0	0
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31		0	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18		0	0
20 CREATEX	19341	10/14/91	11/22/91	39		0	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/28/90	17	x	0	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25		0	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0	15
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0	0
25 GEXPRONT	19723	06/25/90	06/27/90	2		0	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	0	15
28 CREA	19873	09/17/90	10/27/90	40		0	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	0	0
31 AVAL, S. A.	19923	10/07/90	12/07/90	61		0	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45		0	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26		0	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11		0	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0	0
37 REINSA	20038	04/15/91	05/14/91	29		0	0
38 FUNDESA	20039	11/08/90	02/15/91	99	x	0	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0	5
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	0	50
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32	x	0	0

WAGES REPORT

REPORT LIST AT : 05/14/92 ( Page Number 2 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date	Date Start	Duration Days	Wages		
					Y N	US\$	%
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	0	30
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73		0	0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0	100
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42		0	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		0	0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	x	0	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29		0	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	x	0	0
58 PASTELERIA ITALIANA CIRO	20608	03/10/91	05/12/91	63		0	0
59 UNIVERSAL AGENCIAS	20640	09/23/91	10/15/91	22	x	0	0
60 ALFREDD RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	x	0	0
62 ENROPLAST, S. A.	20679	04/15/91	05/14/91	29		0	0
63 TOLEDO	20691	09/10/90	10/19/90	39		0	0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0	50
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12		0	0
67 ARF	20755	05/06/91	06/05/91	30		0	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	x	0	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75	x	0	20
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x	0	0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x	0	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	x	0	10
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0	0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0		0	0
79 TUNCHES, S. A.	21188	07/08/91	08/09/91	32	x	0	0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32	x	0	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	x	0	0
82 COLORAMA	21497	10/20/91	12/03/91	44		0	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0	0
84 MAGNO	21632	11/06/91	12/04/91	28	x	0	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	x	0	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0	0

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**WAGES REPORT**  
**REPORT LIST AT : 05/14/92 ( Page Number 3 )**  
**ENDED FROM : 07/01/89 TO : 04/30/92**

Client Name	Project Number	Date	Date Start	Duration Days	Wages		
					Y N	US\$	%
07 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0	0
	<b>TOTALS</b> =====					<b>AVERAGE</b> =====	
	YES NO	US\$	%	US\$		%	
WAGES :	25 21	0	427	0		17.00	

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PRODUCTION QUALITY REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 1 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Prod. Quality		
					Y N	US%	%
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	0	40
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0	0
6 ZURICH	18416	08/28/89	10/13/89	46		0	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	0	50
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x	0	30
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27	x	0	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0	10
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0	0
16 LE BLE	19115	08/27/90	10/05/90	39	x	0	5
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31		0	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/18/90	18	x	0	0
20 CREATEX	19341	10/14/91	11/22/91	39	x	0	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25	x	0	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0	10
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0	0
25 GEXPRONT	19723	06/25/90	06/27/90	2		0	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	0	0
28 CREA	19873	09/17/90	10/27/90	40	x	0	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	0	30
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0	35
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0	90
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0	0
37 REINSA	20038	04/15/91	05/14/91	29	x	0	20
38 FUNDESA	20039	11/08/90	02/15/91	99	-	0	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0	20
41 B. K., S. A.	20116	01/21/91	02/15/91	25	-	0	0
42 INTERCOMFORT	20117	04/14/91	05/14/91	30	x	0	0
43 NAGMO MERCANTIL	20118	01/11/91	02/12/91	32		0	0

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PRODUCTION QUALITY REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 2 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Prod. Quality		
					Y N	US\$	%
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0	0
46 JOSE VICTOR HIRON	20226	04/08/91	04/30/91	22	x	0	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	0	0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73	X	0	0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0	100
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42		0	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		0	0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	X	0	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0	57
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29		0	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	X	0	0
58 PASTELERIA ITALIANA CIRO	20608	03/10/91	05/12/91	63	x	0	0
59 UNIVERSAL AGENCIAS	20640	09/23/91	10/15/91	22	X	0	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	X	0	0
62 ENROPLAST, S. A.	20679	04/15/91	05/14/91	29	x	0	0
63 TOLEDO	20691	09/10/90	10/19/90	39	x	0	0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0	100
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12		0	0
67 ARF	20755	05/06/91	06/05/91	30	x	0	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	X	0	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0	0
70 PROINDEXA	20803	09/01/91	11/15/91	75	x	0	0
71 CASA AUTOMOTO	20812	03/10/91	04/12/91	25	x	0	0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36		0	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	X	0	25
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0	0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0	x	0	0
79 TUNCHES, S. A.	21108	07/08/91	08/09/91	32	x	0	0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32		0	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	X	0	0
82 COLORAMA	21497	10/20/91	12/03/91	44	X	0	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0	0
84 MAGNO	21632	11/06/91	12/04/91	28	x	0	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	X	0	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26	X	0	0

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PRODUCTION QUALITY REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Prod. Quality		
					Y N	US%	Z
87 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0	0
		TOTALS =====		AVERAGE =====			
	YES NO	US%	Z	US%	Z		
PROD. QUALITY :	44 13	0	622	0	14.14		

PRODUCTION EFFICIENCY REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 1 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Prod. Efficiency		
					Y N	US\$	%
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0	0
2 FARRICA DORAL	17928	01/24/90	02/26/90	33	x	0	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	0	60
5 PASTELERIA ITALIANA CIRO	18162	03/18/91	05/12/91	63	x	0	0
6 ZURICH	18416	08/28/89	10/13/89	46		0	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0	15
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	0	100
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x	0	40
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27	x	0	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0	15
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0	0
16 LE BLE	19115	08/27/90	10/05/90	39	x	0	5
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31		0	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18	x	0	0
20 CREATEX	19341	10/14/91	11/22/91	39	x	0	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0	0
22 HOTEL ATLANTICO	19506	09/17/90	10/12/90	25	x	0	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0	10
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0	0
25 GEXPRUNT	19723	06/25/90	06/27/90	2		0	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	0	20
28 CREA	19873	09/17/90	10/27/90	40	x	0	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	0	15
31 AVAL, S. A.	19923	10/07/90	12/07/90	61		0	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0	50
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0	6
36 CITRAL	20030	09/01/91	09/26/91	25	x	0	0
37 REINSA	20038	04/15/91	05/14/91	29	x	0	20
38 FUNDESA	20039	11/08/90	02/15/91	99	x	0	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0	15
41 B. K., S. A.	20116	01/21/91	02/15/91	25	-	0	0
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32		0	0

PRODUCTION EFFICIENCY REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 2 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Prod. Efficiency		
					Y N	US\$	%
44 BOLGAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	0	0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73	x	0	6
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0	100
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42		0	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		0	0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	x	0	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0	37
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29	x	0	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	x	0	0
58 PASTELERIA ITALIANA CIRD	20608	03/10/91	05/12/91	63	x	0	0
59 UNIVERSAL AGENCIAS	20640	09/23/91	10/15/91	22	x	0	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	x	0	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		0	0
63 TOLEDO	20691	09/10/90	10/19/90	39	x	0	0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0	100
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12		0	0
67 ARF	20755	05/06/91	06/05/91	30		0	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	x	0	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75	x	0	0
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x	0	0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36		0	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	x	0	10
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
75 PRO - VENTAS	20934	09/12/91	09/12/91	31	-	0	0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0	0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0	x	0	0
79 TUNCHES, S. A.	21188	07/08/91	08/09/91	32	x	0	0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32		0	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	x	0	0
82 COLORAMA	21497	10/20/91	12/03/91	44	x	0	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0	0
84 MAGNO	21632	11/06/91	12/04/91	28		0	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	x	0	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0	0

PRODUCTION EFFICIENCY REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Prod. Efficiency		
					Y N	US%	%

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07 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0	0
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TOTALS

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AVERAGE

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	YES	NO	US%	%	US%	%
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PROD. EFFICIENCY :	44	60	0	612	0	13.91
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## SALES EFFICIENCY

REPORT LIST AT : 05/14/92 ( Page Number 1 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Sales Efficiency		
					Y N	US\$	%
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	0	0
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0	0
6 ZURICH	18416	08/28/89	10/13/89	46		0	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	0	100
9 FRIGORIFICOS DE GUATEMALA,S.A.	18798	01/09/90	02/06/90	28	x	0	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x	0	20
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27	x	0	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0	20
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56	x	0	0
16 LE BLE	19115	05/27/90	10/05/90	39	x	0	5
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31		0	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18		0	0
20 CREATEX	19341	10/14/91	11/22/91	39	x	0	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25	x	0	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0	0
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0	0
25 GEXPRONT	19723	06/25/90	06/27/90	2		0	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80		0	0
28 CREA	19873	09/17/90	10/27/90	40	x	0	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	0	15
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0	40
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0	100
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11		0	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0	0
37 REINSA	20038	04/15/91	05/14/91	29	x	0	0
38 FUNDESA	20039	11/06/90	02/15/91	99	-	0	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0	10
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	0	20
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32	x	0	0

SALES EFFICIENCY  
 REPORT LIST AT : 05/14/92 ( Page Number 2 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Sales Efficiency		
					Y N	US\$	%
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	0	0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0	0
50 PETEXBATUN	20410	05/06/91	07/18/91	73	x	0	0
51 AVÁL CARD	20457	08/05/91	08/20/91	15	x	0	100
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42		0	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32	x	0	0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	x	0	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29		0	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	x	0	0
58 PASTELERIA ITALIANA CIRO	20600	03/10/91	05/12/91	63	x	0	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	x	0	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	x	0	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		0	0
63 TOLEDO	20691	09/10/90	10/19/90	39		0	0
64 MIGUELÁNGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	-	0	0
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12		0	0
67 ARF	20755	05/06/91	06/05/91	30		0	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	x	0	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0	0
70 PROINDEXA	20803	09/01/91	11/15/91	75	x	0	0
71 CASA AUTOMOTO	20812	03/10/91	04/12/91	25	x	0	0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x	0	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	x	0	15
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0	0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0	0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0		0	0
79 TUNCHES, S. A.	21180	07/08/91	08/09/91	32	x	0	0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32	x	0	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	x	0	0
82 COLORAMA	21497	10/20/91	12/03/91	44	x	0	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	19		0	0
84 MAGNO	21632	11/06/91	12/04/91	28	x	0	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	x	0	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0	0

SALES EFFICIENCY  
 REPORT LIST AT : 03/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Sales Efficiency	
					Y N	US\$ %
07 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0 0
		TOTALS =====		AVERAGE =====		
	YES NO	US\$	%	US\$		%
SALES EFFICIENCY:	33 22	0	445	0		13.48

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EXPORTING  
 REPORT LIST AT : 05/14/92 ( Page Number 1 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Exporting Y N	US\$
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	0
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0
6 ZURICH	18416	08/28/89	10/13/89	46	x	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	8000
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x	60000
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27	x	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56	x	0
16 LE BLE	19115	08/27/90	10/05/90	39	x	0
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31	x	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18	x	0
20 CREATEX	19341	10/14/91	11/22/91	39	x	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25	x	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0
25 GEXPRONT	19723	06/25/90	06/27/90	2	x	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	0
28 CREA	19873	09/17/90	10/27/90	40	x	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	0
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0
37 REINSA	20038	04/15/91	05/14/91	29	x	0
38 FUNDESA	20039	11/08/90	02/15/91	99	x	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	0
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32	x	0

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EXPORTING  
 REPORT LIST AT : 05/14/92 ( Page Number 2 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Exporting Y N	US\$
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73	X	0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42	-	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32	x	0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	X	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29	X	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	X	0
58 PASTELERIA ITALIANA CIRO	20608	03/10/91	05/12/91	63	x	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	X	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	X	0
62 ENDOPLAST, S. A.	20679	04/15/91	05/14/91	29	x	0
63 TOLEDO	20691	09/10/90	10/19/90	39	x	0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0
65 B. K., S. A.	20742	03/18/91	03/29/91	19	x	0
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12	x	0
67 ARF	20755	05/06/91	06/05/91	30	x	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	X	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75	x	0
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x	0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	X	500000
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	x	0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31	x	0
76 GENTIVAL	21106	09/23/91	10/22/91	29	x	0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0	x	0
79 TUNCHES, S. A.	21188	07/08/91	08/09/91	32	x	0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32	x	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	X	0
82 COLORAMA	21497	10/20/91	12/03/91	44	X	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18	X	0
84 MAGNO	21632	11/06/91	12/04/91	28	x	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	X	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26	X	0

EXPORTING  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Exporting	
					Y N	US\$
07 EL GRAN ENIR	21777	03/02/92	03/13/92	11	X	0

TOTALS		AVERAGE
YES	NO	US\$
23	48	568,000
EXPORTING :		24695

US EQUIPMENT

REPORT LIST AT : 05/14/92 ( Page Number 1 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Y N	US Equipment US\$
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	20000
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x	20000
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0
6 ZURICH	18416	08/28/89	10/13/89	46	x	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	400000
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x	0
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27	x	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56	x	350000
16 LE BLE	19115	08/27/90	10/05/90	39	x	0
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31	x	25000
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	25000
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18	x	0
20 CREATEX	19341	10/14/91	11/22/91	39	x	0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25	x	10000
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0
25 GEXPRONT	19723	06/25/90	06/27/90	2		0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	11000
28 CREA	19873	09/17/90	10/27/90	40	x	5000
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	10000
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0
37 REINSA	20038	04/15/91	05/14/91	29	x	8000
38 FUNDESA	20039	11/08/90	02/15/91	99	x	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	2000
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	14000
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32	x	0

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US EQUIPMENT

REPORT LIST AT : 05/14/92 ( Page Number 2 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	US Equipment	
					Y N	US\$
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x	2000
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0
49 NIASA	20377	03/03/91	03/24/91	21	x	6000
50 PETEXBATL	20418	05/06/91	07/18/91	73		0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42	x	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	X	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29	X	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	X	0
58 PASTELERIA ITALIANA CIRO	20600	03/10/91	05/12/91	63	x	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	X	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	14000
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	X	0
62 ENDOPLAST, S. A.	20679	04/15/91	05/14/91	29	x	0
63 TOLEDO	20691	09/18/90	10/19/90	39		0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	14000
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12	x	0
67 ARF	20755	05/06/91	06/05/91	30	x	0
68 PROINDEXA	20756	03/11/91	03/15/91	4	X	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75	x	50000
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x	50000
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	X	20000
74 PRO - VENTAS	20934	08/12/91	09/12/91	31		0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31		0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/03/91	0	x	0
79 TUNCHES, S. A.	21188	07/08/91	08/09/91	32	x	12000
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32	x	0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	X	0
82 COLORAMA	21497	10/20/91	12/03/91	44		0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18	X	250000
84 MAGNO	21632	11/06/91	12/04/91	28	x	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	X	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0

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US EQUIPMENT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	US Equipment	
					Y N	US\$
07 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0

	TOTALS =====		AVERAGE =====
	YES	NO	US\$
US EQUIPMENT :	40	26	1,318,000

US SERVICES REPORT

REPORT LIST AT : 05/14/92 ( Page Number 1 )

END FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	US Services Y N	US\$
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60		0
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0
6 ZURICH	18416	08/28/89	10/13/89	46	x	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	100000
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71		0
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27		0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61		0
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0
16 LE BLE	19115	08/27/90	10/05/90	39	x	0
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31	x	0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25		0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18	x	0
20 CREATEX	19341	10/14/91	11/22/91	39		0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25	x	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0
25 GEXPRONT	19723	06/25/90	06/27/90	2		0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80		0
28 CREA	19873	09/17/90	10/27/90	40	x	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	50000
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0
37 REINSA	20038	04/15/91	05/14/91	29	x	0
38 FUNDESA	20039	11/08/90	02/15/91	99	x	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0
41 R. K., S. A.	20116	01/21/91	02/15/91	25	x	0
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32		0

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US SERVICES REPORT

REPORT LIST AT : 05/14/92 ( Page Number 2 )

END FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	US Services Y N	US\$
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0
45 GMCP	20140	10/29/90	11/27/90	29	x	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32		0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0
49 MIASA	20377	03/03/91	03/24/91	21	x	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73		0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42	x	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	x	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29	x	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	x	0
58 PASTELERIA ITALIANA CIRO	20600	03/10/91	05/12/91	63	x	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	x	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11	x	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	x	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		0
63 TOLEDO	20691	09/10/90	10/19/90	39		0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12	x	0
67 ARF	20755	05/06/91	06/05/91	30		0
68 PROINDEXA	20756	03/11/91	03/15/91	4	x	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75		0
71 CASA AUTOMOTO	20812	03/10/91	04/12/91	25		0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36		0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	x	30000
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	-	0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31		0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0		0
79 TUNCHES, S. A.	21180	07/08/91	08/09/91	32		0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32		0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	x	0
82 COLORAMA	21497	10/20/91	12/03/91	44	x	0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0
84 MAGNO	21632	11/06/91	12/04/91	28	x	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	x	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0

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US SERVICES REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 END FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	US Services	
					Y N	US\$

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87 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0
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TOTALS =====			AVERAGE =====	
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	YES	NO	US\$	US\$
US SERVICES :	6	40	100,000	22500

US TECHNOLOGY REPORT

REPORT LIST AT : 05/14/92 ( Page Number 1 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	US Technology	
					Y N	US\$
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60		0
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0
6 ZURICH	18416	08/28/89	10/13/89	46	x	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	50000
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71		0
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27		0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0
16 LE BLE	19115	08/27/90	10/05/90	39	x	0
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31	x	40000
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18	x	0
20 CREATEX	19341	10/14/91	11/22/91	39		0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25	x	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	0
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0
25 GEIPRONT	19723	06/25/90	06/27/90	2		0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80		0
28 CREA	19873	09/17/90	10/27/90	40	x	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	20000
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0
37 REINSA	20038	04/15/91	05/14/91	29	x	0
38 FUNDESA	20039	11/08/90	02/15/91	99	x	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30	x	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	0
42 INTERCONFORT	20117	04/14/91	05/14/91	30	x	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32		0

US TECHNOLOGY REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 2 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	US Technology	
					Y N	US\$
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32		0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0
50 PETEXBATUN	20410	05/06/91	07/18/91	73		0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42	x	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	x	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	3000
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29	x	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	x	0
58 PASTELERIA ITALIANA CIRIO	20600	03/10/91	05/12/91	63	x	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	x	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11		0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	x	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29	x	0
63 TOLEDO	20691	09/10/90	10/19/90	39		0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12	x	0
67 ARF	20755	05/06/91	06/05/91	30		0
68 PROINDEXA	20756	03/11/91	03/15/91	4	x	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75		0
71 CASA AUTOMOTO	20812	03/10/91	04/12/91	25		0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	x	15000
74 PRO - VENTAS	20934	08/12/91	09/12/91	31		0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31		0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0	x	0
79 TUNCHES, S. A.	21188	07/08/91	08/09/91	32		0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32		0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	x	0
82 COLORAMA	21497	10/20/91	12/03/91	44		0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0
84 MAGNO	21632	11/06/91	12/04/91	28	x	0
85 PROINDEXA	21756	03/11/91	03/15/91	4	x	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0

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US TECHNOLOGY REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	US Technology Y N	US\$
07 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0

	TOTALS =====		AVERAGE =====	
	YES	NO	US\$	US\$
US TECHNOLOGY:	15	36	128,000	8533

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## OTHER REPORT

REPORT LIST AT : 05/14/92 ( Page Number 1 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Other Y N	US\$
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x	0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33	x	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29	x	0
4 CERAMICA INDUSTRIAL	10162	09/25/89	11/24/89	60		0
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63	x	0
6 ZURICH	18416	08/28/89	10/13/89	46	x	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x	0
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28	x	0
10 FAMEX, S. A.	18858	04/15/90	06/25/90	71		0
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27		0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x	0
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25	x	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29	x	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		0
16 LE BLE	19115	08/27/90	10/05/90	39	x	0
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31	x	60000
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25		0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18	x	0
20 CREATEX	19341	10/14/91	11/22/91	39		0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x	0
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25	x	0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x	10000
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x	0
25 SEXPRONT	19723	06/25/90	06/27/90	2		0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x	0
28 CREA	19873	09/17/90	10/27/90	40	x	0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11	x	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31	x	20000
31 AVAL, S. A.	19923	10/07/90	12/07/90	61	x	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x	0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45	x	0
34 SISTEMAS APLICATIVOS	19905	04/08/91	05/04/91	26	x	0
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11	x	0
36 CITRAL	20030	09/01/91	09/26/91	25	x	0
37 REINSA	20038	04/15/91	05/14/91	29	x	3500
38 FUNDESA	20039	11/08/90	02/15/91	99	x	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30		0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x	0
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x	0
42 INTERCOMFORT	20117	04/14/91	05/14/91	30	x	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32		0

## OTHER REPORT

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Client Name	Project Number	Date Start	Date End	Duration Days	Other Y N	US\$
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x	0
45 GMCP	20190	10/29/90	11/27/90	29	x	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x	0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32		0
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x	0
49 NIASA	20377	03/03/91	03/24/91	21	x	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73		0
51 AVAL CARD	20457	08/05/91	08/20/91	15	x	0
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42	x	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24	x	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29	x	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	x	0
58 PASTELERIA ITALIANA CIRO	20600	03/10/91	05/12/91	63	x	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	x	0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11		0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	x	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		0
63 TOLEDO	20691	09/10/90	10/19/90	39		0
64 MIGUELANGELO - MARKETING	20723	06/10/91	07/09/91	29	x	0
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x	0
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12	x	0
67 ARF	20755	05/06/91	06/05/91	30		0
68 PROINDEXA	20756	03/11/91	03/15/91	4	x	0
69 ANACAFE	20800	11/04/91	11/29/91	25	x	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75	x	20000
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25		0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x	0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	x	50000
74 PRO - VENTAS	20934	08/12/91	09/12/91	31		0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31		0
76 GENTIVAL	21106	09/23/91	10/22/91	29		0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x	0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0		0
79 TUNCHES, S. A.	21180	07/08/91	08/09/91	32		0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32		0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8	x	0
82 COLORAMA	21497	10/20/91	12/03/91	44		0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		0
84 MAGNO	21632	11/06/91	12/04/91	28		0
85 PROINDEXA	21756	03/11/91	03/15/91	4	x	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		0

OTHER REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
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Client Name	Project Number	Date Start	Date End	Duration Days	Other Y N	US\$
07 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X	0

		TOTALS =====	AVERAGE =====
YES	NO	US\$	US\$
OTHER :	11 37	163,500	14863

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JOINT VENTURES REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 1 )  
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Client Name	Project Number	Date Start	Date End	Duration Days	Joint Ventures		
					YES	NO	US\$
1 DESHIDRATÉCNICOS, S. A.	17449	08/21/89	10/27/89	67	x		0
2 FABRICA DORAL	17928	01/24/90	02/26/90	33		x	1233
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29		x	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60		x	0
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63		x	0
6 ZURICH	18416	08/28/89	10/13/89	46		x	0
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66	x		0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x		0
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28		x	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71		x	0
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27		x	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61		x	0
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25		x	0
14 CONFECIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29		x	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56		x	0
16 LE BLE	19115	08/27/90	10/05/90	39		x	0
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31	x		0
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25	x		0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18		x	0
20 CREATEX	19341	10/14/91	11/22/91	39	x		0
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17		x	0
22 HOTEL ATLANTICO	19506	09/17/90	10/12/90	25	x		0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x		0
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x		0
25 GEXPRONT	19723	06/25/90	06/27/90	2		x	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59	x		0
27 PROINDEXSA	19862	01/21/91	04/11/91	80		x	0
28 CREA	19873	09/17/90	10/27/90	40			0
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11		x	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31		x	0
31 AVAL, S. A.	19923	10/07/90	12/07/90	61		x	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x		0
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45		x	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26		x	0
35 AGENCIAS ANGELL	20029	10/01/90	11/12/90	11		x	0
36 CITRAL	20030	09/01/91	09/26/91	25		x	0
37 REINSA	20038	04/15/91	05/14/91	29			0
38 FUNDESA	20039	11/08/90	02/15/91	99		x	0
39 AGRI - LAB	20056	10/06/91	11/05/91	30		x	0
40 COLETTE, S. A.	20103	04/08/91	05/07/91	29	x		0
41 B. K., S. A.	20116	01/21/91	02/15/91	25		x	0
42 INTERCOMFORT	20117	04/14/91	05/14/91	30		x	0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32	x		0

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JOINT VENTURES REPORT  
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Client Name	Project Number	Date Start	Date End	Duration Days	Joint Ventures		
					YES	NO	US\$
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x		0
45 GMCP	20190	10/29/90	11/27/90	29	x		0
46 JOSE VICTOR MIRON	20226	04/09/91	04/30/91	22	x		0
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x		0
48 MULTICREDIT	20365	04/08/91	05/17/91	39		x	0
49 NIASA	20377	03/03/91	03/24/91	21		x	0
50 PETEXBATUN	20418	05/06/91	07/18/91	73		X	0
51 AVAL CARD	20457	08/05/91	08/20/91	15		x	0
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42		x	0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32		x	0
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24		X	0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29	x		0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29		X	0
57 LOS PARQUES S.A.	20576	04/08/91	05/07/91	29	X		0
58 PASTELERIA ITALIANA CIRCO	20608	03/10/91	05/12/91	63		x	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	X		0
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11		x	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28	X		0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		x	0
63 TOLEDO	20691	09/10/90	10/19/90	39			0
64 MIGUELANGEL - MARKETING	20723	06/10/91	07/09/91	29	x		0
65 B. K., S. A.	20742	03/10/91	03/29/91	19		x	0
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/06/91	12		x	0
67 ARF	20755	05/06/91	06/05/91	30			0
68 PROINDEXA	20756	03/11/91	03/15/91	4		X	0
69 ANACAFE	20800	11/04/91	11/29/91	25		x	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75		x	0
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x		0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x		0
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24	X		0
74 PRO - VENTAS	20934	08/12/91	09/12/91	31	x		0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31	x		0
76 GENTIVAL	21106	09/23/91	10/22/91	29	x		0
77 AGENCIAS ANGELL	21149	07/15/91	08/22/91	38	x		0
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0			0
79 TUNCHES, S. A.	21188	07/08/91	08/09/91	32	x		0
80 MAGNO MERCANTIL	21192	08/05/91	09/06/91	32	x		0
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	8		X	0
82 COLORAMA	21497	10/20/91	12/03/91	44	X		0
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18		X	0
84 MAGNO	21632	11/06/91	12/04/91	28	x		0
85 PROINDEXA	21756	03/11/91	03/15/91	4		X	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26	X		0

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JOINT VENTURES REPORT  
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Client Name	Project Number	Date Start	Date End	Duration Days	Joint Ventures		
					YES	NO	US%
07 EL GRAN ENIR	21777	03/02/92	03/13/92	11	X		0
	TOTALS		AVERAGE				
	=====		=====				
	YES	NO	US%		US%		
JOINT VENTURES:	28	39	1,233	44			

JOBS CREATED REPORT

REPORT LIST AT : 05/14/92 ( Page Number 1 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Jobs Created		
					Yes	No	nJobs
1 DESHIDRATECNICOS, S. A.	17449	08/21/89	10/27/89	67	x		10
2 FABRICA DORAL	17928	01/24/90	02/26/90	33		x	0
3 LAMPARAS VIEW LUX	17930	07/09/90	08/07/90	29		x	0
4 CERAMICA INDUSTRIAL	18162	09/25/89	11/24/89	60	x		8
5 PASTELERIA ITALIANA CIRO	18162	03/10/91	05/12/91	63		x	0
6 ZURICH	18416	08/28/89	10/13/89	46	x		2
7 AGENCIAS ANGELL	18455	01/08/90	03/15/90	66		x	0
8 JADES, S. A.	18666	02/25/90	04/05/90	39	x		50
9 FRIGORIFICOS DE GUATEMALA,S.A.	18790	01/09/90	02/06/90	28		x	0
10 FAMEX, S. A.	18850	04/15/90	06/25/90	71	x		20
11 AL MACARRONE Y PICADILLY	18852	08/06/90	09/02/90	27		x	0
12 PASTELERIA MILANO	18875	05/14/90	07/14/90	61	x		4
13 EL ANGEL DIAMANTINO	18933	09/17/90	10/12/90	25		x	0
14 CONFECCIONES Y SUMINISTROS	19007	04/16/90	05/15/90	29		x	0
15 EXCLUSIVAS	19012	03/19/90	05/14/90	56	x		20
16 LE BLE	19115	08/27/90	10/05/90	39		x	0
17 EL GRAN EMIR	19232	08/05/91	09/05/91	31	x		2
18 GENERIS LATINA, S. A.	19237	07/23/90	08/17/90	25		x	0
19 GEMINIS INTERNATIONAL MALL	19340	07/23/90	08/10/90	18		x	0
20 CREATEX	19341	10/14/91	11/22/91	39	x		2
21 ASOCIACION DE AGUACATAN	19411	09/03/90	09/20/90	17	x		125
22 HOTEL ATLANTICO	19586	09/17/90	10/12/90	25			0
23 EDICIONES INTERNACIONALES	19637	09/17/90	11/02/90	46	x		3
24 SERVICIOS COMPLEMENTARIOS	19639	10/15/90	12/14/90	60	x		6
25 GEIPRONT	19723	06/25/90	06/27/90	2		x	0
26 AGENCIAS ANGELL	19746	01/14/91	03/14/91	59		x	0
27 PROINDEXSA	19862	01/21/91	04/11/91	80	x		50
28 CREA	19873	09/17/90	10/27/90	40	x		1
29 EDGAR BARILLAS	19874	08/13/90	08/24/90	11		x	0
30 FINCA SAN JERONIMO	19885	10/16/90	11/16/90	31		x	0
31 AVAL, S. A.	19923	10/07/90	12/07/90	61		x	0
32 AZULEJOS INDUSTRIALES, S. A.	19935	11/19/90	12/12/90	23	x		75
33 AVAL CARD, S. A.	19937	10/01/90	11/15/90	45		x	0
34 SISTEMAS APLICATIVOS	19985	04/08/91	05/04/91	26	x		3
35 AGENCIAS ANGELL	20029	10/01/90	10/12/90	11		x	0
36 CITRAL	20030	09/01/91	09/26/91	25		x	0
37 REINSA	20038	04/15/91	05/14/91	29	x		8
38 FUNDESA	20039	11/08/90	02/15/91	99	x		4
39 AGRI - LAB	20056	10/06/91	11/05/91	30		x	0
40 COLETTE, S. A.	20103	04/02/91	05/07/91	29	x		5
41 B. K., S. A.	20116	01/21/91	02/15/91	25	x		8
42 INTERCOMFORT	20117	04/14/91	05/14/91	30	x		0
43 MAGNO MERCANTIL	20118	01/11/91	02/12/91	32	x		50

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JOB'S CREATED REPORT

REPORT LIST AT : 05/14/92 ( Page Number 2 )

ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Jobs Created		
					Yes	No	NJobs
44 BOLSAS DE PAPEL	20147	05/20/91	06/19/91	30	x		1
45 GMCP	20190	10/29/90	11/27/90	29		x	0
46 JOSE VICTOR MIRON	20226	04/08/91	04/30/91	22	x		12
47 TUNCHES, S. A.	20231	01/21/91	02/22/91	32	x		2
48 MULTICREDIT	20365	04/08/91	05/17/91	39	x		6
49 NIASA	20377	03/03/91	03/24/91	21	x		3
50 PETEXBATUN	20410	05/06/91	07/10/91	73		X	0
51 AVAL CARD	20457	08/05/91	08/20/91	15		x	0
52 COLEGIO INT. MONTESSORI	20513	05/06/91	06/17/91	42	x		0
53 AVANCES ELECTRONICOS	20514	01/14/91	02/15/91	32	x		3
54 CONFECCIONES Y SUMINISTROS	20521	01/13/92	02/06/92	24			0
55 CONFORT, S. A.	20526	04/08/91	05/07/91	29		x	0
56 CENTRO DE SERVICIOS AL INVERS.	20539	01/13/92	02/11/92	29		X	0
57 LOS PARQUES S.A.	20576	04/09/91	05/07/91	29	X		20
58 PASTELERIA ITALIANA CIRO	20600	03/10/91	03/12/91	63		x	0
59 UNIVERSAL AGENCIES	20640	09/23/91	10/15/91	22	X		40
60 ALFREDO RODRIGUEZ	20644	05/20/91	05/31/91	11		x	0
61 INTERIORES S.A.	20665	07/15/91	08/12/91	28		X	0
62 ENBOPLAST, S. A.	20679	04/15/91	05/14/91	29		x	0
63 TOLEDO	20691	09/10/90	10/19/90	39			0
64 MIGUEL ANGEL - MARKETING	20723	06/10/91	07/09/91	29	x		3
65 B. K., S. A.	20742	03/10/91	03/29/91	19	x		0
66 MAQUILAS DE GUATEMALA	20743	02/24/91	03/08/91	12		x	0
67 ARF	20755	05/06/91	06/05/91	30			0
68 PROINDEXA	20756	03/11/91	03/15/91	4		X	0
69 AMACAFE	20800	11/04/91	11/29/91	25		x	0
70 PROINDEXSA	20803	09/01/91	11/15/91	75	x		74
71 CASA AUTOMOTO	20812	03/18/91	04/12/91	25	x		0
72 MAGNO MERCANTIL	20831	04/16/91	05/22/91	36	x		5
73 FINCA SAN JERONIMO	20930	12/11/91	01/04/92	24		X	0
74 PRO - VENTAS	20934	08/12/91	09/12/91	31		-	0
75 PRO - VENTAS	20934	08/12/91	09/12/91	31		-	0
76 BENTIVAL	21106	09/23/91	10/22/91	29			0
77 AGENCIAS AMGELL	21149	07/15/91	08/22/91	38	x		2
78 MUNDO DE DIVERSIONES	21165	/ /	12/05/91	0	x		15
79 TUNCHES, S. A.	21100	07/08/91	08/09/91	32	x		0
80 MAGNO MERCANTIL	21192	08/03/91	09/06/91	32	x		50
81 SIEMBRAS Y CULTIVOS	21346	01/06/92	01/14/92	0		X	0
82 COLORAMA	21497	10/20/91	12/03/91	44			12
83 BOLSA AGRICOLA NACIONAL I	21619	02/17/92	03/06/92	18	X		1
84 MAGNO	21632	11/06/91	12/04/91	28	x		50
85 PROINDEXA	21756	03/11/91	03/15/91	4		X	0
86 INDUSTRIA LAS PALMAS	21774	02/03/92	02/29/92	26		X	0

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JOBS CREATED REPORT  
 REPORT LIST AT : 05/14/92 ( Page Number 3 )  
 ENDED FROM : 07/01/89 TO : 04/30/92

Client Name	Project Number	Date Start	Date End	Duration Days	Jobs Created		
					Yes	No	nJobs

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87 EL GRAN EMIR	21777	03/02/92	03/13/92	11	X		4
-----------------	-------	----------	----------	----	---	--	---

TOTALS  
 =====

	YES	NO	NEWJOBS
JOB'S CREATED :	39	27	853

FOLLOW UP - 6/12/84

**IESC-GUATEMALA  
IMPACT MONITORING QUESTIONNAIRE**

PROJECT No.: \_\_\_\_\_ VE: \_\_\_\_\_

CLIENT: \_\_\_\_\_

START DATE: \_\_\_\_\_ COMPLETION DATE: \_\_\_\_\_

As you may well be aware, the assistance you received from an IESC Volunteer Expert requires us to do an impact monitoring follow-up.

This information is confidential and will only be used by IESC-GUATEMALA for project reporting purposes on a global basis without identifying client's name. Thank you for your cooperation.

1. As a result of IESC assistance, were there any increases in the following items ?

			\$ OR %
- Profits:	YES _____	NO _____	_____
- Production:	YES _____	NO _____	_____
- Sales:	YES _____	NO _____	_____
- Wages:	YES _____	NO _____	_____
- Product Quality:	YES _____	NO _____	_____
- Product Efficiency:	YES _____	NO _____	_____
- Sales Efficiency:	YES _____	NO _____	_____
- Comments:	_____		

2. Is your company currently exporting ?

YES \_\_\_\_\_ NO \_\_\_\_\_

Please explain which product and to which countries: \_\_\_\_\_

3. If yes, what is the estimated amount and percentage of export earnings increased as a result of IESC assistance ? \_\_\_\_\_

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4. As a result of the assistance provided, did your company make any new investments on:

US Equipment	YES _____	NO _____	\$ _____
US Services	YES _____	NO _____	\$ _____
US Technology	YES _____	NO _____	\$ _____
Goods and Services from other countries	YES _____	NO _____	\$ _____

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

5. As a result of IESC Volunteer recommendations are there any new or spin-off investments planned?

YES \_\_\_\_\_ NO \_\_\_\_\_

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

6. As a result of the assistance provided, were there any new jobs created?

YES \_\_\_\_\_ NO \_\_\_\_\_

If yes, can you give us an estimate on:

Number of new jobs: \_\_\_\_\_ Type: \_\_\_\_\_

7. General comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

\_\_\_\_\_  
Promoter

\_\_\_\_\_  
Client Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

THANKS AGAIN FOR YOUR COOPERATION

6-91

**PROJECT STATUS REPORT**  
October, 1991 - March, 1992

**I. BACKGROUND DATA**

Project Title: Entrepreneurial Development  
 Project Number: S20-0380-G-00-9545-00  
 Date of Authorization: original 07/14/89  
 Date of Obligation: original 07/31/89  
 amendment 12/8/88  
 PACD: 09/30/92 - Verbally Amended  
 Implementing Agencies: International Executive Service Corps (IESC)  
 Major Contractors: N/A  
 AID Project Manager: Mrs. Kim Delaney  
 Status of CPs/Covenants: N/A  
 Date of Last Evaluation: N/A Next Evaluation: April, 1992  
 Date of Last Audit: N/A Next Audit: N/A

**FINANCIAL DATA**

Amount Authorized: DA Grant: original \$1,250,000.00  
 Amount Obligated: DA Grant: original \$ 750,000.00  
 amended to \$1,250,000.00  
 Amount Committed: Period: \$ -0-  
 Cumulative: \$1,250,000.00  
 Accrued Expenditures: Period - Projected: \$ 300,000.00  
 Period - Actual: \$ 290,036.00  
 Cumulative: \$ 949,312.00  
 Period - Next \$ 300,000.00  
 Counterpart Contribution: Planned \$ 5,346,877  
 Actual: \$ 2,761,965  
 % LOP Elapsed: 84%  
 % of Total Auth. Oblig. 100%  
 % of Total Oblig. Exp. 76%  
 % of Total Auth. Exp. 76%

*Get summary table from Ops of computer.*

**II. PROJECT PURPOSE**

To increase level of employment, income and productivity of privately-owned Guatemalan enterprises.

**III. PROJECT DESCRIPTION**

It has two main components, as follows:

- Technical Assistance:** Provides specialized TA to 150 privately-owned productive small and medium enterprises.
- Trade and Investment Services/Guatemala (TIS):** stimulates the demand for and the supply of venture, trade and investment services in the country.

**IV. PROJECT STATUS**

The ROPS hereby reported is based on all the reports received from the clients on seventy-one completed projects.

**A. Planned ROPS Progress to Date (Cumulative)**

- |   |                                 |
|---|---------------------------------|
| 1. Incr. Profits  | 41 Enterprises at average 10%   |
| 2. Incr. Production                                       | 35 Enterprises at average 24%   |
| 3. Incr. Sales  | 37 Enterprises at average 14%   |
| 4. Incr. Wages  | 25 enterprises at average 17%   |
| 5. Improved Prod Qual                                     | 44 Enterprises at average 13%   |
| 6. Rural area focus                                       | 36 of 149 signed TA Agreements  |
| 7. Focus on Women   | 18% of 149 signed TA Agreements |
| 8. Create IESC-Type TA Program with Guatemalan volunteers | Ongoing - 20%                   |
| 9. Trade & Investment services net work established       | Ongoing - 80%                   |

**B. Major Outputs**

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum	% LOP
1. TA Consultancies							
Small Firms	80	20	59	20	15	59	74%
Medium Firms	51	20	46	10	11	46	73%
2. AILE Products	30	15	25	20	17	26	52%
3. Inves Export Act.	16	0	4	0	0	4	31%
4. Ind. Expansion	6	0	3	0	0	4	67%

\* IESC: \$ 911,236  
 VE's: 1,872,703  
 Clients: 278,025  
 \$2,761,965  
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*John Hanna*

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**C. Other Accomplishments and Overall Status**

During the months of October, 1991 through March, 1992, the IESC/Guatemala Entrepreneurial Development Program completed 26 technical assistance projects, making a cumulative of 104 completed projects under Grant No. 520-0380; in addition, at least 25 more projects are already under recruiting and/or scheduled to start during the next reporting period.

The effectiveness of the assistance provided can be seen through the following information which was gathered through the "Impact Monitoring Questionnaire" applied to and received from a total of 71 completed projects.

- \* Forty one enterprises reported an increase in their profits at an average of 10%.
- \* Thirty five enterprises reported an increase in their production at an average of 24.20%.
- \* Thirty seven enterprises reported an increase in their sales at an average of 13.86%.
- \* Twenty five enterprises reported an increase in wages at an average of 16.68%.
- \* Forty four enterprises reported an increase in their product quality at an average of 12.89%.
- \* Twenty three enterprises reported an increase in their exports.
- \* Forty enterprises invested in US equipment.
- \* Eight enterprises invested in US services.
- \* Fifteen enterprises invested in US technology.

In addition, for the very first time in Guatemala:

- \* IESC provided technical assistance to ANACAFE, a privately owned organization which gathers all Guatemalan coffee producers, in the area of organization and marketing.
- \* One VE provided assistance to a sausage and ham producer.

- \* Another VE assisted a new enterprise with its organizational system, manuals and working methods to become an international trade company.
- \* Other VE provided assistance to the landscape architecture area for a hotel and housing complex in the pacific coast.
- \* And other VE provided assistance to a newly established agricultural and security exchange company, in the structuring and developing of the trading mechanisms through which issue debt and equity securities, and through which trade commodities for spot and future deliveries.

**In terms of training:**

- \* Three VEs offered four seminars which focused the importance of the soil and tissue analysis.
- \* Other VE trained a group of garment manufacturing supervisors.
- \* Another VE trained a group of textile operators.
- \* And other, trained the sales force of his Guatemalan client.
- \* Also, one VE offered a seminar and conducted a field trip for a group of twenty farm managers and supervisors.
- \* Another VE trained a group of architects who work for a privately owned enterprise, in the area of landscape architecture.

**In terms of institutional support:**

- \* IESC brought three VEs who assisted GEXPRONT with four of the seminars offered as part of its annual trade show event AGRITADE.
- \* A VE assisted Centro de Servicios al Inversionista (CSI), in the first steps towards (a) the creation of a "one stop office" for the processing of investment proposals, (b) creation of a data bank for investment information; (c) the development of a strategy to attract U.S. investors to Guatemala.
- \* Also, a VE assisted the national Chamber of Commerce with an overall diagnosis of the country's commercialization methods.

*with S/O's*

**Additional results are as follow:**

- \* Seventeen ABLE studies were delivered, making a cumulative of 26; this cumulative includes the first eighty contacts contracted under a one year ABLE study for GEXPRONT; each twenty contacts are counted as one QBI (Quick Business Information), thus making a total of four QBIs completed for the Guild.
- \* At least six more ABLES are on the works.

**As to cooperative agreements:**

- \* Four US enterprises contacted IESC/G as follows:

<u>Contact requested with</u>	<u>Product</u>
Manufacturers	wooden doors stools fabrics textiles shoes
Representatives	protective coating thermonic packaging dying and industrial washing
Producers	seafood carrots
Processors	cashew apple tropical fruits

IESC not only made contacts with manufacturers, processors and potential representatives, but also requested quotations for all products; these quotations were sent to the US clients, and presently follow up activities are being carried out.

**Other important activities where IESC/G is involved:**

- \* CIGUA. The Guatemalan TIS Manager, the US TIS Officer, the VE Carroll Greathouse, and two members of CIGUA's Board of Directors attended the 1991 LAAC held in Miami.

- \* Shiitake Association. The standards for a research proposal were developed; with the same research purpose, US shiitake spawn producers were contacted. The first shiitake mushrooms were exhibited during AGRITRADE '91, back in December.
- \* FEGUA (Guatemalan Railroad Company). The Guatemalan TIS manager visited the local Communication Deputy Ministers to offer IESC expertise in railroad privatization. Also, we have received a request from an IESC client to bring some VEs starting with a project to determine the value of FEGUA assets.
- \* UNDP. Visits to decision making officials in order to develop an IESC/UNDP technical cooperation program for the private sector have been made.
- \* GEXPRONT. Contacts with GEXPRONT officials in the highlands, specifically Quetzaltenango, have been made in order to select the new TIS sector which will be surveyed by an IESC volunteer.

**D. Problems and Delays**

IESC/G is still in the need of implementing additional adjustments to Grant No 520-0380-00G-00-9570-00, which are mainly related to: (a) Project Outputs; (b) Counterpart Contribution; (c) PACD; (d) Revised Criteria for Project Selection. A proposal for the required additional adjustments has been submitted for AID approval.

IESC/G continues to face financial constraints which have forced to reduce personnel from 15 to 9 persons; additional measures are being taken in terms of operational cost reductions.

**E. Major Activities or Corrective Actions During the Next Six Months**

For next reporting period thirty technical assistance projects are expected to be completed; six ABLE studies will be delivered; and eight cooperative agreements will be coordinated.

Also, the first overall program evaluation will take place at the very beginning of next reporting period. A TIS evaluation requested by APRE/AID/W, and which has already started at the time of this writing, will also be finished early in April.

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**REPORT BY SIZE**

REPORT BY SIZE

PROJECTS LIST AT: 05/14/92 (Page Number 1)

STARTED FROM 07/01/89 TO 05/23/92

NAME	PROJECT NUMBER	STARTED	1ST MONTH CLIENT US\$ CONTRIB.	2ND MONTH CLIENT US\$ CONTRIB.	3RD MONTH CLIENT US\$ CONTRIB.	GRAND TOTAL CLIENT US\$ CONTRIB.	1ST MONTH AID US\$ CONTRIB.	2ND MONTH AID US\$ CONTRIB.	3RD MONTH AID US\$ CONTRIB.	GRAND TOTAL AID US\$ CONTRIB.	
<b>1 MICRO</b>											
GEIPROMT FISHING	20535	07/01/91	3,000.00	0.00	0.00	3,000.00	0.00	0.00	0.00	0.00	
TOTAL OF 1 MICRO			TOTAL = 3,000.00	0.00	0.00	3,000.00	0.00	0.00	0.00	0.00	
<b>2 SMALL</b>											
TIS 068	068	07/23/90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TIS VOS 132	132	11/19/90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TIS VOS 00160	160	04/08/91	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
FABRICA DORAL S.A.	17928	01/24/90	2,000.00	35.00	0.00	2,035.00	3,250.00	1,625.00	0.00	4,875.00	
LAMPARAS VIEW LUX	17930	07/09/90	2,000.00	1,200.00	0.00	3,200.00	3,250.00	1,625.00	0.00	4,875.00	
CERAMICA INDUSTRIAL S.A.	18162	09/25/89	3,000.00	65.00	0.00	3,065.00	4,750.00	0.00	0.00	4,750.00	
TECNICA EN COMPUTACION	18195	08/16/89	4,000.00	3,000.00	0.00	7,000.00	3,000.00	0.00	0.00	3,000.00	
ZURICH	18416	06/28/89	2,000.00	1,500.00	0.00	3,500.00	3,250.00	1,625.00	0.00	4,875.00	
AGENCIAS ANSELL	18455	01/08/90	3,250.00	1,750.00	0.00	5,000.00	3,000.00	1,750.00	0.00	4,750.00	
JADES, S.A.	18666	02/26/90	2,663.76	2,163.76	0.00	4,827.52	3,250.00	1,625.00	0.00	4,875.00	
TOSTADERIA CAFE GUETZAL	18794	11/06/89	3,750.00	2,250.00	0.00	6,000.00	3,000.00	1,750.00	0.00	4,750.00	
SECAMADERA	18843	05/21/90	2,600.00	1,200.00	0.00	3,800.00	4,000.00	2,000.00	0.00	6,000.00	
FAMEX	18850	04/16/90	500.00	0.00	0.00	500.00	3,250.00	1,625.00	0.00	4,875.00	
PASTELERIA MILANO	18875	05/21/90	2,000.00	1,200.00	0.00	3,200.00	3,250.00	1,625.00	0.00	4,875.00	
EL PORTON	18899	01/25/90	3,000.00	0.00	0.00	3,000.00	0.00	0.00	0.00	0.00	
CONFECIONES Y SUMINISTRO	19007	04/16/90	3,200.00	2,100.00	0.00	5,300.00	3,000.00	1,750.00	0.00	4,750.00	
TATREX	19136	05/14/90	2,500.00	45.00	0.00	2,545.00	5,750.00	2,975.00	0.00	8,725.00	
EL GRAN EMIR	19232	08/05/91	4,500.00	3,000.00	0.00	7,500.00	0.00	0.00	0.00	0.00	
GENERIC LATINA, S.A.	19237	06/23/90	2,800.00	65.00	0.00	2,865.00	6,050.00	3,575.00	0.00	9,625.00	
CREATEX	19341	10/14/91	2,200.00	1,200.00	3,400.00	6,800.00	3,250.00	1,625.00	4,675.00	9,750.00	
ASOCIACION DE ABOGADOS	19411	09/03/90	2,000.00	1,000.00	0.00	3,000.00	3,250.00	1,625.00	0.00	4,875.00	
HOTEL ATLANTICO	19586	09/17/90	2,000.00	950.00	0.00	2,950.00	3,250.00	1,625.00	0.00	4,875.00	
SERVICIOS COMPLEMENTARIOS	19639	10/15/90	1,100.00	600.00	0.00	1,700.00	0.00	0.00	0.00	0.00	
CASA URBINA	19729	02/18/91	1,100.00	600.00	0.00	1,700.00	3,500.00	2,000.00	0.00	5,500.00	
AGENCIAS ANSELL	19746	01/14/91	2,700.00	1,050.00	3,750.00	7,500.00	4,000.00	2,000.00	2,000.00	12,000.00	
TATREX	19752	11/19/90	2,500.00	1,350.00	0.00	3,850.00	3,250.00	1,625.00	0.00	4,875.00	
FRONDEISA	19862	01/21/91	3,000.00	1,350.00	0.00	4,350.00	4,500.00	2,500.00	0.00	6,300.00	
FINCA SAN JERONIMO Y ANEX	19885	10/15/90	1,610.00	805.00	0.00	2,415.00	3,500.00	2,000.00	0.00	5,500.00	
AZULEJOS INDUSTRIALES	19935	11/19/90	1,700.00	1,300.00	0.00	3,000.00	3,500.00	2,000.00	0.00	5,500.00	
JOBUI & MAFFER, S.A.	20026	05/03/92	2,000.00	1,300.00	0.00	3,300.00	3,500.00	2,000.00	0.00	5,500.00	
AGENCIAS ANSELL	20029	10/01/90	1,050.00	0.00	0.00	1,050.00	1,250.00	0.00	0.00	1,250.00	
CITRAL, S.A. I	20030	09/02/91	0.00	0.00	0.00	0.00	8,543.00	0.00	0.00	8,543.00	
REINSA	20038	04/16/91	1,500.00	1,000.00	0.00	2,500.00	3,500.00	2,000.00	0.00	5,500.00	
FUNDESA	20039	11/02/90	1,000.00	500.00	0.00	1,500.00	3,500.00	2,000.00	0.00	5,500.00	
ASRILAB	20056	10/07/91	1,800.00	1,800.00	1,800.00	5,400.00	3,500.00	0.00	0.00	3,500.00	
COLETTE, S.A.	20103	04/05/91	1,600.00	1,050.00	1,050.00	3,700.00	3,500.00	2,000.00	2,000.00	7,500.00	
E.F. S.A.	20110	01/21/91	1,100.00	900.00	900.00	2,900.00	3,500.00	2,000.00	2,000.00	7,500.00	
INTERCONFORT	20117	04/15/91	3,200.00	1,800.00	1,800.00	6,800.00	4,000.00	2,000.00	2,000.00	8,000.00	
MACEN MAGNO MERCANTIL	20118	01/11/91	3,000.00	0.00	0.00	3,000.00	4,000.00	0.00	0.00	4,000.00	
BNCP	20190	10/29/90	1,100.00	900.00	900.00	2,900.00	3,500.00	2,000.00	2,000.00	7,500.00	
JOSE VICTOR MIRON	20226	04/08/91	1,750.00	900.00	900.00	3,550.00	3,500.00	2,000.00	2,000.00	7,500.00	
PUNCHES, S.A.	20231	01/21/91	2,500.00	55.00	55.00	2,610.00	0.00	0.00	0.00	0.00	
MULTICREDIT, S.A.	20365	04/08/91	4,000.00	2,000.00	2,000.00	8,000.00	4,000.00	2,000.00	2,000.00	8,000.00	
NIASA	20377	03/04/91	1,800.00	1,000.00	1,000.00	3,800.00	3,500.00	2,000.00	2,000.00	7,500.00	
PASTELERIA MILANO	20356	07/08/91	2,000.00	1,200.00	1,200.00	4,400.00	3,500.00	2,000.00	2,000.00	7,500.00	
PETEX BATUM	20410	05/06/91	2,500.00	1,000.00	1,000.00	4,500.00	3,500.00	2,000.00	2,000.00	7,500.00	
AVAL CARD	20457	06/05/91	3,600.00	1,600.00	1,600.00	7,200.00	4,000.00	2,000.00	2,000.00	8,000.00	

REPORT BY SIZE  
 PROJECTS LIST AT: 05/14/92 (Page Number 2)  
 STARTED FROM 07/01/89 TO 04/23/92

NAME	PROJECT NUMBER	STARTED	1ST MONTH CLIENT US\$ CONTRIB.	2ND MONTH CLIENT US\$ CONTRIB.	3RD MONTH CLIENT US\$ CONTRIB.	GRAND TOTAL CLIENT US\$ CONTRIB.	1ST MONTH AID US\$ CONTRIB.	2ND MONTH AID US\$ CONTRIB.	3RD MONTH AID US\$ CONTRIB.	GRAND TOTAL AID US\$ CONTRIB.
COLEGIO INTL. MONTESSORI	20513	05/06/91	1,100.00	900.00	0.00	2,000.00	3,500.00	2,000.00	0.00	5,500.00
CONFECCIONES Y SUMINISTRO	20521	01/13/92	1,600.00	1,050.00	1,050.00	3,700.00	3,500.00	2,000.00	2,000.00	7,500.00
COMFORT S.A.	20526	04/08/91	2,000.00	1,000.00	0.00	3,000.00	3,500.00	2,000.00	0.00	5,500.00
GRUPO DE OPERADORES	20536	07/01/91	1,100.00	900.00	0.00	2,000.00	3,500.00	2,000.00	0.00	5,500.00
CENTRO DE SERVICIOS AL IN	20539	01/13/92	1,500.00	900.00	0.00	2,400.00	3,500.00	200.00	0.00	3,700.00
LOS FARQUES, S.A.	20576	04/08/91	2,800.00	1,800.00	0.00	4,600.00	3,500.00	2,000.00	0.00	5,500.00
PASTELERIA ITALIANA CIRIO	20608	03/11/91	1,850.00	1,050.00	0.00	2,900.00	3,500.00	2,000.00	0.00	5,500.00
SERCOPIA	20609	05/06/91	3,200.00	1,800.00	0.00	5,000.00	4,000.00	2,000.00	0.00	6,000.00
AGROPECUARIA PAMFUTIK	20635	09/17/91	2,200.00	1,100.00	1,100.00	4,400.00	3,500.00	2,000.00	2,000.00	7,500.00
UNIVERSAL AGENCIAS	20640	09/23/91	2,000.00	1,000.00	0.00	3,000.00	3,500.00	2,000.00	0.00	5,500.00
ALFREDO RODRIGUEZ	20644	05/20/91	2,100.00	1,050.00	0.00	3,150.00	3,500.00	2,000.00	0.00	5,500.00
INTERIORES S.A.,	20685	07/15/91	1,900.00	900.00	0.00	2,800.00	3,500.00	2,000.00	0.00	5,500.00
S.K. S.A.	20742	03/11/91	1,300.00	1,000.00	0.00	2,300.00	3,500.00	2,000.00	0.00	5,500.00
MARQUILAS DE GUATEMALA	20743	02/25/91	950.00	0.00	0.00	950.00	1,750.00	0.00	0.00	1,750.00
AGRICULTURAL RESEARCH FUN	20755	05/05/91	2,800.00	1,800.00	0.00	4,600.00	3,500.00	2,000.00	0.00	5,500.00
PROINDEX SA	20756	05/11/91	475.00	0.00	0.00	475.00	875.00	0.00	0.00	875.00
FRONDEISA	20803	09/02/91	3,000.00	1,350.00	0.00	4,350.00	4,000.00	2,000.00	0.00	6,000.00
ALMACEN MAGNO MERCANTIL	20831	04/16/91	3,000.00	2,326.00	2,326.00	7,652.00	4,500.00	2,000.00	2,000.00	8,500.00
FINCA SAN JERONIMO	20930	12/11/91	0.00	0.00	0.00	0.00	3,500.00	0.00	0.00	3,500.00
PRO-VENTAS	20934	08/12/91	4,000.00	2,000.00	2,000.00	8,000.00	4,000.00	2,000.00	0.00	6,000.00
FRONINSA	20942	09/02/91	2,000.00	1,050.00	0.00	3,050.00	3,500.00	2,000.00	2,000.00	7,500.00
TRATEX	20993	05/20/91	3,800.00	1,650.00	1,650.00	7,100.00	8,619.00	0.00	0.00	8,619.00
RENTIVAL S.A.	21106	05/23/91	3,600.00	1,800.00	1,800.00	7,400.00	8,619.00	0.00	0.00	8,619.00
AGENCIAS ANGELL	21149	07/15/91	3,600.00	1,800.00	1,800.00	7,200.00	8,619.00	0.00	0.00	8,619.00
MUNDO DE DIVERSIONES	21165	10/07/91	4,000.00	2,400.00	2,400.00	8,800.00	8,619.00	0.00	0.00	8,619.00
DISEÑOS PANAMERICANOS	21166	07/07/91	2,800.00	1,500.00	1,500.00	5,800.00	8,619.00	0.00	0.00	8,619.00
ALMACEN MAGNO MERCANTIL	21192	08/05/91	4,750.00	3,000.00	3,000.00	10,750.00	8,619.00	0.00	0.00	8,619.00
AGRICULTURAL RESEARCH FUN	21196	09/02/91	2,800.00	1,800.00	1,800.00	6,400.00	8,619.00	0.00	0.00	8,619.00
EXPONENA, S.A.	21201	05/30/91	3,300.00	1,600.00	1,600.00	6,500.00	8,619.00	0.00	0.00	8,619.00
AGROPECUARIA POPOLAN, SA	21216	08/19/91	3,000.00	1,050.00	1,050.00	5,100.00	8,619.00	0.00	0.00	8,619.00
LOS FARQUES, S.A.	21317	01/13/92	3,400.00	1,600.00	0.00	5,000.00	8,619.00	0.00	0.00	8,619.00
COLOMANA, S.A.	21497	10/21/91	3,200.00	2,400.00	0.00	5,600.00	8,543.00	0.00	0.00	8,543.00
BOLSA AGRICOLA NACIONAL	21619	02/17/92	4,000.00	1,600.00	0.00	5,600.00	8,543.00	0.00	0.00	8,543.00
MUNDO DE DIVERSIONES II	21625	05/30/92	8,619.00	0.00	0.00	8,619.00	8,619.00	0.00	0.00	8,619.00
ALMACEN MAGNO MERCANTIL	21632	11/04/91	5,000.00	100.00	0.00	5,100.00	8,623.00	0.00	0.00	8,623.00
AGENCIAS ANGELL	21667	01/06/92	4,560.00	2,160.00	0.00	6,720.00	8,124.50	6,124.50	0.00	12,249.00
BOQUE ALTAMIRA, S.A.	21751	01/06/92	4,800.00	3,630.00	0.00	8,430.00	8,708.00	0.00	0.00	8,708.00
CENTRAL DE EMPAQUES	21753	02/10/92	4,800.00	3,000.00	0.00	7,800.00	5,261.50	5,261.50	0.00	10,523.00
ANFAL	21863	04/20/92	5,000.00	3,000.00	0.00	8,000.00	9,071.00	0.00	0.00	9,071.00
PASTELERIA CIRIO, S.A.	21889	05/30/92	2,500.00	1,500.00	0.00	4,000.00	6,169.00	6,169.00	0.00	12,338.00
TOTAL OF 2 SMALL			217,957.76	166,167.76	44,631.00	368,596.52	375,320.00	117,605.00	36,875.00	522,000.00
3 MEDIUM										
AL MACARRONE Y FRODILLI	18652	06/06/90	3,500.00	2,100.00	0.00	5,600.00	3,000.00	1,750.00	0.00	4,750.00
EL ANGEL DIAMANTINO	18933	05/17/90	2,000.00	1,200.00	0.00	3,200.00	3,250.00	1,625.00	0.00	4,875.00
BOBESAS MAYORES Y SUPERME	19012	03/19/90	3,600.00	75.00	0.00	3,675.00	6,600.00	4,000.00	0.00	10,600.00
LE BLE	19115	08/27/90	2,000.00	1,600.00	0.00	3,600.00	3,250.00	1,625.00	0.00	4,875.00
SEMIMI INTERNATIONAL MALL	19340	07/23/90	4,000.00	3,000.00	0.00	7,000.00	0.00	0.00	0.00	0.00
EDICIONES INTERNACIONALES	19637	09/17/90	3,500.00	2,400.00	0.00	5,900.00	4,000.00	2,000.00	2,000.00	8,000.00
COOPERATIVA CUATRO FINOS	19753	08/13/90	2,750.00	1,200.00	0.00	3,950.00	4,000.00	2,000.00	0.00	6,000.00
AVAL DATA	19872	05/03/90	2,000.00	1,350.00	0.00	3,350.00	4,000.00	2,000.00	0.00	6,000.00
CENTRO REGIONAL DE AUDIOV	19673	05/17/90	2,500.00	1,950.00	0.00	4,450.00	4,000.00	2,000.00	0.00	6,000.00

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REPORT BY SIZE  
 PROJECTS LIST AT: 05/14/92 (Page Number 3)  
 STARTED FROM 07/01/89 TO 04/23/92

NAME	PROJECT		1ST MONTH	2ND MONTH	3RD MONTH	GRAND TOTAL	1ST MONTH	2ND MONTH	3RD MONTH	GRAND TOTAL
	NUMBER	STARTED	CLIENT US\$ CONTRIB.	CLIENT US\$ CONTRIB.	CLIENT US\$ CONTRIB.	CLIENT US\$ CONTRIB.	AID US\$ CONTRIB.	AID US\$ CONTRIB.	AID US\$ CONTRIB.	AID US\$ CONTRIB.
EDGAR BARRILLAS <i>DEULT</i>	19874	08/13/90	2,800.00	50.00	0.00	2,850.00	4,000.00	2,000.00	0.00	6,000.00
AVAL CARD, S.A.	19537	10/01/90	3,200.00	1,500.00	0.00	4,700.00	4,000.00	2,000.00	0.00	6,000.00
SISTEMAS APLICATIVOS	19985	04/08/91	1,200.00	900.00	0.00	2,100.00	4,000.00	2,000.00	0.00	6,000.00
BOLSAS DE PAPEL, S.A.	20147	03/20/91	3,800.00	2,000.00	2,000.00	7,800.00	4,000.00	2,000.00	2,000.00	8,000.00
AVANCES ELECTRONICOS	20514	01/14/91	3,800.00	1,950.00	0.00	5,750.00	4,000.00	2,000.00	0.00	6,000.00
EMBOPLAST	20679	04/15/91	3,250.00	1,500.00	1,500.00	6,250.00	4,000.00	2,000.00	0.00	6,000.00
MIGUELÁNGEL - MARKETING	20723	06/10/91	2,000.00	1,000.00	1,000.00	4,000.00	3,000.00	2,000.00	2,000.00	7,000.00
MAYMO	20801	09/11/91	3,800.00	2,400.00	0.00	6,200.00	3,500.00	2,000.00	0.00	5,500.00
CASA AUTOMOTO	20812	02/18/91	15,000.00	0.00	0.00	15,000.00	4,000.00	0.00	0.00	4,000.00
FABRICA NAVARRA	20847	05/27/91	3,800.00	2,100.00	0.00	5,900.00	4,000.00	2,000.00	0.00	6,000.00
CAMARA DE COMERCIO DE GUA	20649	03/11/91	450.00	0.00	0.00	450.00	2,000.00	0.00	0.00	2,000.00
EL PARASAL	20941	04/06/92	1,800.00	1,050.00	1,050.00	3,900.00	3,500.00	2,000.00	2,000.00	7,500.00
SIEMBRAS Y CULTIVOS, S.A.	21346	01/06/92	4,000.00	3,000.00	0.00	7,000.00	6,623.00	0.00	0.00	6,623.00
INDUSTRIA "LAS PALMAS"	21774	02/03/92	5,000.00	4,000.00	0.00	9,000.00	5,078.00	0.00	0.00	5,078.00
EL GRAN EMIR	21777	03/02/92	4,000.00	115.00	0.00	4,115.00	8,377.00	0.00	0.00	8,377.00
FABRICA DEL PRADO	21881	02/10/92	4,000.00	1,800.00	0.00	5,800.00	6,169.00	6,169.00	0.00	12,338.00
TOTAL OF 3 MEDIUM			TOTAL = 67,750.00	36,440.00	3,550.00	131,740.00	104,347.00	43,169.00	8,000.00	155,516.00
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4 LARGE										
CEMENTOS PROGRESO	19134	09/17/90	5,500.00	3,000.00	0.00	8,500.00	0.00	0.00	0.00	0.00
GEI FRONT	19228	10/08/90	5,500.00	3,000.00	0.00	8,500.00	0.00	0.00	0.00	0.00
CEMENTOS PROGRESO S.A.	19290	01/14/91	5,500.00	3,000.00	0.00	8,500.00	0.00	0.00	0.00	0.00
GEI FRONT	19659	09/03/90	5,500.00	3,000.00	0.00	8,500.00	0.00	0.00	0.00	0.00
GEI FRONT	19723	06/25/90	700.00	0.00	0.00	700.00	0.00	0.00	0.00	0.00
INGENIO CONCEPCION Y PANT	19854	10/15/90	6,500.00	3,500.00	0.00	10,000.00	0.00	0.00	0.00	0.00
ADMINISTRADORA DE VALGRES	19923	10/08/90	5,500.00	3,000.00	0.00	8,500.00	0.00	0.00	0.00	0.00
GEI FRONT #3	20046	12/05/91	1,350.00	0.00	0.00	1,350.00	0.00	0.00	0.00	0.00
GEI FRONT	20054	07/24/91	1,350.00	0.00	0.00	1,350.00	0.00	0.00	0.00	0.00
LUNAFIL S.A.	20062	05/19/90	3,800.00	1,800.00	1,800.00	7,400.00	4,000.00	2,000.00	2,000.00	8,000.00
GEI FRONT	20075	09/10/90	5,500.00	3,000.00	3,000.00	11,500.00	0.00	0.00	0.00	0.00
EMPAQUEORA TOLEDO	20691	09/09/91	6,000.00	3,500.00	0.00	9,500.00	0.00	0.00	0.00	0.00
ANACAFE	20860	11/04/91	6,000.00	3,500.00	3,500.00	13,000.00	0.00	0.00	0.00	0.00
AVAL, S.A.	20815	02/03/92	5,500.00	3,000.00	0.00	8,500.00	0.00	0.00	0.00	0.00
BANCO AGRICOLA MERCANTIL	22056	04/06/92	5,000.00	5,000.00	0.00	10,000.00	0.00	0.00	0.00	0.00
TOTAL OF 4 LARGE			TOTAL = 69,200.00	28,300.00	5,300.00	115,800.00	4,000.00	2,000.00	2,000.00	8,000.00
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**FAX COVER SHEET**

**TO :** CRAIG MOSS & RICK MAYER  
**COMPANY :**  
**FAX No. :**  
**COUNTRY :**  
**REF. :**  
**NUMBER OF PAGES INCLUDING THIS: 3**

**FROM:** GERALD LAMBERTY  
**DATE:** April 15, 1992  
**TIME:**

Craig & Rick:

Let me comment on some of the thoughts in your fax of 4/14/92.

I doubt that the sister cities programs or the State Development Organizations would produce useful results because most of the sister cities outfits are politically and socially oriented and do little on the commercial and investment side, State Development Organization personnel are supposed to produce investments in their own States, and would probably lose their jobs if they helped a local company move some production off shore.

I am not sure what you mean by quota ceilings, but assume you are talking about textile and clothing import quotas, since those are the only ones which might impact on our program.

Although, I felt otherwise when we started this project, I now believe neither textiles nor apparel are likely to produce viable joint-ventures. The problem is that once the U.S. firm has helped their Guatemalan partners get their factories up and running the locals are going to discover that there are many U.S. buyers for their output, probably at better prices than their U.S. partner is offering. Therefore, rather than having created a factory whose output will be available to the U.S. partner exclusively, they merely will have created another clothing or textile contractor looking for the best prices. The joint-ventures in clothing that seem to work are those in which the U.S. partner has put up most of the capital and therefore controls how the output is sold. Unfortunately, that is not the kind of joint-venture we are pushing.

The kind of joint-venture which seems more likely to work are the ones where the output of the factory can be marketed easily only by the U.S. partner, which is not the case in apparel or textiles.

With respect to the "interested" and "very interest" apparel makers on the lists attached to your fax (with the exceptions of the ones I called or to which I sent faxes), I understood Pam's reports to indicate that those firms were essentially interested in contracting sewing or "full packages" from existing Guatemalan clothing manufacturers. I made copies of those reports and circulated them to all the clothing firms who are part of our organization.

If you do not receive all pages or have any problem with our transmission please contact individual sender as soon as possible

**EDIFICIO CAMARA DE INDUSTRIA**  
**NIVEL 6, RUTA 6, 9-21, ZONA 4 — TELEX: 3100 GREXPO-GU**  
**TELEPHONES: (502)-2-240072 PRX, (502)-2-218525**

**FAX No.: (502)-2-323590**



As I indicated in my fax which analysed the first 80 calls included in your bound volume of reports by Pam, I considered those reports to represent an excellent "market study" of Guatemala's possibilities for exporting clothing.

Again as I tried to indicate in the fax I just mentioned, the reports on the macadamia nut people represented an excellent survey of the rapidly changing macadamia nut situation, in which the price had dropped by 50% and buyers and producers alike were trying to decide whether they were still dealing with a specialty nut or whether they now had another commodity nut such as cashews. In that kind of environment you had a lot of U.S. firms looking to buy cheaper macadamia nuts and many Guatemalan producers wondering if they should cut down their trees. Certainly, you did not have a situation where locals were interested in investing more money in macadamia nuts. Nevertheless, the reports were an excellent market survey and circulated them to our local macadamia producers.

With respect to the "very interested" polypropylene bag producers I thought it was clear that the large number of other reports on polypropylene bags included in the bound volume, made it apparent that production of such bags was not a field in which a new Guatemalan investor could prosper on an export basis.

Although, I have spoken with him several times, I have delayed inviting Mr. Lonson to come to Guatemala pending the outcome of a joint-venture group from New York City which I had encountered during last year's CBI meeting in Miami. Since, unlike Mr. Lonson, the NYC jewelry group was already in production (both in New York and in Santo Domingo) and had a ready market at Tiffany's and elsewhere, I wanted to have the NYC group choose a local partner from three interested local groups before presenting another jewelry joint venture opportunity to local investors. Unfortunately, the NYC group has delayed deciding for several months. I am about to tell them to "fish or cut bait" and to move ahead with Lonson.

Casecrafts and Mr. Bottenhagen were reported on in my fax of 4/13.

Among the non apparel and non-macadamia "interested" companies International Services Trading Co (#1) seemed most interested in selling equipment, while BMT Commodity Corp. (#12) had no production knowledge and was merely interested in buying polypropylene bags; the weak market for which we discussed above.

Baxter (#91), York (#94), Adver-tek (#98) and Instrumental Ltd (#103) were discussed in my fax of 4/13.

Amsco (#104) is only interested in producing for the Latin American market, which is difficult for Guatemala, given the limited and expensive transportation cost from Guatemala.



Lest the above litany discourage those in Stamford, I believe the program is going well. The market information we got on the apparel and macadamia nut situations alone was probably worth the cost of the project.

If we produce two or three investments out of this program I will consider it a great success, and there is good reason to believe we will get more than that.

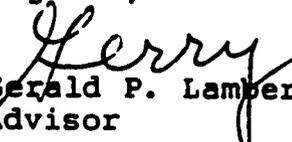
The reference to SME's in you fax of April 14 surprised me. If SME means small and medium enterprises, I find myself at odds with the position which has been adopted. I think we have a much greater chance of working out joint-ventures with large U.S. company than with smaller ones.

In the first place, very few of the small and medium sized U.S. firms have much experience overseas and probably would be reluctant to start their international experience in Guatemala. Secondly, the Guatemalan co-investors feel more comfortable dealing with a large, reputable U.S. firm rather than with someone of whom they have never heard.

As I pointed out in my fax to Baxter's Mr. Wright, Guatemalans have hundreds of millions to invest and would have no trouble coming up with multiple millions of dollars for a particular project, if they could find a U.S. partner in whom they could trust. The larger and more reputable the U.S. firm, the more likely trust can be established.

Consequently, I see no reason why you should not call on large U.S. firms in search of joint-venture partners.

Regards,

  
Gerald P. Lamberty  
Advisor

GL/gl

ABLE CRITERIA FOR USAID SUBSIDY

COMPANY NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

REPRESENTATIVE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_ TELEPHONE: \_\_\_\_\_

- 30% \_\_\_\_\_ Client's ability to pay.
- 25% \_\_\_\_\_ Focus on the creation of a cooperative agreement with a U.S. firm (s).
- 10% \_\_\_\_\_ Potential for increased: Product quality, profits and capital investment (explain below).
- 15% \_\_\_\_\_ Potential for development of a new product or project.
- 20% \_\_\_\_\_ Potential for increased exports.

AID SUBSIDY APPLICABLE:                      YES                      NO

( To be able to apply for the subsidy a firm must have a least 75%.)

AMOUNT OF USAID SUBSIDY: \_\_\_\_\_.

ablecrit

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AMERICAN BUSINESS LINKAGE ENTERPRISE



PROJECT REQUEST

A Service of  
INTERNATIONAL EXECUTIVE SERVICE CORPS



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**SECTION 1**  
**The ABLE Report**

ABLE is a business information service linking foreign companies with U.S. markets, companies and technologies. ABLE specializes in strategically targeting and contacting decision-making executives at U.S. companies on your behalf. We position your product or venture to highlight the advantages to your U.S. counterpart. Your ABLE Report provides you with current information on any industry in the U.S. and direct contacts with U.S. companies. Your report will answer your questions, evaluate your situation and provide practical strategic information and advice needed to pursue your business goals. The scope, depth and price of information in your ABLE Report is determined by your needs as stated in the Project Request Form. The number one rule to our consultants is "put yourself in the client's position. What would you need to know to meet your business goals?"

**PROJECT TYPES**

- Export & Marketing Development
- Joint & Co-Venture Development
- New Business Development
- New Product Development
- Import Substitution
- Equipment Sourcing
- Licensing & Technology Transfer

Most ABLE Reports require between 40 and 120 hours. More complex investigations may take 240 hours or longer. The estimate of the number of ABLE Project hours required is determined by the information provided on the Project Request Form.

**USE ABLE REPORTS TO:**

- Access Importers, Distributors & Sales Representatives
- Gain Strategic Information on Markets & Channels of Distribution
- Learn How Key U.S. Buyers View Your Product
- Access Companies for Technology & Licenses
- Link with Potential U.S. Joint Venture Partners
- Locate Suppliers of New & Used Machinery and Raw Materials
- Find U.S. Companies that Contract Manufacturing & Assembly Work to Foreign Companies
- Obtain Price Quotes on Equipment & Raw Materials
- Prepare Background Information for Loans & Financial Feasibility Studies
- Establish Direct Contact with Decision Making Executives
- Provide Market Overview, Trends & Data
- Evaluate Product Specifications & Prices
- Identify Leading Trade Journals, Associations Shows
- Locate Advertising & Publicity Opportunities

**SECTION 2**  
**WHAT ABLE NEEDS TO KNOW**

*Background information on your business is essential for guiding and focusing the consultant assigned to your project. The thoroughness of our study depends on accurate and comprehensive background information. When filling out your ABLE Project Request Form, please include information from the following relevant categories as well as any other background on your company, product or venture.*

**INFORMATION GUIDELINES**

Export Development	Joint & Co-Venture Development	Equipment Sourcing
<ul style="list-style-type: none"> <li>• Catalogues, price lists, photographs and product samples.</li> <li>• Available volume/quantity of product if not currently available, when will it be?</li> <li>• What key benefits does your product provide?</li> <li>• Are you aware of any similar products being sold in the US?</li> <li>• Where are your products currently sold and through what channels of distribution?</li> <li>• How is product packaged?</li> <li>• Any previous export experience and if so, to which country?</li> <li>• What channels of distribution were used?</li> </ul> <p><i>Distinctly different products or channels of distribution usually require longer studies.</i></p>	<ul style="list-style-type: none"> <li>• Goal of joint venture.</li> <li>• Current business and relevant experience.</li> <li>• What will the Client provide and what is the U.S. company expected to provide?</li> <li>• Financial, managerial and technical resources available.</li> <li>• Company ownership and background.</li> </ul> <p><b>Licensing &amp; Technology Transfer Search</b></p> <ul style="list-style-type: none"> <li>• Previous experience with licensing or technology transfer.</li> <li>• Current licensing agreements.</li> <li>• Goal of obtaining technology.</li> <li>• Company background and relevant experience.</li> <li>• Size of relevant domestic or potential export market.</li> </ul>	<ul style="list-style-type: none"> <li>• Is new or reconditioned equipment desired?</li> <li>• What capacity per 8 hour shift is desired?</li> <li>• Current facility and equipment.</li> <li>• Raw materials and energy sources available.</li> <li>• Financial resources available</li> <li>• What are specifications for end products?</li> <li>• Are installation and training services required?</li> <li>• Availability and type of electrical</li> </ul> <p><i>Each manufacturing process may represent separate study</i></p>

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Terms & Conditions

1. PROJECT REQUEST AND PROPOSAL

ABLE will send a detailed Proposal by telex within 10 business days of receiving this Project Request. The Proposal will outline the report components to be included in the study, the number of research hours and the total cost. After the Country Director (CD) has reviewed the Proposal with the Client, the CD must notify ABLE that the Proposal has been approved and agreed upon by the Client. ABLE requires written confirmation by telex, fax or letter for each project before we can start research. Any modifications of the Proposal based on the Client's input must be incorporated into a revised proposal, price quote and confirmation.

This Project Request does not serve as the official binding Proposal. The sole document detailing the research to be conducted will be a Proposal from ABLE which has been approved and agreed upon by the Client through the CD, as described above. A Project Request cannot be used to change the scope or objective of an agreed-upon telex Proposal. The purpose of the Project Request is:

- A. To provide important background information for the ABLE researcher and,
B. To obtain the Client's signature signifying his agreement to the Terms and Conditions set forth herein.

Projects will be completed within 8 weeks of confirmation of the Proposal, providing Clients are prompt in providing background information during the preparation of the report.

2. RESEARCH HOURS AND BILLING

The Proposal will state what information we will attempt to provide, how much research, analysis, writing and production time it will require and how much it will cost. The cost is based on a standard fee for the first 40 hours and an hourly rate for additional hours.

3. DOWNPAYMENT

ABLE requires a downpayment of fifty percent (50%) of the agreed upon total cost prior to starting any ABLE Project.

4. RESEARCH ANALYST

ABLE will select the Research Analyst who, in ABLE's sole judgement, is the best qualified to undertake the project.

5. VOLUNTEER EXECUTIVE INDUSTRY GUIDE

ABLE will utilize IESC VE(s) as sources of industry information & general guidance. Their involvement will be limited and ABLE can not guarantee an available VE in every industry.

6. PROJECT CANCELLATION

If the Client agrees to ABLE's Proposal and cancels the agreement at a later date, the Client will be liable for promptly remitting payment for the entire number of research hours that have been completed at the time project cancellation is received. In the event that this agreement is terminated by ABLE for any reason, any advance contributions received by ABLE will be refunded to the Client.

7. CONFIDENTIALITY

Please circle the appropriate response in Section 5 - Background Information if the Client authorizes ABLE to use the Client's Company name when contacting U.S. companies. Otherwise, in order to preserve Client's confidentiality, ABLE will not use the Client's Company name when contacting American companies.

8. ABLE'S LIMITATIONS IN PROVIDING ASSISTANCE

ABLE studies are intended to provide pre-feasibility information. They are not intended to be detailed feasibility studies. Within the agreed upon time limits, ABLE provides as much relevant information as possible. The information and advice is provided as background for the Client to make their own decisions and develop their own business plan. The responsibility for qualifying partners, entering into contracts, making marketing and product decisions or engaging in other business activities belongs solely to the Client. ABLE does not take responsibility for the completeness of information, the results of any recommendations made to the Client, or for the use of the information by the Client.

9. COVENANT

The Client agrees not to bring any legal proceedings or assert any claims whatsoever against ABLE or IESC, their respective personnel, or any person or persons who provide information to ABLE or IESC which is subsequently furnished to the Client in connection with this ABLE project.

Agreement

I, \_\_\_\_\_ of \_\_\_\_\_ have carefully read all the information in the ABLE Project Request Information Packet; agree to all terms and conditions stated in ABLE Project Terms and Conditions (Section 3) of the Information packets; and assert that all information provided on the Project Request Form is true and complete to the best of my knowledge

date client signature country director signature date

mailing address country director

mailing address country

phone/fax/telex address

principal officer & title

principal officer & title phone/fax/telex

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