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MEMORANDUM

UNCLASSIFIED

TO : The Files

THROUGH : Project Development Office, Robert T. Dakan *RD*

FROM : Private Sector Project Manager, Pedro *Perez* Perez, Jr.

DATE : March 28, 1994

SUBJECT : Project Assistance Completion Report, Export and Investment Promotion Project No. 505-0027

INTRODUCTION

The Export and Investment Promotion Project was authorized under Grant Agreement No. 505-0027 on June 30, 1986. The Project which was amended in 1988 and 1991, has a Private and Public Sector Component. The Private Sector Component consists of a Cooperative Agreement with the Belize Chamber of Commerce and Industry/Belize Export and Investment Promotion Unit (BCCI/BEIPU) and a Grant to the International Executive Services Corps (IESC). The Public Sector Component was with the Ministry of Commerce, Industry and Tourism now known as the Ministry of Tourism and the Environment. The PACD for IESC was September 30, 1992 (PACR attached), PACD for both the Public Sector Component and the Private Sector Component was September 30, 1993.

The total amount authorized was \$4,900.00 of which \$4,752.974 was obligated. The purpose of the project was to develop the capacity of the private sector to promote, provide technical assistance for, and facilitate export and tourism projects undertaken in Belize.

PROJECT STATUS

- A. Planned EOPS:
1. BEIPU fully established and operating efficiently; increased employment and foreign exchange.
 2. BCCI membership increased and BCCI/BEIPU self-sustaining.
 3. Tourism developed in a rational manner.

B. Actual EOPS

1. BCCI/BEIPU is the leading private sector organization in Belize with a membership of 532. It provided services to 3,400 investors and assisted 122 projects. Fifteen major projects were completed which created an estimated 1,600 jobs. Its Export and Investment Promotion program continues to support product and industry development. Training through the Junior Achievement Program was provided to 685 students in 22 secondary schools. Under the Entrepreneur International Program and Project SUSTAIN, 17 Belizeans received on-the-job training in the USA in a variety of fields such as Food Processing, Management Training, Small Business Development and Tourism and Travel. A total of 26 workshops/seminars organized in-country brought awareness of the different issues affecting business in Belize. The Trade & Policy Unit plays a key role in policy dialogue with government and the private sector. A National Handicraft Center was established and is directed by a National Board, the majority of which are handicraft producers. Over 300 Belizean handicraft producers directly participated in this project. Participation in 39 trade exhibitions and conferences increased the potential of Belize as an investment destination and exposed Belize to the export market of local handicraft and non-traditional products.
2. Membership increased from 98 when the project started to over 532 persons from a cross section of the Belizean business community. BCCI/BEIPU operates the National Lotto, a Western Union Office, and a Consultancy Division. Through its Export and Investment Promotion Unit provided business services to local and foreign investors as an income generating activity towards self-reliance.
3. A Tourism Marketing and Public Relations Plan was developed and utilized. A Policy promoting Eco-tourism and small-scale development is in place.
4. Consolidation work for Caracol and other key archeological sites were completed.

C. Status of Project Elements

1. Technical Assistance. A total of 24 person-months of long-term and an estimated 10 person-months of short-term technical assistance was received under the project.
 2. Procurement. All planned procurement was completed. See Inventory attached.
 3. Training. Although training was not an output of the project, over the life-of-the project 60 staff and board members received training. Also, 1,103 Business persons received training during the 26 in-country workshops and seminars conducted.
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4. A Pilot Credit Program was established with the National Development Foundation of Belize providing credit for non-traditional exports.

5. Evaluation. No final evaluation was conducted. Instead, a comprehensive Institutional and Financial Analysis of the (BCCI/BEIPU) was done by PROEXAG in April, 1993. (See Report attached)

FINANCIAL SUMMARY

Amount Authorized: Grant (original)	\$2,500,000
(Amended)	\$4,900,000
Amount Obligated: Grant (To Date)	\$4,752,974
Amount Committed: Cumulative	4,752,974
Accrued Expenditure: Cumulative	4,752,974
Counterpart Contribution: Planned:	2,627,000
Actual:	1,818,000*
Life of Project Elapsed	100%
% of Total Authorized Obligated	96%
% of Total Obligation Expended	100%
% of Total Authorized Expended	96%

* GOB contributions in early years were not reported.

PROJECT ACCOMPLISHMENTS

1. BCCI and BEIPU have merged into a dynamic organization effectively representing the interest of its members and successfully promoting Belize's private sector at home and abroad. Membership increased from 98 when the Project started to 532 at the end of the Project. A Trade and Policy Unit was established and played a key role in policy dialogue with government and the private sector.

2. A Handicraft Center was established to organize the handicraft industry. This provided jobs for the Belizeans in rural areas, especially women, and promoted the management and conservation of indigenous materials.

3. Services were provided to 3,400 investors. One hundred and forty one investors received assistance for their businesses and 17 small- and medium-size Belizean enterprises received training under the Entrepreneur International and Project SUSTAIN program in areas such as in the Agro-Processing and Tourism Services Industries.

4. A National Lotto was launched by BCCI/BEIPU in an effort towards sustainability.

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5. A Tourism Marketing and Public Relations Plan was developed.
6. Caracol and key archaeological sites have been developed.

RECOMMENDATIONS

1. BCCI should consider development of a collaborative vision of its future through a more broad-based planning process.
2. BCCI/BEIPU should develop a monitoring and evaluation system to document and measure the impact of its BCCI and BEIPU related activities on exports, tourism and employment.
3. BCCI/BEIPU should continue to develop an internal management information system capable of documenting and reporting its activities and their impact, providing key information to management, staff and clients, and supporting activities in all aspects of its operations, including financial. This MIS should be based on electronic and other information networks (Filing, library and key informant systems) and should incorporate BCCI/BEIPU's monitoring and evaluation system.

POST-PROJECT A.I.D. MONITORING

Although no formal post-project USAID monitoring of the project is planned, the USAID Private Sector Project Manager has been invited to continue his participation on the BCCI/BEIPU board and subcommittees. Arrangements will be made to officially transfer all assets under the project to BCCI/BEIPU.

EVALUATION SUMMARY

See Institutional and Financial Analysis of BCCI/BEIPU done by PROEXAG in April, 1993.

LESSONS LEARNED

1. Sustainability of the organization assisted should be an integral part of the design of the project.
2. Concentrating on sustainability issues most of the times will cause the organization to lose its focus on its major objectives and thus be unable to achieve the project goals.
3. Due to the small size of the country, any income generating projects undertaken are perceived as a direct competition by the private sector and thus provoke serious criticism that damages the image of the organization in the process.

4. It is difficult to quantify the impact of export and investment promotion efforts in relation to investments generated. For example, a project that received information on Belize in 1984 at the World Fair did not invest in the County until 1991.

5. In a small country like Belize where a number of private sector organizations are aggressively looking for their sustainability through membership, the chances of any one organization achieving that goal is minimal. In conclusion, PVOs cannot achieve sustainability through membership alone.

6. Export and Investment Promotion Activities are "Public Good Services" and costs are not recoverable. These services are normally the responsibility of governments and when this responsibility is given to private sector organizations, it should be anticipated that the assistance should be for the specific duration and sustainability should not be a goal.

7. A strong private-sector-led organization has great influence in policy design and development through dialogue with both the public and private sector. The end result being an improved investment regime and a more informed and committed private sector. The private and public partnership is the basis for the accelerated development of a country.

8. Organizations should not be involved in numerous income generating activities, but concentrate on one or two major income generating activities.

Drafted: PDO: ESmith: 3/4/94

Revised: PPerez: 3/4/94

Clearance: PDO: RTDakan

EXO: DAAwad

CONT: DDolley

AR: BPSandoval

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U. S. AGENCY FOR INTERNATIONAL DEVELOPMENT
Embassy of the United States of America
Belize City, Belize, Central America

*Emilia
Smith*

April 25, 1994

Mr. Hugh Fuller
General Manager
BCCI/BEIPU
63 Regent Street
Belize City

Dear Mr. Fuller:

Thank you very much for the schedule of assets submitted to our office on April 20, 1993, requested for close-out of the Export and Investment Project No. 505-0027. This is in compliance to close-out procedures of USAID funded projects.

This letter is to formally transfer title of all assets procured during period July 24, 1986, to September 30, 1993.

It is agreed that title to all of the assets procured under project No. 505-0027 shall be vested in the Belize Chamber of Commerce and Industry/Belize Export and Investment Promotion Unit (BCCI/BEIPU) As per USAID standard regulations, these assets are to be used by BCCI/BEIPU in furtherance of the objectives of the export and investment promotion project.

Please indicate your concurrence with the transfer of title to BCCI/BEIPU of the assets procured under this project, as listed in the schedule of assets dated April 20, 1993, by signing below. Please return one original to USAID.

Sincerely,



Robert T. Dakan
Acting USAID Representative

Countersigned by:



Hugh Fuller
General Manager

Edward Musa
President

Date: 28th April 1994.

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BELIZE CHAMBER OF COMMERCE AND INDUSTRY
FIXED ASSETS SCHEDULE 1993

ITEM	GRANT	DEP RATE	COST AT 1-1-93	ADDITIONS COST DISPOSAL AT 12-31-93	ACCU. DEPRN.		CHARGES YEAR 1993	ACCU. NET BOOK VALUE		ACQUIS DATE	US \$		LOC	CON	USE
					1992	1993		12-31-93	12-31-93		ORIGINAL COST	CURRENT VALUE			
JACK)	10%	135.55		135.55	30.51	13.55	44.07	91.49	OCT'90	98	49	A	G	U
OFFICE CHAIRS)	10%	1,150.00		1,150.00	258.75	115.00	373.75	776.25	OCT'90	575	368	A	F	U
DESK)	10%	750.00		750.00	188.75	75.00	243.75	506.25	OCT'90	375	253	A	F	U
BOOK SHELF)	10%	395.00		395.00	88.88	39.50	128.38	266.62	OCT'90	198	133	A	P	U
CARPET)	10%	872.55		872.55	210.73	87.25	307.99	664.57	NOV'90	486	332	A	F	U
DESKS)	10%	1,750.00		1,750.00	379.17	175.00	554.17	1,195.83	NOV'90	875	598	A	F	U
A/C UNITS) USAID	10%	6,250.00		6,250.00	1,302.08	825.00	1,927.08	4,322.92	NOV'90	3,125	2,181	A	P	U
CANON PHOTO COPIER)	10%	11,575.00		11,575.00	2,411.48	1,157.50	3,568.98	8,006.04	DEC'90	5,788	4,003	A	F	U
FOUR DRAWER FILE CABINET)	10%	631.75		631.75	131.62	63.18	194.80	436.95		318	218	A	F	U
A/C UNIT)	10%	1,558.00		1,558.00	324.58	165.80	490.38	1,077.62		779	538	A	F	U
SURGE PROTECTOR)	10%	33.75		33.75	7.04	3.38	10.42	23.34		17	12	A	F	U
FILE DRAWER)	10%	65.00		65.00	13.54	6.50	20.04	44.96		33	22	A	F	U
EXECUTIVE CHAIRS)	10%	1,395.58		1,395.58	290.75	139.58	430.31	965.27		698	483	A	F	U
SECRETARIAL CHAIR)	10%	400.00		400.00	83.33	40.00	123.33	276.67		200	138	A	F	U
BCCI SIGN)	10%	375.00		375.00	100.00	37.50	137.50	237.50		188	119	A	F	U
FAN)	10%	75.00		75.00	20.00	7.50	27.50	47.50		38	24			
SURGE PROTECTOR)	10%	33.50		33.50	8.65	3.35	12.00	21.50		17	11	A	F	U
EXECUTIVE CHAIR)	10%	584.00		584.00	150.87	58.40	209.27	374.73		292	187	A	F	U
CARPET)	10%	5,608.57		5,608.57	1,448.18	560.89	2,010.17	3,598.70		2,605	1,600	A	P	U
GE A/C UNIT)	10%	1,350.00		1,350.00	337.50	135.00	472.50	877.50		875	439	A	F	U
CARPET)	10%	428.30		428.30	98.37	42.83	139.20	289.10		214	145	A	P	U
DESK & BOOK SHELF)	10%	1,145.00		1,145.00	228.00	114.50	343.50	801.50		573	401	A	F	U
CANON AE1 CAMERA) USAID	10%	1,271.98		1,271.98	243.80	127.20	371.00	900.98	FEB'91	636	450			
STORAGE CABINET)	10%	275.00		275.00	82.71	27.50	80.21	194.79	FEB'91	138	97	A	F	U
JACK)	10%	73.00		73.00	13.38	7.30	20.68	52.32	MAR'91	37	26	A	F	U
MINITAPE RECORDER)	10%	54.99		54.99	9.62	5.50	15.12	39.84	APR'91	27	20			
TABLE)	10%	1,200.00		1,200.00	190.00	120.00	310.00	890.00	JUN'91	600	445	A	F	U
WALL CLOCK)	10%	80.95		80.95	8.65	8.10	14.75	48.21	JULY'91	30	23	A	G	U
EPSON LG 1050 PRINTER)	10%	2,183.15		2,183.15	324.48	218.32	540.80	1,622.38	JULY'91	1,082	811	A	G	U
DESK & PARTITION)	10%	1,050.00		1,050.00	122.50	105.00	227.50	822.50	NOV'91	525	411	B	F	U
18 SPEED MOUNTAIN BIKE)	10%	475.00		475.00	43.54	47.50	91.04	383.96	FEB'92	238	182			
COMPUTER SYSTEM)	10%	87,703.81		87,703.81	8,956.18	8,770.38	18,726.52	78,977.09	FEB'92	48,832	38,499	A	F	U
WOOD FILE CABINET)	10%	140.00		140.00	12.00	14.00	28.00	114.00	MAR'92	70	57	A	F	U
DESK)	10%	475.00		475.00	38.00	47.50	83.50	391.50	APR'92	238	198	B	F	U
FILE CABINET)	10%	475.00		475.00	38.00	47.50	83.50	391.50	APR'92	238	198	A	F	U
SECRETARIAL CHAIR)	10%	450.00		450.00	34.00	45.00	79.00	371.00	APR'92	225	166	B	F	U
VAULT)	10%	1,507.50		1,507.50	113.00	150.75	263.75	1,243.75	APR'92	754	622	A	F	U
8BT ACCOUNTING SOFTWARE)	10%	1,800.00		1,800.00	135.00	180.00	315.00	1,485.00	APR'92	900	743	A	F	U
MINI TAPE RECORDERS (2))	10%	283.42		283.42	19.00	28.54	47.54	237.88	MAY'92	143	119			
DESK)	10%	750.00		750.00	50.00	75.00	125.00	625.00	MAY'92	375	313	B	F	U
FILE CABINET (1))	10%	475.00		475.00	32.00	47.50	79.50	395.50	MAY'92	238	198	B	F	U
Office Desk (1))	10%	300.00		300.00	20.00	30.00	50.00	250.00	MAY'92	150	125	B	F	U
CALCULATORS (2))	10%	240.00		240.00	14.00	24.00	38.00	202.00	JUNE'92	120	101	B	G	U
AIR CONDITIONING UNITS (2))	10%	3,700.00		3,700.00	218.00	370.00	588.00	3,114.00	JUNE'92	1,850	1,557	B	F	U
POSTAGE METER (1))	10%	3,275.00		3,275.00	184.00	327.50	491.50	2,783.50	JULY'92	1,638	1,382	A	G	U
DESK (1))	10%	750.00		750.00	38.00	75.00	113.00	637.00	JULY'92	375	319	B	G	U
CASH REGISTER (1))	10%	700.00		700.00	35.00	70.00	105.00	595.00	JULY'92	350	298	B	G	U
EXECUTIVE CHAIR (1))	10%	690.00		690.00	35.00	69.00	104.00	586.00	JULY'92	345	293	B	G	U
SECRETARIAL CHAIR (1))	10%	295.00		295.00	15.00	29.50	44.50	250.50	JULY'92	148	125	B	F	U
CAMERA (1))	10%	381.40		381.40	18.00	38.14	54.14	307.26	JULY'92	181	154	B		
LADDER (1))	10%	325.00		325.00	14.00	32.50	48.50	276.50	AUG'92	163	139	B	G	U
BOOK CASE (1))	10%	725.00		725.00	24.00	72.50	96.50	628.50	SEPT'92	363	314	B	F	U
SECRETARIAL CHAIR (1))	10%	295.00		295.00	10.00	29.50	39.50	255.50	SEPT'92	148	128	B	G	U
WOODEN SHELVES (8))	10%	545.00		545.00	18.00	54.50	72.50	472.50	SEPT'92	273	239	B	G	U
OFFICE CHAIR (1))	10%	295.00		295.00	7.00	29.50	36.50	258.50	OCT'92	148	129	B	G	U
SOFA (1))	10%	385.00		385.00	8.00	38.50	44.50	340.50	NOV'92	183	170	A	G	U
TAPE PLAYER/RADIO (1))	10%	230.75		230.75	4.00	23.08	27.08	203.68	NOV'92	115	102	B	G	U
SHELVES (FMD SAN PEDRO))	10%	800.00		800.00	13.00	80.00	93.00	707.00	NOV'92	400	364	A	G	U
SHOWCASE)	10%	948.90		948.90	18.00	94.89	110.89	838.21	NOV'92	473	418	B	G	U
OFFICE CHAIR (1))	10%	500.00		500.00	8.00	50.00	58.00	442.00	NOV'92	250	221	B	G	U

BELIZE CHAMBER OF COMMERCE AND INDUSTRY
FIXED ASSETS SCHEDULE 1993

ITEM	GRANT	DEP RATE	COST AT 1-1-83	ADDITIONS DISPOSALS AT 12-31-83	COST AT 12-31-83	ACCUM. DEPR'N.		ACCUM. NET BOOK VALUE		AQUIS DATE	US \$		LOCA	CON	USE
						1982	CHARGES YEAR 1993	1993	12-31-93		COST	CURRENT VALUE			
CARPET)	10%	202.50		202.50	151.85	20.25	172.10	30.40	JULY'85	101	15	A	P	U
SINGLE DESK)	10%	365.00		365.00	296.25	39.50	335.75	59.25		196	30	A	F	U
CHAIR) USAID	10%	65.00		65.00	48.75	6.50	55.25	9.75		33	5	A	P	U
STEEL FILING CABINET)	10%	825.00		825.00	563.75	82.50	648.25	178.75	FEB'86	413	89	A	P	U
FANS)	10%	118.00		118.00	70.80	11.80	82.60	35.40	DEC'86	59	10	A		
WALL PLAQUE)	10%	50.00		50.00	30.00	5.00	35.00	15.00		25	8	A	F	U
SMALL MAHOGANY)	10%	90.00		90.00	54.00	9.00	63.00	27.00		45	14	A	F	U
COMPUTER CABINET)	10%	495.00		495.00	292.90	49.50	342.40	152.60		248	78	A	F	U
COMPUTER TABLE)	10%	245.00		245.00	144.95	24.50	169.45	75.55		123	38	B	F	U
DESKS)	10%	1,350.00		1,350.00	793.10	135.00	928.10	421.90		675	211	A	P	U
CHAIRS)	10%	540.00		540.00	315.00	54.00	369.00	171.00		270	86	A	P	U
DOUBLE DESK)	10%	600.00		600.00	347.50	60.00	407.50	192.50		300	96	A	P	U
FRAMES)	10%	64.15		64.15	37.45	6.42	43.87	20.29		32	10	A	F	U
SECRETARIAL DESK)	10%	450.00		450.00	251.25	45.00	296.25	153.75	JUN'87	225	77	A	P	U
METAL CHAIRS)	10%	740.00		740.00	394.65	74.00	468.65	271.35	AUG'87	370	136	A	F	U
GE 5 CU. FT. REFRIGERATOR)	10%	459.00		459.00	241.00	45.90	286.90	172.10	AUG'87	230	88	B	F	U
PREMIER TRIMMER)	10%	203.50		203.50	108.55	20.35	128.90	74.60	AUG'87	102	37	A	F	U
WATER COOLER W/BOTTLE)	10%	710.00		710.00	378.65	71.00	449.65	260.35	AUG'87	355	130	A	G	U
DRAWER FILE CABINET)	10%	1,320.00		1,320.00	693.00	132.00	825.00	495.00	OCT'87	660	248	A	F	U
SECRETARIAL CHAIR)	10%	315.00		315.00	180.10	31.50	191.60	123.40	NOV'87	158	62	A	F	U
PHILCO A/C UNIT) USAID	10%	8,790.00		8,790.00	4,102.00	879.00	4,981.00	3,809.00	APR'88	4,395	1,905	A	F	U
INSTALL GRILL & A/C UNITS)	10%	2,596.00		2,596.00	1,189.84	259.60	1,449.44	1,148.56	MAY'	1,298	573	A	P	U
BOOK SHELVES)	10%	500.00		500.00	225.00	50.00	275.00	225.00	JUN'	250	113	A	F	U
WALL SCREEN PROJECTOR)	10%	1,204.97		1,204.97	512.12	120.50	632.62	572.35	SEPT'	602	266	A	F	R
TRIPID PROJECTION SCREEN)	10%	262.36		262.36	111.51	26.24	137.75	124.61	SEPT'	131	62	A	F	R
ZENITH COLOR TV E19108)	10%	700.00		700.00	291.66	70.00	361.66	338.34	OCT'	350	169	A	G	U
RABBIT EAR ANTENNA)	10%	15.00		15.00	6.25	1.50	7.75	7.25	OCT'88	8	4	A	G	U
EXECUTIVE LEATHER CHAIRS)	10%	1,190.00		1,190.00	357.00	119.00	476.00	714.00	DEC'88	595	357	A	F	U
U.P.S. (POWER SUPPLY))	10%	2,616.70		2,616.70	785.01	261.67	1,046.68	1,570.02	DEC'88	1,308	785	A	F	U
VGD COLOR MONITOR)	10%	729.49		729.49	218.85	72.95	291.80	437.69	DEC'88	365	219	A	G	U
BOOK SHELVES DISPLAY BOOTH)	10%	6,910.24		6,910.24	2,764.08	691.02	3,455.10	3,455.14	JAN'89	3,455	1,728	A	F	U
FAX MACHINE)	10%	2,595.00		2,595.00	1,038.00	259.50	1,297.50	1,297.50	JAN'89	1,298	649	A	F	U
CHAIR & TABLE)	10%	2,870.00		2,870.00	1,148.00	287.00	1,435.00	1,435.00	JAN'89	1,435	718	A	F	U
CANON LENS & J.V. CABINET)	10%	1,765.00		1,765.00	706.00	176.50	882.50	882.50	JAN'89	883	441	A		
SECRETARY CHAIRS)	10%	737.00		737.00	294.80	73.70	368.50	368.50	JAN'89	369	184	A	F	U
DRUMS FOR COPIER)	10%	515.00		515.00	206.00	51.50	257.50	257.50	JAN'89	258	129	A		
ZENITH VIDEO RECORDER)	10%	875.00		875.00	384.58	87.50	452.08	422.92	OCT'88	438	211	A	G	U
FANS)	10%	150.00		150.00	42.50	15.00	57.50	92.50	MAR'90	75	46	A		
WHITE WESTINGHOUSE A/C UNITS)	10%	1,870.00		1,870.00	493.08	187.00	670.08	1,199.92	JUN' 90	935	600	A	F	U
WHITE WESTINGHOUSE A/C UNITS)	10%	935.00		935.00	241.54	93.50	335.04	599.96	JUN' 90	468	300	A	F	U
BOOK SHELF)	10%	348.50		348.50	87.13	34.85	121.98	226.52	JULY'90	174	113	A	G	U
DESK)	10%	676.50		676.50	189.13	67.85	236.78	439.72	JULY'90	338	220	A	G	U
F800 CALCULATOR)	10%	65.00		65.00	16.25	6.50	22.75	42.25	JULY'90	33	21	A		
P20 CALCULATOR)	10%	65.00		65.00	16.25	6.50	22.75	42.25	JULY'90	33	21	A		
DM 1000 CALCULATOR)	10%	164.00		164.00	41.00	16.40	57.40	106.60	JULY'90	82	53	A		
EXECUTIVE CHAIR)	10%	281.00		281.00	70.25	28.10	98.35	182.65	JULY'90	141	91	A	G	U
LECTURN)	10%	175.00		175.00	42.29	17.50	59.79	115.21	AUG'90	88	58	B	G	U
SIGN)	10%	400.00		400.00	98.67	40.00	136.67	263.33	AUG'90	200	132	A	G	U
VACUUM CLEANER)	10%	470.00		470.00	105.75	47.00	152.75	317.25	OCT'90	235	159	A	G	U

AD

BELIZE CHAMBER OF COMMERCE AND INDUSTRY
FIXED ASSETS SCHEDULE 1993

ITEM	GRANT	DEP RATE	COST AT 1-1-93	ADDITIONS DISPOSALS AT 12-31-93	COST AT 12-31-93	ACCUM. DEPR'N. 1992	CHARGES YEAR 1993	ACCUM. DEPR'N. 1993	NET BOOK VALUE 12-31-93	AQUIS DATE	US \$ ORIGINAL COST	CURRENT VALUE	LOCA	CON	USE
NCR DOS]	10%	100.00		100.00	60.00	10.00	70.00	30.00	JAN'87	50	15	A	F	U
MULTIMATE]	10%	471.86		471.86	263.15	47.19	330.34	141.52		236	71	A	F	
MULTIPLAN]	10%	227.25		227.25	136.35	22.73	159.08	68.18		114	34	A	F	
CROSSTALK]	10%	198.07		198.07	111.45	19.91	131.38	67.71		100	34	A	F	
D'BASE 111]	10%	852.26		852.26	511.30	85.22	596.52	255.68		426	126	A	F	U
NCRPC 4]	10%	4,290.00		4,290.00	2,574.00	429.00	3,003.00	1,287.00		2,145	644	A	F	U
NCR KEYBOARD]	10%	100.00		100.00	60.00	10.00	70.00	30.00		50	15	A	F	U
EPSON LQ 1050]	10%	3,337.20		3,337.20	2,002.30	333.72	2,336.02	1,001.18		1,669	501	A	F	U
384 MEMORY BOARD EXPANSION] PDAP	10%	297.28		297.28	178.40	29.73	208.13	89.15		149	45	A	F	
BACKUP SURGE PROTECTOR]	10%	2,669.80		2,669.80	1,601.90	266.98	1,868.88	800.92		1,335	400	A	F	
EDP 45X30 TABLE]	10%	577.82		577.82	346.70	57.78	404.48	173.34		289	87	A	F	U
STENOCHAIRS]	10%	781.82		781.82	489.10	78.18	547.28	234.54		391	117	A	F	U
OLYMPIA TYPEWRITER]	10%	1,211.75		1,211.75	727.10	121.18	848.28	363.47		608	182	A	F	U
EXECUTIVE CHAIR]	10%	231.40		231.40	138.85	23.14	161.99	69.41		116	35	A	F	U
EXECUTIVE DESK]	10%	400.00		400.00	240.00	40.00	260.00	120.00		200	60	A	F	U
SECRETARIAL DESK]	10%	1,248.24		1,248.24	748.90	124.82	873.72	374.52		624	187	A	F	U
OFFICE CHAIRS]	10%	2,102.45		2,102.45	1,261.50	210.25	1,471.75	630.70		1,051	315	A	F	U
FOUR DRAWER FILE CABINETS]	10%	2,040.48		2,040.48	1,224.30	204.05	1,428.35	612.13		1,020	306	A	F	U
CADENZA]	10%	250.00		250.00	150.00	25.00	175.00	75.00		125	38	A	F	U
CANON PHOTOCOPIER] CARITS	10%	6,900.00		6,900.00	3,711.60	690.00	4,401.60	2,496.40	-	3,450	1,249	A	F	U

BELIZE CHAMBER OF COMMERCE AND INDUSTRY
FIXED ASSETS SCHEDULE 1993

ITEM	GRANT	DEP RATE	COST AT 1-1-93	ADDITIONS DISPOSAL	COST AT 12-31-93	ACCUM. DEPR'N. 1992	CHARGES YEAR 1993	ACCUM. DEPR'N. 1993	NET BOOK VALUE 12-31-93	AQUIS DATE	US \$ ORIGINAL COST	CURRENT VALUE	LOC	CON	USE
CASH PAN			32.10		32.10	32.10	0.00	32.10	0.00		18	0	A	G	U
FLAG POLES		10%	60.00		60.00	60.00	0.00	60.00	0.00		30	0	A	G	U
BELIZEAN FLAGS		10%	60.00		60.00	60.00	0.00	60.00	0.00		30	0	A	G	U
EXECUTIVE DESK		10%	885.00		885.00	868.00	88.50	958.50	(71.50)		443	0	A	G	U
CHAMBER SIGN		10%	375.00		375.00	375.00	0.00	375.00	0.00		188	0	A	F	U
PHILLIPS AM RADIO		10%	95.00		95.00	95.00	0.00	95.00	0.00		48	0			
PADDED CHAIRS		10%	150.00		150.00	150.00	0.00	150.00	0.00		75	0	A	F	U
CONFERENCE TABLE		10%	620.00		620.00	528.00	62.00	588.00	32.00		310	18	A	G	U
ROLODE FILE		10%	49.90		49.90	49.90	0.00	49.90	0.00		25	0	A	F	U
FOUR DRAWER FILE CABINETS	OTHER	10%	400.00		400.00	360.00	40.00	400.00	0.00		200	0	A	F	U
DOUBLE DESK		10%	400.00		400.00	360.00	40.00	400.00	0.00		200	0	A	F	U
COUNTER		10%	200.00		200.00	180.00	20.00	200.00	0.00		100	0	A	F	U
CHAIRS		10%	80.00		80.00	72.00	8.00	80.00	0.00		40	0	A	F	U
PHILCO A/C UNIT		10%	2,135.25		2,135.25	1,921.78	213.53	2,135.29	(0.03)		1,088	0	A	F	U
COFFEE POT		10%	60.00		60.00	54.00	6.00	60.00	0.00		30	0	A	F	U
FACET CALCULATOR		10%	308.00		308.00	275.40	32.50	308.00	0.00		153	0			
FACET ELECTRONIC TYPEWRITER		10%	2,118.00		2,118.00	1,904.40	211.60	2,118.00	0.00		1,058	0	A	G	U
BOOK SHELVES		10%	1,770.00		1,770.00	1,418.00	177.00	1,593.00	177.00		885	89	A	F	U
OFFICE PARTITION		10%	956.64		956.64	785.30	95.68	860.98	95.68		478	48	A	F	U
SECRETARIAL CHAIR		10%	175.00		175.00	140.00	17.50	157.50	17.50		88	9	A	F	U
SECRETARY DESK		10%	595.00		595.00	478.00	59.50	535.50	59.50		298	30	A	F	U
FRAMED MAP		10%	120.00		120.00	98.00	12.00	108.00	12.00		60	8	A	G	U
CADENZA		10%	1,800.00		1,800.00	1,080.00	180.00	1,260.00	540.00		900	270	A	G	U
DESK & CHAIR		10%	600.00		600.00	360.00	60.00	420.00	180.00		300	90	A	G	U
STANDING FAN		10%	160.00		160.00	92.00	18.00	108.00	52.00		80	28			
FOUR DRAWER FILING CABINET		10%	675.00		675.00	315.00	67.50	382.50	292.50		338	148	A	F	U
CANON ELECTRONIC TYPEWRITER		10%	1,125.00		1,125.00	525.00	112.50	637.50	487.50		563	244	A	F	U
USED FANS		10%	100.00		100.00	35.84	10.00	45.84	54.16		50	27			
EXECUTIVE CHAIR		10%	850.00		850.00	278.25	85.00	361.25	488.75		425	244	A	F	U
SECRETARIAL CHAIR		10%	280.00		280.00	91.00	28.00	119.00	161.00		140	81	A	F	U
TAPE RECORDER		10%	408.50		408.50	129.30	40.85	170.15	238.35		204	119			
DESK		10%	675.00		675.00	208.23	67.50	275.73	399.27		338	200	A	F	U
FLAG POLE		10%	75.00		75.00	23.13	7.50	30.63	44.37		38	22	A	F	U
DESK LAMP		10%	50.00		50.00	15.42	5.00	20.42	29.58		25	15	A	G	U
CARDFILE		10%	527.88		527.88	105.58	52.79	158.37	369.51	JAN '91	284	185	A	F	U
DOUBLE DESK	OTHER	10%	695.00		695.00	558.00	69.50	625.50	69.50	JAN '91	348	35	A	F	U
UTILITY CABINET		10%	675.00		675.00	540.00	67.50	607.50	67.50	JAN '91	338	34	A	G	U
TV & VCR (PURCHASED IN MEXICO FOR CONF)		10%	1,418.14		1,418.14	11.82	141.81	153.63	1,264.51	DEC '92	709	632	A	G	U
COMPUTER EQUIPMENT		10%		19,287	19,286.85		1,928.69	1,928.69	17,340.17	MAR '93	9,633	8,670	A	N	U
FOLDING TABLE		10%		250	250.00		25.00	25.00	225.00	MAR '93	125	113	A	N	U
WALL CABINET		10%		550	550.00		55.00	55.00	495.00	APR '93	275	248	A	N	U
REFRIGERATOR		10%		600	600.00		60.00	60.00	540.00	JUN '93	300	270	A	N	U
SECURITY SYSTEM		10%		2500	2,500.00		250.00	250.00	2,250.00	JUL '93	1250	1,125	A	N	U
OFFICE FURNITURE		10%		980	980.00		98.00	98.00	882.00	JUL '93	490	441	A	N	U
DESKS, CHAIRS		10%		850	850.00		85.00	85.00	765.00	AUG '93	425	383	A	N	U
SECURITY SYSTEM		10%		6,000	6,000.00		600.00	600.00	5,400.00	AUG '93	3,000	2,700	A	N	U
OFFICE CHAIRS		10%		1,510	1,510.00		151.00	151.00	1,359.00	AUG '93	755	680	A	N	U
PHOTO DESK		10%		300	300.00		30.00	30.00	270.00	AUG '93	150	135	A	N	U
DESK/CHAIR- DGA		10%		395	395.00		39.50	39.50	355.50	AUG '93	198	178	A	N	U
			262,480.41	33,201.85	295,682.26	73,435.97	29,484.03	102,921.00	194,734.28		147,631	97,403			

BELIZE CHAMBER OF COMMERCE AND INDUSTRY
FIXED ASSETS SCHEDULE 1993

ITEM	GRANT	DEP RATE	COST AT 1-1-93	ADDITIONS DISPOSALS AT 12-31-93	COST AT 12-31-93	ACCUM. DEPR'N. 1992	CHARGES YEAR 1993	ACCUM. DEPR'N. 1993	NET BOOK VALUE 12-31-93	AQUIS DATE	US \$ ORIGINAL COST	CURRENT VALUE	LOCA	CON	USE								
VEHICLES																							
FORD BRONCO BEIGE 1986		20%	30,946.40		30,946.40	30,946.40	0.00	30,946.40	0.00		15,473	0	A	P	R								
FORD AEROSTAR RED 1986		20%	26,733.40		26,733.40	26,733.40	0.00	26,733.40	0.00		13,367	0	A	P	R								
FORD BRONCO II BEIGE 1986		20%	28,064.00		28,064.00	28,064.00	0.00	28,064.00	0.00		14,042	0	A	P	R								
YAMAHA SCOOTER BLUE 1989		20%	1,425.00		1,425.00	617.50	285.00	902.50	522.50		713	281	A	P	R								
REBUILT TRANSMISSION FOR RED AEROSTAR		20%	3,375.13		3,375.13	2,025.09	675.03	2,700.12	675.01		1,668	338	A	P	R								
FORD AEROSTAR BLUE 1992		20%	33,011.80		33,011.80	18,706.69	6,602.36	25,309.05	7,702.75		16,506	3,851	A	F	U								
AMC CHEROKEE WHITE 1992		20%	32,300.83		32,300.83	538.35	6,460.17	6,998.52	25,302.31	DEC 92	16,150	12,651	A	F	U								
SUB TOTAL											225,769	114,504											
FORD AEROSTAR BROWN 1987		20%	6,453.44		6,453.44	1,290.69	1,290.69	2,581.38	3,872.06	JAN 92	3,227	1,936	A	P	U								
											162,330.00	162,330.00	108,942.12	15,313.24	124,255.36	38,074.64	228,996	118,440					
LEASEHOLD IMPROVEMENTS			47,835.00		47,835.00				47,835.00		23,918	23,918	A		U								
TWO-TWO STORY BUILDING			5% 190,000.00		190,000.00	29,750.00	9,500.00	39,250.00	150,750.00		95,000	75,375											
LAND			76,000.00		76,000.00				76,000.00		35,000	38,000											
											738,625.41	33,201.85	771,827.26	210,136.09	54,297.27	284,433.36	507,393.90	385,914	253,667				



07A.
Pedro

BELIZE CHAMBER OF COMMERCE AND INDUSTRY

for commerce, industry, tourism, agriculture and trade

63 Regent Street
P.O. Box 291
Belize City, Belize
Central America

Fax:
(501)-2-74984

Telephones:
02-75108/9
02-74384, 73148

BOARD OF DIRECTORS

0465

14 March 1994

EDWARD MORA
President

Mr. Pedro Perez
Project Officer
U.S.A.I.D.
Gabourel lane
Belize City

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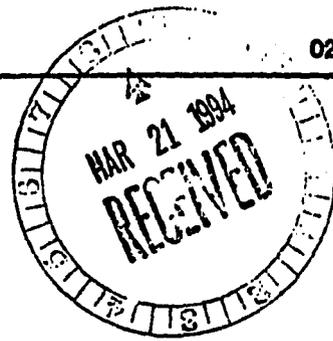
Enclosed is a list of assets acquired by the Belize Chamber of Commerce and Industry under the Belize Export and Investment Promotion Unit Project No. 505-0027 covering the duration of the project.

As per your request, the legend is as follows:

<u>Location:</u>	Regent Street	A
	Fort Street	B
<u>Condition:</u>	New	N
	Good	G
	Fair	F
	Poor	P
<u>Use:</u>	In use	U
	Repair	R

Yours sincerely,

E.V. Waight
Manager, Finance and Administration



OFFICES	ACT	INF
AID REP.		
CONT.		
EXO		
PDO	<input checked="" type="checkbox"/>	
ADO		
GDU		
GSU		
C & R		

DATE DUE 03/30/94
ACTION TAKEN
DATE
INITIAL

ITEM	AQUIS DATE	ORIGINAL COST	CURRENT VALUE	LOC	CON	USE	REMARKS
CARPET	JULY'85	101	15	A	P	U	
SINGLE DESK		198	30	A	F	U	
CHAIR		33	5	A	P	U	
STEEL FILING CABINET	FEB'86	413	89	A	P	U	
FANS	DEC'86	59	18	A			
WALL PLAQUE		25	8	A	F	U	
SMALL MAHOGANY		45	14	A	F	U	
COMPUTER CABINET		248	76	A	F	U	
COMPUTER TABLE		123	38	B	F	U	
DESKS		675	211	A	P	U	
CHAIRS		270	86	A	P	U	
DOUBLE DESK		300	96	A	P	U	
FRAMES		32	10	A	F	U	
SECRETARIAL DESK	JUN'87	225	77	A	P	U	
METAL CHAIRS	AUG'87	370	136	A	F	U	
GE 5 CU. FT. REFRIGERATOR	AUG'87	230	86	B	F	U	
PREMIER TRIMMER	AUG'87	102	37	A	F	U	
WATER COOLER W/BOTTLE	AUG'87	355	130	A	G	U	
DRAWER FILE CABINET	OCT'87	660	248	A	F	U	
SECRETARIAL CHAIR	NOV'87	158	62	A	F	U	
PHILCO A/C UNIT	APR'88	4,395	1,905	A	F	U	
INSTALL GRILL&A/C UNITS	MAY'	1,298	573	A	P	U	
BOOK SHELVES	JUN'	250	113	A	F	U	
WALL SCREEN PROJECTOR	SEPT'	602	286	A	F	R	
TRIPID PROJECTION SCREEN	SEPT'	131	62	A	F	R	
ZENITH COLOR TV E19108	OCT'	350	169	A	G	U	
RABBIT EAR ANTENNEA	OCT'88	8	4	A	G	U	
EXECUTIVE LEATHER CHAIRS	DEC'88	595	357	A	F	U	
U.P.S. (POWER SUPPLY)	DEC'88	1,308	785	A	F	U	
VGD COLOR MONITOR	DEC'88	365	219	A	G	U	
BOOK SHELVES DISPLAY BOOTH	JAN'89	3,455	1,728	A	F	U	
FAX MACHINE	JAN'89	1,298	649	A	F	U	
CHAIR & TABLE	JAN'89	1,435	718	A	F	U	
CANON LENS & J.V.CABINET	JAN'89	883	441	A			
SECRETARY CHAIRS	JAN'89	369	184	A	F	U	
DRUMS FOR COPIER	JAN'89	258	129	A			
ZENITH VIDEO RECORDER	OCT'88	438	211	A	G	U	
FANS	MAR'90	75	46	A			
WHITE WESTINGHOUSE A/C UNITS	JUN' 90	935	600	A	F	U	

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ITEM	AQUIS	ORIGINAL	CURRENT	LOC	CON	USE	REMARKS
	DATE	COST	VALUE				
WHITE WESTINGHOUSE A/C UNITS	JUN'90	468	300	A	F	U	
BOOK SHELF	JULY'90	174	113	A	G	U	
DESK	JULY'90	338	220	A	G	U	
F600 CALCULATOR	JULY'90	33	21	A			
P2D CALCULATOR	JULY'90	33	21	A			
DM 1000 CALCULATOR	JULY'90	82	53	A			
EXECUTIVE CHAIR	JULY'90	141	91	A	G	U	
LECTURN	AUG'90	88	58	B	G	U	
SIGN	AUG'90	200	132	A	G	U	
VACUM CLEANER	OCT'90	235	159	A	G	U	
JACK	OCT'90	68	46	A	G	U	
OFFICE CHAIRS	OCT'90	575	388	A	F	U	
DESK	OCT'90	375	253	A	F	U	
BOOK SHELF	OCT'90	198	133	A	P	U	
CARPET	NOV'90	486	332	A	F	U	
DESKS	NOV'90	875	598	A	F	U	
A/C UNITS	NOV'90	3,125	2,161	A	P	U	
CANON PHOTO COPIER	DEC'90	5,788	4,003	A	F	U	
FOUR DRAWER FILE CABINET		316	218	A	F	U	
A/C UNIT		779	539	A	F	U	
SURGE PROTECTOR		17	12	A	F	U	
FILE DRAWER		33	22	A	F	U	
EXECUTIVE CHAIRS		698	483	A	F	U	
SECRETARIAL CHAIR		200	138	A	F	U	
BCCI SIGN		188	119	A	F	U	
FAN		38	24				
SURGE PROTECTOR		17	11	A	F	U	
EXECUTIVE CHAIR		292	187	A	F	U	
CARPET		2,805	1,800	A	P	U	
GE A/C UNIT		675	439	A	F	U	
CARPET		214	145	A	P	U	
DESK & BOOK SHELF	-	573	401	A	F	U	
CANON AE1 CAMERA	FEB'91	636	450				
STORAGE CABINET	FEB'91	138	97	A	F	U	
JACK	MAR'91	37	26	A	F	U	
MINITAPE RECORDER	APR'91	27	20				
TABLE	JUN'91	600	445	A	F	U	
WALL CLOCK	JULY'91	30	23	A	G	U	
EPSON LQ 1050 PRINTER	JUL'91	1,082	811	A	G	U	

ITEM	AQUIS	ORIGINAL	CURRENT	LOC	CON	USE	REMARKS
	DATE	COST	VALUE				
DESK & PARTITION	NOV'91	525	411	B	F	U	
18 SPEED MOUNTAIN BIKE	FEB 92	238	194				
COMPUTER SYSTEM	FEB 92	48,852	39,896	A	F	U	
WOOD FILE CABINET	MAR 92	70	58	A	F	U	
DESK	APR 92	238	202	B	F	U	
FILE CABINET	APR 92	238	202	A	F	U	
SECRETARIAL CHAIR	APR 92	225	191	B	F	U	
VAULT	APR 92	754	641	A	F	U	
SBT ACCOUNTING SOFTWARE	APR 92	900	765	A	F	U	
MINI TAPE RECORDERS (3)	MAY 92	143	124				
DESK	MAY 92	375	325	B	F	U	
FLIE CABINET (1)	MAY 92	238	206	B	F	U	
Office Desk (1)	MAY 92	150	130	B	F	U	
CALCULATORS (2)	JUNE 92	120	106	B	G	U	
AIR CONDITIONING UNITS (2)	JUNE 92	1,850	1,634	B	F	U	
POSTAGE METER (1)	JULY 92	1,638	1,474	A	G	U	
DESK (1)	JULY 92	375	338	B	G	U	
CASH REGISTER (1)	JULY 92	350	315	B	G	U	
EXECUTIVE CHAIR (1)	JULY 92	345	311	B	G	U	
SECRETARIAL CHAIR (1)	JULY 92	148	133	B	F	U	
CAMERA (1)	JULY 92	181	163	B			
LADDER (1)	AUG 92	163	149	B	G	U	
BOOK CASE (1)	SEPT 92	363	338	B	F	U	
SECRETARIAL CHAIR (1)	SEPT 92	148	138	B	G	U	
WOODEN SHELVES (6)	SEPT 92	273	254	B	G	U	
OFFICE CHAIR (1)	OCT 92	148	140	B	G	U	
SOFA (1)	NOV 92	193	186	A	G	U	
TAPE PLAYER/RADIO (1)	NOV 92	115	112	B	G	U	
SHELVES (PMD SAN PEDRO)	NOV 92	400	387	A	G	U	
SHOWCASE	NOV 92	473	458	B	G	U	
OFFICE CHAIR (1)	NOV 92	250	242	B	G	U	
NCR DOS	JAN'87	50	15	A	F	U	
MULTIMATE		236	71	A	F		
MULTIPLAN		114	34	A	F		
CROSSTALK		100	34	A	F		
D'BASE 111		426	128	A	F	U	

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ITEM	AQUIS DATE	ORIGINAL COST	CURRENT VALUE	LOC	CON	USE	REMARKS
NCRPC 4		2,145	644	A	F	U	
NCR KEYBOARD		50	15	A	F	U	
EPSON LQ 1050		1,669	501	A	F	U	
384 MEMORY BOARD EXPANSION		149	45	A	F		
BACKUP SURGE PROTECTOR		1,335	400	A	F		
EDP 45X30 TABLE		289	87	A	F	U	
STENOCHAIRS		391	117	A	F	U	
OLYMPIA TYPEWRITER		606	182	A	F	U	
EXECUTIVE CHAIR		116	35	A	F	U	
EXECUTIVE DESK		200	60	A	F	U	
SECRETARIAL DESK		624	187	A	F	U	
OFFICE CHAIRS		1,051	315	A	F	U	
FOUR DRAWER FILE CABINETS		1,020	306	A	F	U	
GADENZA		125	38	A	F	U	
CANON PHOTOCOPIER	-	3,450	1,249	A	F	U	
CASH PAN		16	0	A	G	U	
FLAG POLES		30	0	A	G	U	
BELIZEAN FLAGS		30	0	A	G	U	
EXECUTIVE DESK		443	0	A	G	U	
CHAMBER SIGN		188	0	A	F	U	
PHILLIPS AM RADIO		48	0				
PADDED CHAIRS		75	0	A	F	U	
CONFERENCE TABLE		310	16	A	G	U	
ROLODE FILE		25	0	A	F	U	
FOUR DRAWER FILE CABINETS		200	0	A	F	U	
DOUBLE DESK		200	0	A	F	U	
COUNTER		100	0	A	F	U	
CHAIRS		40	0	A	F	U	
PHILCO A/C UNIT		1,068	0	A	F	U	
COFFEE POT		30	0	A	F	U	
FACET CALCULATOR		153	0				
FACET ELECTRONIC TYPEWRITER		1,058	0	A	G	U	
BOOK SHELVES		885	89	A	F	U	
OFFICE PARTITION		478	48	A	F	U	
SECRETARIAL CHAIR		88	9	A	F	U	

ITEM	AQUIS DATE	ORIGINAL COST	CURRENT VALUE	LOC	CON	USE	REMARKS
SECRETARY DESK		298	30	A	F	U	
FRAMED MAP		60	6	A	G	U	
CADENZA		900	270	A	G	U	
DESK & CHAIR		300	90	A	G	U	
STANDING FAN		80	26				
FOUR DRAWER FILING CABINET		338	146	A	F	U	
CANON ELECTRONIC TYPEWRITER		563	244	A	F	U	
USED FANS		50	27				
EXECUTIVE CHAIR		425	244	A	F	U	
SECRETARIAL CHAIR		140	81	A	F	U	
TAPE RECORDER		204	119				
DESK		338	200	A	F	U	
FLAG POLE		38	22	A	F	U	
DESK LAMP		25	15	A	G	U	
CARDFILE	JAN'91	264	185	A	F	U	
DOUBLE DESK	JAN'91	348	35	A	F	U	
UTILITY CABINET	JAN'91	338	34	A	G	U	
TV & VCR (PURCHASED IN MAIMI FOR CO	DEC 92	709	697	A	G	U	
COMPUTER EQUIPMENT	MAR '93	9,633	8,670	A	N	U	
FOLDING TABLE	MAR '93	125	113	A	N	U	
WALL CABINET	APR '93	275	248	A	N	U	
REFRIGERATOR	JUN '93	300	270	A	N	U	
SECURITY SYSTEM	JUL '93	1250	1,125	A	N	U	
OFFICE FURNITURE	JUL '93	490	441	A	N	U	
DESKS, CHAIRS	AUG '93	425	383	A	N	U	
SECURITY SYSTEM	AUG '93	3,000	2,700	A	N	U	
OFFICE CHAIRS	AUG '93	755	680	A	N	U	
PMD DESK	AUG '93	150	135	A	N	U	
DESK/CHAIR- DGA	AUG '93	198	178	A	N	U	

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ITEM	AQUIS DATE	ORIGINAL COST	CURRENT VALUE	LOC	CON	USE	REMARKS
VEHICLES							
FORD BRONCO BEIGE 1986		15,473	0	A	P	R	
FORD AEROSTAR RED 1986		13,367	0	A	P	R	
FORD BRONCO II BIEGE 1986		14,042	0	A	P	R	
YAMAHA SCOOTER BLUE 1989		713	261	A	P	R	
REBUILT TRANSMISSCN FOR RED AEROSTAR		1,688	338	A	P	R	
FORD AEROSTAR BLUE 1990		16,506	3,851	A	F	U	
AMC CHEROKEE WHITE 1992		16,150	15,612	A	F	U	
SUB TOTAL		225,769	118,456				
FORD AEROSTAR BROWN 1987		3,227	1,936	A	P	U	
		<u>228,996</u>	<u>120,392</u>				

BELIZE
PARTICIPANT TRAINING MANAGEMENT SYSTEM
(PTMS)
RETURNED PARTICIPANTS REPORT
SINGLE PROJECT 505-0027.

DIVISION : PDO
PROJECT TYPE : G
PROJECT NAME : BZ EXP & INV PROD. UNIT
PROJECT OFFICER : PEDRO PEREZ
PRIMARY CONTRACTOR: BELIZE CHAMBER OF COMMERC

PARTICIPANT'S ID NUMBER AND NAME
PARTICIPANT'S POSITION AND EMPLOYER
EMPLOYER'S LOCATION
DOCUMENT NUMBER
DOCUMENT TYPE
DOCUMENT AMOUNT

TRG.OBJ. TRAINING FACILITY AND LOCATION
MAJOR FIELD OF STUDY
CONTRACTOR

505-000412 ALAMILLA, EMIDGIO EI
CABINET MAKER, SELF-EMPLOYED
BELIZE CITY, BELIZE DIST. 505-0027. -1-60082
PIO/P
2317

OJT NO CODE AVAILABLE, , UNITED STATES
BUSINESS, CARPENTRY & FURNITURE *
PARTNERS

505-000417 ARGUELLES, MARIO N EI
FLORIST, SELF-EMPLOYED
BELIZE CITY, BELIZE DIST. 505-0027. -1-60116
PIO/P
2867

OJT NO CODE AVAILABLE, , UNITED STATES
AGRONOMY, GREENHOUSE MANAGEMENT *
PARTNERS

505-000416 BEDRAN, ABDALA E
MANAGER, TIGER RUN FARMS LTD.
SAN IGNACIO, CAYO DIST. 505-0027. -1-60080
PIO/P
175

OJT CLEMSON U, CLEMSON, CLEMSON, SOUTH CAROLINA
AGRICULTURE, FOOD PROCESSING
SECID

505-000714 CHAVANNES, ALBERT G EI
GRAPHIC ARTIST, SELF-EMPLOYED
, 505-0027. -1-70071
PIO/P
3000

OJT NO CODE AVAILABLE, , UNITED STATES
ARTS, ARTS GENERAL
PARTNERS

BELIZE
PARTICIPANT TRAINING MANAGEMENT SYSTEM
(PTMS)
RETURNED PARTICIPANTS REPORT
SINGLE PROJECT 505-0027.

PARTICIPANT'S ID NUMBER AND NAME
PARTICIPANT'S POSITION AND EMPLOYER
EMPLOYER'S LOCATION
DOCUMENT NUMBER
DOCUMENT TYPE
DOCUMENT AMOUNT

TRG.OBJ. TRAINING FACILITY AND LOCATION
MAJOR FIELD OF STUDY
CONTRACTOR

505-000415 COLEMAN, RUDOLPH A
CHECKER, CITRUS COMPANY OF BZE
POMONA, STANN CREEK
505-0027. -1-60080
PIO/P
175

OJT CLEMSON U, CLEMSON, CLEMSON, SOUTH CAROLINA
AGRICULTURE, FOOD PROCESSING
SECID

505-000411 EVANS, EMILE E *EI*
FIRE CHIEF, AIRPORT AUTHORITY
, LADYVILLE
505-0027. -1-60079
PIO/P
1152

OJT NO CODE AVAILABLE, , UNITED STATES
BUSINESS, MANAGEMENT TRAINING
PARTNERS

505-000798 GARNETT, SANDRA
EXPORT DEV. OFFICER, BZE CHAMBER OF COMMERC
BELIZE,
505-0027. -1-60153
PIO/P
1976

SH CRS NO CODE AVAILABLE, TRINIDAD &, TOBAGO
BUSINESS, INTERNATIONAL MARKETING *
NO CONTRACTOR CODE ENTERED

505-000703 GRAHAM, GILROY
MANAGER, GRACE KENNEDY
BRLIZE CITY,
505-0027. -1-70070
PIO/P
4279

SH CRS WORLD TRADE INST, NYC, NEW YORK CITY, NEW YORK
BUSINESS, SMALL BUSINESS DEVELOPMENT *; BUSINESS, MANAGEMENT TRAINING
PARTNERS

505-000741 JONES, RICHARD *EI*
OWNER/MANAGER, SELF-EMPLOYED
BELIZE,
505-0027. -1-70008
PIO/P
3000

20

OJT NO CODE AVAILABLE, , UNITED STATES
ARTS, DESIGN ; ARTS, GRAPHICS
PARTNERS

21

BELIZE
 PARTICIPANT TRAINING MANAGEMENT SYSTEM
 (PTMS)
 RETURNED PARTICIPANTS REPORT
 SINGLE PROJECT 505-0027.

PARTICIPANT'S ID NUMBER AND NAME PARTICIPANT'S POSITION AND EMPLOYER EMPLOYER'S LOCATION	DOCUMENT NUMBER DOCUMENT TYPE DOCUMENT AMOUNT

TRG.OBJ. TRAINING FACILITY AND LOCATION MAJOR FIELD OF STUDY CONTRACTOR	

505-000789 LIZARRAGA, MARK <i>EI</i> MANAGING DIRECTOR, SELF-EMPLOYED BELIZE,	505-0027. -1-60152 PIO/P 2646
OJT NO CODE AVAILABLE, , UNITED STATES AGRICULTURE, FOOD PROCESSING PARTNERS	
505-000768 MCKESEY, JEROME <i>EI</i> ASST. MANAGING DIRECTOR, LINCOLN E. MCKESEY BELIZE CITY,	505-0027. -1-70084 PIO/P 3000
OJT NO CODE AVAILABLE, , UNITED STATES AGRICULTURE, FOOD PROCESSING PARTNERS	
505-000590 MILLER, WINSTON G CONSULTANT, PROGRAMME FOR BELIZE BELIZE CITY,	505-0027. -1-70055 PIO/P 4208
OJT WORLD TRADE INST, NYC, NEW YORK CITY, NEW YORK BUSINESS, INVESTMENTS & SECURITIES PARTNERS	
505-000791 MOLINA, LILIANA <i>EI</i> MANAGING DIRECTOR, SELF-EMPLOYED BELIZE,	505-0027. -1-70076 PIO/P 30000
OJT NO CODE AVAILABLE, , UNITED STATES AGRICULTURE, FOOD PROCESSING PARTNERS	
505-000715 NOVELO, HERMINIO G <i>EI</i> OWNER/MANAGER JUNGLE RIV, SELF-EMPLOYED	505-0027. -1-70072 PIO/P 3000

OJT NO CODE AVAILABLE, , UNITED STATES
TOURISM, TOURISM AND TRAVEL
PARTNERS

BELIZE
 PARTICIPANT TRAINING MANAGEMENT SYSTEM
 (PTMS)
 RETURNED PARTICIPANTS REPORT
 SINGLE PROJECT 505-0027.

PARTICIPANT'S ID NUMBER AND NAME	PARTICIPANT'S POSITION AND EMPLOYER	DOCUMENT NUMBER
EMPLOYER'S LOCATION		DOCUMENT TYPE
		DOCUMENT AMOUNT

TRG.OBJ.	TRAINING FACILITY AND LOCATION	
MAJOR FIELD OF STUDY		
CONTRACTOR		

505-000770	PHILLIPS, EFRAIN C MANAGER, SANTINO'S FRAMLAND BELIZE, <i>EJ</i>	505-0027. -1-70073 PIO/P 3000
OJT	NO CODE AVAILABLE, , UNITED STATES	
	ARTS, ARTS GENERAL	
	PARTNERS	
505-000932	RENEAU, GREGORY <i>EJ</i> , SELF-EMPLOYED	505-0027. -1-20050 PIO/P 3613
OJT	NO CODE AVAILABLE, , UNITED STATES	
	NO MFOS CODE ENTERED ; BUSINESS, CARPENTRY & FURNITURE	
	NO CONTRACTOR CODE ENTERED	
505-000589	REYNOLDS, HELEN A HEAD, GOB BUREAU OF STANDARD BELIZE CITY, BELIZE	505-0027. -1-70055 PIO/P 3130
OJT	NO CODE AVAILABLE, , UNITED STATES	
	BUSINESS, MISC.	
	GENERAL ELECTRIC CO.	
505-000585	RODRIGUEZ, SIMEON A <i>EJ</i> CHEF, RAMADA ROYAL REEF BELIZE CITY,	505-0027. -1-90039 PIO/P 2300
OJT	NO CODE AVAILABLE, , UNITED STATES	
	BUSINESS OTHER, FOOD *	
	PARTNERS	
505-000414	SHARP, MARY B MANAGER, SELF-EMPLOYED	505-0027. -1-60080 PIO/P 175

OJT CLEMSON U, CLEMSON, CLEMSON, SOUTH CAROLINA
AGRICULTURE, FOOD PROCESSING

SECID

25

BELIZE
 PARTICIPANT TRAINING MANAGEMENT SYSTEM
 (PTMS)
 RETURNED PARTICIPANTS REPORT
 SINGLE PROJECT 505-0027.

PARTICIPANT'S ID NUMBER AND NAME	DOCUMENT NUMBER
PARTICIPANT'S POSITION AND EMPLOYER	DOCUMENT TYPE
EMPLOYER'S LOCATION	DOCUMENT AMOUNT
TRG.OBJ. TRAINING FACILITY AND LOCATION	
MAJOR FIELD OF STUDY	
CONTRACTOR	

505-000597 SMITH, FRANCIS G <i>EI</i>	
OWNER/MANAGER & PILOT, NIBBLE & CO	505-0027. -1-70046
BELIZE CITY, BELIZE	PIO/P 4201

OJT NO CODE AVAILABLE, , UNITED STATES
 COMPUTER SCIENCE/TECHNOLOGY, GENERAL
 PARTNERS

505-000879 TZIB, VICTOR <i>EI</i>	
FARMER, SELF-EMPLOYED	505-0027. -1-20049
	PIO/P 4000

SEM NO CODE AVAILABLE, , UNITED STATES
 AGRICULTURE, FOOD PROCESSING
 CONTRACTOR CODE N/A

505-000743 YOUNG, SHELLEY M	
INVESTMENT PROMOTION OFF., BZE CHAMBER OF COMMERC	505-0027. -1-70075
BELIZE,	PIO/P 4700

SEM NO CODE AVAILABLE, , UNITED STATES
 BUSINESS, MISC.
 PARTNERS

SINGLE PROJECT TOTAL RETURNED PARTICIPANTS:

22	
<u>14</u>	<i>- EI</i>
8	
<u>- 3</u>	<i>- SECID</i>
5	<i>BCCI (other)</i>

BELIZE CHAMBER OF COMMERCE AND INDUSTRY

CASH FLOW PROJECTIONS

and

ANALYSIS

for

1993 and 1994

Prepared by

**William H. Barbee
Institutional Development Advisor**

March 15, 1993

PROEXAG



BCCI CASH FLOW PROJECTIONS 1993-1994

The attached Tables were prepared for the BCCI to determine: financial needs to launch the Belize National Lottery, and whether potential revenue from the lottery will be sufficient to sustain the present level of activities once the USAID funding finishes. It is proposed that the income generation from the lottery would allow the Chamber to continue its program of development activities and services aimed at attracting new investment to the country and generating new export activities, foreign exchange earnings and employment as well as service the needs of its membership.

These cash flow projections have been prepared based on the present level of activities and services as funded by the approved USAID grant. It is assumed that this level of activities or similar activities will be maintained in the future.

The following are the basic assumptions used to prepare these projections:

CASH FLOW-1993 Tables 1& 2.

REVENUE

- Beginning Balance: Funds carried over and available from the prior year.
- USAID Grant: Feb. and Mar. are actual reimbursements received and the May to October is a projection of remaining disbursements until the end of the project.
- DBCD Prog. Income: Only a minimal goal has been set starting in April since this Division's program has not yet been defined.
- Financial Services Div.: No income is projected as program has not yet been defined.
- Government Contribution: Since the Government has accepted the BCCI management of the lottery no additional contributions are projected.
- Handicraft Net Revenue: Table 2 shows a projection of Main Store sales for the year. Cost of Goods Sold is 50%. Store operating costs or overhead are a fixed amount based on experience. The net profits are to be divided up by agreement on the following basis: 25% for craftsmen, 50% to be placed in the revolving fund for developing the handicraft business, and 25% for the BCCI.
- BEIPU: Income generation is minimal for the moment until income generating activities are developed.
- Membership & Subscription: From the 507 members on the books at this time, 400 are projected to be paid up by the end of the year. A total of 400 paid up new members are projected to be recruited during the year for a total of 800. The average investment (membership fee) projected to be paid by these new members is B\$188.
- Western Union: Table 2 projects the expected movement of funds thru Western Union to and from Belize. A sliding commission is used to calculate fees charges based on amounts sent. An average transfer of B\$1,000 was used which pays a 7.4% commission. Of this commission the BCCI gets 40% or about 3% of the gross transfer.

Lotto

- Agent Commission to BCCI: It is expected that 10% of all lotto sales will be thru in house outlets where the BCCI will receive the entire 8% commission on these sales.
- BCCI Administration: It receives a 5% commission of gross sales for managing the lottery.
- Operating Costs: The BCCI receives a fee of 2.9% of gross sales to cover actual direct operating costs.
- Government Profits: The Government receives 23% of the gross sales. Since Government is not funding any portion of the program, ie investment in equipment, operating capital, etc. it is proposed that the Government will allow the BCCI to use the first month's participation to fund start up costs. Funds would be used for a six month period and are projected to be paid off in a lump sum in May 1994. No interest would be charged.

Instant Scratch

- Administration Fee: The BCCI receives a 5% fee for administrating the program.
- Profits: The agreement with the Government is to divide the net profits 50/50 with the BCCI.
- Profits Government: It is proposed that the Government will allow the BCCI to use the first six months of its 50% of profits to fund start up costs. Repayment to the Government will begin six months after the initiation of the Instant Scratch program and payment will continue for six months at the same level that profits were generated for the Government. No interest is calculated.

Bank Overdraft

- Construction: BCCI projects the need for an overdraft to fund 50% on the remodeling of the ground floor of their facilities for the lottery and Western Union programs. Loan is repaid in 60 Days. Interest is 13%.
- Instant Cards: Two months of instant cards must be purchased up front before the program begins to assure that there are no-delays in deliveries which might lead to periods when no sales could be made. The first overdraft is projected to be paid in 3 months and the second in 6 months. Interest is 13%.

EXPENSES

- Membership & Institutional Development, BEIPU, DBCD, PMD Divisions and Junior Achievement, and Administration/Overhead costs are all projected at the 1993 level except salaries which were increased 5% for everyone.
- Agents Commissions: Agents recruiting new members will all receive a commission equal to 25% of the first year's membership fee.
- Construction: This is the projected cost of remodeling the ground floor of the BCCI building to accommodate the Lottery and Western Union offices and personnel.
- Western Union: Operating expenses consist of a secretary and telephone calls.

Lotto

- Equipment Purchase: Initial downpayment is US \$50,000 due when equipment is ready for shipment. Balance is paid off in monthly payments for the next 13 months of US \$14,300.
- Start up Costs: These are organizational costs, personnel and training costs incurred before the lottery begins.

- BCCI Administration Cost: This is the monthly costs incurred to operate both the Instant Scratch and the Lotto programs. See Table 9.
- Drawing Machine: This is the equipment used to select the winning numbers.
- Vehicle: It is projected that a vehicle will be needed to service the vendors in the southern part of the country.

Instant Scratch

- BCCI Admin. Cost: These are to administrative costs to run only the Instant Scratch program until the Lotto program begins.
- Reimbursement Government: These are the initial payments to begin to reimburse Government for their share of Instant Scratch profits projected to be used by the BCCI during the first six months of the program .
- Payment on Overdraft: These are projected payments on overdrafts and are timed when cash flow permits.
- Interest on Overdraft: Calculated at 13%.

The BCCI Cash Flow projection for 1993 shows an ending surplus of \$272,183. To make this program work the BCCI will have to use B\$156,000 of bank overdraft credit and an additional B\$292,567 of the Government's lottery profits to meet the projected cash flow needs. However, the bank overdraft should be paid off before the end of the year and payments to reimburse the Government will begin before the end of the year with the total amount being canceled the following year. The level of developmental activities presently handled by the Chamber should be sustainable in the future.

BCCI CASH FLOW-1994 Tables 3 & 4

REVENUE

- DBCD Prog. Income: This is a projected goal for this Division and is not based on any concrete plans or activities.
- Handicraft Net Revenue: This assume that merchandising and advertising efforts will increase gross sales to B\$50,000 per month.
- BEIPU: This is a project goal for this Division and is not based on any concrete plans or activities.
- Membership & Subscriptions: Based on the renewal of the memberships of the 800 paid up members from 1993 and an additional 400 members to be recruited and paid up in this year.
- Western Union: Early estimates are that a B\$100,000 movement of funds per month is realistic.
- Lotto and Instant Scratch: Same assumptions apply as prior year except that the Government participation will be liquidated monthly.

EXPENSES

- Membership & ID, BEIPU, DBCD, and PMD Divisions and Junior Achievement and Administration/Overhead expenses have all been increased 5%.
- Western Union: Expenses were increased 5%.

Lotto

-Equipment Purchase: These are the final payments to pay off the lottery equipment.

-BCCI Admin. Cost: Operating expenses are projected to increase 5%.

Instant Scratch

-Reimbursement Government: These are the final payments to the Government to pay off their participation in profits which was used to fund start up costs of the lottery program.

The BCCI Cash Flow for 1994 shows that if the lottery program is managed well, the cash generation for the Chamber will continue to sustain their operations as long as they maintain management of the lottery. The BCCI should look at putting as much money as possible into an endowment fund which will cover the possibility that some day the Government might decide to take away the management of the lottery.

SUMMARY OF CRITICAL FACTORS

1. Table 5 shows a 1993 cash flow projection without the lottery investment, expenses and revenue. The Chamber could survive the year with minor cuts in expenses but would die the following year if the lottery or some other source of income is not available.

2. The Instant Scratch lottery is scheduled to start April 1, 1993 and the Lotto on September 1, 1993. If the outlays for both programs are incurred as scheduled, the Instant Scratch start up could be delayed for up to two months and the Lotto for one month without causing serious cash flow problems. See Table 6.

3. Tables 7 & 8 show the cash flow projection if revenues are only 50% of the expected for both the Instant Scratch and Lotto programs. Even at this reduced level of lottery sales, only minor adjustments to expenses or to overdraft repayments would be required to eliminate projected cash flow deficits.

BCCI CASH FLOW-1993

3/12/93

Table 1

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
REVENUE													
Beginning Balance	80	24,000											24,000
USAID Grant		150,000	104,000		210,440	121,220	100,220	86,220	100,220	120,180			1,002,500
DBCD Prog. Income				5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
Fin. Services Div.													
GOVT Contribution													
Handicraft Net Reven	250	1,500	1,125	1,125	1,125	1,125	1,125	1,125	1,750	1,750	2,375	3,000	17,375
BEIPU	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Membership & Subsc.	44,188	22,000	15,000	3,780	5,640	7,520	7,520	8,400	8,400	11,280	11,280	8,400	158,398
Western Union			1,200	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	14,700
Lotto													
Agent Comm to BCCI										4,687	7,000	7,000	18,687
BCCI Admin. (5%)										58,333	58,333	58,333	175,000
Op. Coets (2.9%)										33,833	33,833	33,833	101,500
Govt Profits (23%)										134,167			134,167
Instant Scratch													
Admin. Fee (5%)					25,000	25,000	15,000	15,000	15,000	15,000	15,000	15,000	140,000
Profits (50%)					36,000	36,000	21,600	21,600	21,600	21,600	21,600	21,600	201,600
Profits (50%) Govt					36,000	36,000	21,600	21,600	21,600	21,600	21,600	21,600	158,400
Other Income													
Bank Overdraft													
Construction				50,000									50,000
Instant Cards			53,300	53,300									106,600
Lotto Equipment													
Total Revenue	69,448	174,500	175,825	115,685	321,705	234,365	174,505	172,445	177,070	429,910	156,922	155,667	2,357,904
EXPENSES													
Membership & ID Div.													
Public Affairs	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	10,295	109,638
Membership Dev.	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,788	40,703
Agents Comm.				840	1,410	1,880	1,880	2,350	2,350	2,820	2,820	2,350	18,800
Finance	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	2,041	19,971
Administration	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	14,670	146,120
BEIPU													
Export Devel.	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	10,620	119,047
Investment Prom.	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	8,638	83,768
Trade & Policy	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	5,442	53,338
DBCD	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	11,490	126,330
FMD													
Repair Bldg.							25,000			25,000			50,000
Junior Achiev.	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Admin/ Overhead	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	41,680	478,830
Construction-Lotts			30,000	50,000	20,000								100,000
Western Union				1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	13,500
Lotto													
Equip. Purchase								100,000	28,600	28,600	28,600	28,600	214,400
Start up Coets								50,000					50,000
BCCI Admin. Cost									23,200	23,200	23,200	23,200	92,800
Drawing Maching								40,000					40,000
Vehicle										31,000			31,000
Instant Scratch													
BCCI Admin. Cost				5,000	5,000	5,000	5,000						20,000
Reimb. Govt (50%)											36,000	36,000	72,000
Payment on Overdraft						50,000	53,300			53,300			156,600
Interest on Overdraft				580	1,700	1,700	1,180	580	580	580			6,880
Total Expenses	100,687	100,687	130,687	158,707	130,297	180,767	188,527	295,117	156,917	288,067	192,807	203,834	2,085,721
Surplus (Deficit)	(31,241)	73,813	44,938	(43,022)	191,408	73,598	(13,962)	(122,672)	20,153	163,223	(35,885)	(48,167)	272,183
Accum. Surplus	(31,241)	42,572	87,510	44,488	235,899	308,494	295,532	172,860	193,013	356,236	320,351	272,183	

Handwritten initials

BCCI CASH FLOW-1994

3/12/93

Table 3

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
REVENUE													
Beginning Balance	B# 207,383												207,383
USAID Grant													
DBCD Prog. Income	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
Fin. Services Div.													
GOVT Contribution													
Handicraft Net Reven	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	49,600
BEIFU	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Membership & Subsc.	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	752,000
Western Union	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Lotto													
Agent Comm to BCCI	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	56,000
BCCI Admin. (5%)	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	700,000
Op. Costs (2.8%)	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	406,000
Govt Profits(23%)													
Instant Scratch													
Admin. Fee (5%)	18,050	18,050	18,050	18,050	18,050	18,050	18,050	18,050	18,050	18,050	18,050	18,050	199,600
Profits (50%)	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	287,712
Profits (50%) Govt													
Other Income													
Bank Overdraft													
Construction													
Instant Cards													
Lotto Equipment													
Total Revenue	430,832	223,548	223,548	223,548	164,748	164,748	165,688	165,688	165,688	165,688	165,628	165,628	2,427,085
EXPENSES													
Membership & ID Div.													
Public Affairs	8,483	8,483	8,483	8,483	8,483	8,483	8,483	8,483	8,483	8,483	8,483	10,810	115,118
Membership Dev.	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,888	42,738
Agents Comm.	18,110	18,110	18,110	18,110	1,410	1,410	1,845	1,845	1,845	1,845	1,880	1,880	77,600
Finance	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	2,143	20,970
Administration	12,548	12,548	12,548	12,548	12,548	12,548	12,548	12,548	12,548	12,548	12,548	15,404	153,428
BEIFU													
Export Devel.	10,360	10,360	10,360	10,360	10,360	10,360	10,360	10,360	10,360	10,360	10,360	11,151	124,998
Investment Prom.	7,172	7,172	7,172	7,172	7,172	7,172	7,172	7,172	7,172	7,172	7,172	8,070	87,958
Trade & Policy	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	5,714	58,003
DBCD	10,862	10,862	10,862	10,862	10,862	10,862	10,862	10,862	10,862	10,862	10,862	12,065	132,647
FMD													
Repair Bldg.													
Junior Achiev.	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	44,100
Admin/ Overhead	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	43,775	502,772
Construction-Lotto													
Western Union	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	18,900
Lotto													
Equip. Purchase	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000			288,000
Start up Costs													
BCCI Admin. Cost	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	292,320
Drawing Machine													
Vehicle													
Instant Scratch													
BCCI Admin. Cost													
Reimb. Govt (50%)	21,600	21,600	21,600	21,600	134,167								220,567
Payment on Overdraft													
Interest on Overdraft													
Total Expenses	197,968	197,968	197,968	197,968	295,833	181,668	181,801	181,801	181,801	181,801	133,536	145,008	2,178,116
Surplus (Deficit)	232,864	25,580	25,580	25,580	(131,084)	3,080	3,788	3,788	3,788	3,788	33,093	21,021	250,969
Accum. Surplus	232,864	258,548	284,132	309,715	178,631	181,714	185,502	189,290	193,078	196,866	229,959	250,980	

Handwritten initials

BCCI CASH FLOW-1993

3/12/93

Table 5

(Without Letters)

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
REVENUE													
Beginning Balance	24,000												24,000
USAID Grant		150,000	104,000		210,440	121,220	100,220	96,220	100,220	120,180			1,002,500
DSCD Prog. Income				5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
Fin. Services Div.													
GOVT Contribution													
Handcraft Net Reven	250	1,500	1,125	1,125	1,125	1,125	1,125	1,125	1,750	1,750	2,375	3,000	17,375
BEPU	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Membership & Subsc.	44,188	22,000	18,000	3,780	5,840	7,520	7,520	9,400	9,400	11,280	11,280	9,400	156,396
Western Union			1,200	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	14,700
Letts													
Agent Comm to BCCI													
BCCI Admin. (5%)													
Op. Costs (2.9%)													
Govt Profits(23%)													
Instant Scratch													
Admin. Fee (5%)													
Profits (50%)													
Profits (50%) Govt													
Other Income													
Bank Overdraft													
Construction				50,000									50,000
Instant Cards													
Letts Equipment													
Total Revenues	68,448	174,500	122,325	62,385	224,705	137,385	116,385	114,245	118,870	140,710	21,155	19,900	1,321,971
EXPENSES													
Membership & ID Div.													
Public Affairs	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	10,295	108,638
Membership Dev.	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,798	40,703
Agents Comm.				840	1,410	1,880	1,880	2,350	2,350	2,820	2,820	2,350	18,900
Finance	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	2,041	19,971
Administration	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	14,870	148,120
BEPU													
Expert Devel.	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	10,820	119,047
Investment Prom.	8,830	8,830	8,830	8,830	8,830	8,830	8,830	8,830	8,830	8,830	8,830	8,830	83,788
Trade & Policy	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	5,442	53,338
DSCD	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	11,480	126,330
PMD													
Repair Bldg.							25,000			25,000			50,000
Junior Achiev.	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Admin/ Overhead	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	41,880	478,830
Construction-Letts			30,000	50,000	20,000								100,000
Western Union				1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	13,500
Letts													
Equip. Purchase													
Start up Costs													
BCCI Admin. Cost													
Drawing Maching													
Vehicle													
Instant Scratch													
BCCI Admin. Cost													
Reimb. Govt (50%)													
Payment on Overdraft						50,000							50,000
Interest on Overdraft				580	1,700	1,700							3,980
Total Expenses	100,867	100,867	130,887	153,707	125,297	155,787	128,067	104,537	104,537	130,007	108,007	118,034	1,458,021
Surplus (Deficit)	(31,341)	73,613	(8,362)	(91,322)	99,408	(18,402)	(12,702)	9,708	14,333	10,703	(83,852)	(98,134)	(134,050)
Accum. Surplus	(31,341)	42,572	34,210	(57,112)	42,298	23,894	11,192	20,900	35,233	45,936	(37,918)	(134,050)	

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Table 9

PROJECTED BCGI ADMINISTRATIVE BUDGET

for

INSTANT SCRATCH AND LOTTO PROGRAMS

Description	Bz\$ Per Annum	Start up Bz\$
Manager	38,000	6,334
Supervisor	20,000	1,500
Clerical/sales (4)	36,000	2,667
Sales (4 part-time)	16,000	1,333
Courier (2)	18,000	2,333
Pre-printed tickets	70,000	17,500
Paper rolls	15,000	4,500
Ribbons	5,500	1,650
Utilities	5,000	333
Insurances	25,000	4,167
Alarm & Security	15,000	1,333
Soc. Security	5,000	1,105
Operations/Maint. Vehicles (2)	10,000	1,666
Total	\$ 278,500	\$ 46,421

Per month Operating Expenses = \$23,200

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INSTITUTIONAL ANALYSIS AND FINANCIAL SELF-SUFFICIENCY

RECOMMENDATIONS FOR THE BELIZE CHAMBER OF

COMMERCE AND INDUSTRY

Prepared by the

PROEXAG II INSTITUTIONAL STRENGTHENING TEAM

**Kandel Bentley-Baker
William H. Barbee**

April 1, 1993

PROEXAG II



FIRST DRAFT

INSTITUTIONAL ANALYSIS AND FINANCIAL SELF-SUFFICIENCY RECOMMENDATIONS FOR THE BELIZE CHAMBER OF COMMERCE AND INDUSTRY

Presented to BCCI by the PROEXAG II Institutional Strengthening Team
April 1, 1993

I. BACKGROUND

A. The Context

The Belize Chamber of Commerce and Industry (BCCI), founded in 1920, began to take on a stronger leadership role in the development of the country's economic base in 1986 when USAID entered a cooperative agreement with BCCI to improve the capability of the private sector to promote exports and tourism. In 1989, the Belize Export and Investment Promotion Unit (BEIPU), which had been established by USAID to implement the cooperative agreement with BCCI, was integrated into BCCI as a division of the Chamber. USAID funding for the effort was extended to 1993.

USAID funding to BCCI ends on July 31, 1993 with the expectation that BCCI will sustain economic development efforts on its own, a daunting challenge that faces many USAID-funded implementing organizations throughout the LAC region. Much to the credit of BCCI's staff and board, the organization has pulled together an entrepreneurial approach to financial self-sufficiency -- management of the Belize national lottery coupled with a joint venture with Western Union to operate money transfer offices throughout Belize. The Western Union project is already in operation in the Chamber office and installation in other locations is underway. The lottery will begin generating cash flow in April with the introduction of the instant lotto scratch-off games. The full lottery program is scheduled to commence on September 1, 1993.

While these measures resolve the immediate financial dilemma which might have restricted BCCI's future capabilities, several challenges remain which need to be resolved as part of BCCI's revised long-range business plan.

1. How should the activities related to the lottery and Western Union be folded into the organizational structure and operations so that the real (and very important) mission, objectives and image of BCCI are not compromised?
2. How can cost recovery be increased throughout the various divisions of BCCI? While the lottery provides an important financial base for the organization, it does not supplant the need for efficiency and cost recovery within all four divisions.
3. How can BCCI increase its membership and membership involvement -- two

elements important to its mission regardless of its financial status?

4. How can BCCI capitalize on the stability offered through its entrepreneurial activity to enhance its leadership role in the economic development of Belize?
5. How can BCCI manage its finances over the next five years in order to establish financial security independent from the lottery income?

It was to examine these basic issues that the PROEXAG institutional strengthening team was invited to provide input to BCCI on the development of a long-term financial self-sufficiency plan.

B. PROEXAG II Objectives

The PROEXAG II project, funded by the USAID ROCAP Mission, is designed to develop and provide a set of services to support non-traditional agribusiness throughout Central America. During November 1992, the PROEXAG institutional strengthening team made a reconnaissance visit to BCCI and BEIPU as part of a regional effort to strengthen those associations identified by the project as vital to the provision of project-related services to their members. It was during this visit that BCCI became interested in the teams' expertise in financial self-sufficiency and a request was made for limited assistance to BCCI.

The process designed to provide the desired assistance included:

1. A one-week visit to BCCI to gather information which would serve as the basis for the development of an institutional analysis and subsequent recommendations. March 8 - 12
2. A report (this document) to be written after the site visit which drafts initial recommendations and lays the groundwork for the workshop. First draft to be submitted by April 2.
3. A two-day workshop with the leadership of BCCI to review key recommendations and generate decisions needed in order to complete BCCI's revised long-range business plan. May 29 -30.
4. A final report to be submitted by the PROEXAG team following the workshop which summarizes the discussion and decisions made during the workshop and lays out key considerations for the long-range business plan. First draft to be submitted June 11.

C. Overview of This Report

This report follows a week of interviews and financial data analysis conducted on site by Bill Barbee and Kandell Bentley-Baker during the week of March 8 - 12. The contents are intended to provide initial identification of key organizational and financial issues and an analysis of these issues leading to the development of a preliminary set of recommendations. Essentially, it is a white paper on BCCI's current and future status for consideration by the BCCI leadership as they begin to shape their collective vision of the organization's future and design a strategy to achieve their goals.

Section II describes the "vision" of BCCI's future as it is currently articulated by the General Manager and members of the management team. It is this vision which will give shape to the goals and objectives of BCCI's new long-range business plan and to the recommendations contained in this report. Section III, Institutional Analysis, takes each of the major organizational components (mission, image, structure, membership, services, etc.) and provides 1) a brief description of their current state, 2) lists challenges and opportunities in each component and 3) concludes with a brief analysis and recommendations relating to each component.

Section IV focuses on the issues and concerns relative to financial self-sufficiency -- namely cost containment, cost recovery and expansion of the income base on a division-by-division basis. Five year financial projections are included based on preliminary assumptions about membership expansion, divisional service fees and rate of use, increases in expenses, and income generated by the lottery and Western Union. These assumptions comprise one scenario for BCCI. Many different paths are open to the Chamber, hence this preliminary scenario is designed on Lotus software to be easily adapted as a result of decisions made by the leadership over the next several months prior to completion of the five-year business plan.

II. THE FUTURE OF BCCI

Five years from the now, BCCI is expected to be a much larger and even more influential organization than it is today. The lottery is expected to cover the operating expenses of the organization in much the same way as USAID funds did over the last seven years. Membership is expected to triple over the five years, most of which is expected to come from small and micro enterprises. Growth will be characterized by major expansion of the Chapters throughout Belize, most of which will have offices with a small staff and the capability to focus on local issues.

The Chamber will continue to be recognized as the principal leader of private sector enterprise in Belize but it's efforts in economic development within all sectors will be more prominent. Through the Chamber's efforts to solidify linkages with both the Caribbean Basin and Central America, Belize will find economic advantage in having a "foot in both worlds." The Chamber's work in policy reform will improve the general climate for enterprise development and, through services in business development and export promotion, more

businesses will be ready to engage in the global market. Through the Chamber's leadership, bridges of collaboration will be strengthened between government agencies and the private sector. Public and private efforts in tourism promotion and environmental protection will be joined by industry, agroindustry and small/micro businesses to build a strong market identity for Belize.

Current renovations on the Chamber-owned building will support program operations for the near future, but a new building is envisioned on what is now the parking lot, retaining the advantageous location while enabling expansion and modernization of the facility.

An expansion of the organizational structure is planned with the addition of two new divisions, one for the lottery and another called Financial Services which will provide a package of services for off-shore businesses and would also serve as an intermediary for stock transactions until such time as Belize has a fully functioning stock market, a role currently being played by the Central Bank of Belize.

Proceeds from the various entrepreneurial activities over the next five years will be used to build up three internal funds for the purpose of supporting Chamber projects and development activities:

1. **Endowment Fund:** As a result of the PROEXAG self-sufficiency conference in late January of this year, a Bz \$100,000 endowment was established for BCCI by USAID and GOB using funds earmarked for private sector support under the ESF Currency Programme of USAID. The corpus of the fund would build over the years with only the annual earnings being used to support Chamber programs.
2. **The Business Development Revolving Fund (BDRF):** It is hoped that money from the GOB Enterprise Development Fund will be coupled with funds from the lotto scratch-off game to provide on-going seed money for new businesses emerging from the Junior Achievement Program, a program in the high schools sponsored by BCCI. The Chamber's goal is to expand the number of Junior Achievement Programs and, through BDRF, provide support for a graduate's next step -- opening a new business.
3. **The Reserve:** Just as the name implies, the reserve will provide a margin of financial security for the Chamber, much like a savings account, while also being available to use for special one-time expenditures or short-term projects.

III. INSTITUTIONAL ANALYSIS

A. Mission and Institutional Image

Current Status: The current mission of the Chamber is two-fold:

1. To foster the economic growth and social well being of the nation through the free enterprise system at all levels by promoting and protecting, both nationally and internationally, commerce, all sectors of industry which includes agribusiness, tourism and manufacturing, the professions and the trades.
2. To continually strive to enhance the Chamber's ability to better serve its members whilst operating as a self-sustaining, non-profit, non-political organization.

The image of the Chamber has undergone a transition over the last two-to-three years from being viewed as an elitist association focusing primarily on the interests of big business to an association representing the full breadth of the private sector.

Testimony from staff indicates that while the Chamber is viewed as a strong "hands-on" advocate for the private sector, members do not view it as an organization which compels them to get involved in the process. There was no indication that a constituency survey has been done to determine how the Chamber is viewed by members or non-members. Likewise there is nothing in the Chamber materials which makes an explicit effort to project any specific image through verbal or non-verbal means.

The Challenge/Opportunity: Both mission and image are going to require careful consideration by the Chamber leadership over the next six months due to the demanding and highly visible nature of the lottery, lotto, Western Union, and the projected Financial Services program.

BCCI's mission is focused on Belize's economic development and service to members; it is not about making money, although that activity is what makes it possible, at least in part, to achieve the mission. The dilemma facing BCCI is the proverbial problem of the tale wagging the dog, the fund-raising activity rather than the mission dominating the attention of management and staff.

Image will be equally important. In order to generate anticipated income, the lottery and other financial projects must be promoted. This expanded visibility is an opportunity for the Chamber, but it will need to be carefully crafted to send out the right messages. The general image of the lottery in most parts of the world is not particularly compatible with a desirable image for the Chamber. However, since the Chamber is in control of the annual three percent of lottery income allocated to its promotion, it is also in control of how the lottery and the Chamber's role is projected.

Recommendations: There are several "themes" cropping up in this section that will be repeated throughout the report because they have an impact on many aspects of BCCI.

1. Consider development of a collaborative vision of BCCI's future through a more broad-based planning process. A strong case can be made that BCCI is at a crossroads, at the beginning of an important transition. This provides an excellent

opportunity to encourage more membership involvement and ownership. An "informal" vision has already been articulated, but to what extent is this understood or embraced by members? The concept of a membership-driven planning process will be more fully described under the governance and membership relations sections.

2. A survey of both members and non-members is needed in order to look at a variety of issues, including mission, image, expectations, service needs and level of satisfaction with current services and activities. The two-way communication process involved in conducting a survey also enables the Chamber to convey key messages and recruit new members while simultaneously gleaning important feedback. Asking members what they think delivers a powerful message -- "what you think is important. We're here to serve your needs."
3. Input from a more member-driven planning process and from the survey may lead to a refinement in the BCCI's mission statement. Even if the fundamental concepts do not change dramatically, a review of the mission statement can result in healthy dialogue and can reconfirm commitment to BCCI's role in Belize.
4. Wording of the mission statement should be reviewed and revised for style, even if substance remains the same. The first item is cumbersome and can be much more crisply stated to communicate its message. The second begins as follows: "To continuously strive to enhance the Chamber's ability...." This is worded from the perspective of a staff member and is not worded as something the Chamber does. The more the Chamber engages in trying to describe itself to prospective members and to project a sharp professional image, the more important wording of key messages, such as the mission, becomes.
5. The desired image of the Chamber needs to be articulated and sharpened so that appropriate verbal and visual messages can be developed in all up-coming promotions. If the Chamber is to begin to exercise greater control over how it is viewed, this will be an essential first step. Once the desired image is clarified, the leadership can then assess the various ways their image is projected, from the logo to print materials and videos to the office environment where clients are served. Disparities between desired and projected image can then be addressed. Likewise, the Chamber can become more proactive in communicating its image and mission through a well-crafted communication strategy encompassing promotion of the lottery and other income-generating projects as well as promotion of more developmental mission-related projects.

B. Organizational Governance and Structure

Current Status: BCCI is governed by an Executive Council comprised of five elected officers and nine Councilors, five from Belize City and one from each of the other

districts, selected through formally constituted District Chapters.

The President of the Executive Council appoints membership to standing committees which are comprised of members of the Executive Council, individuals selected from the general membership and members of the Chambers executive staff. The committees include

- Nominating
- Membership Development and Services
- Business Development
- Export/Import
- Public Affairs/Government Relations
- Finance
- Community Services

In addition, there are Advisory Boards for BEIPU, the Diversified Business Consultancy Division (DBCD) and the National Handicraft Development Board (the Product Marketing Division). Chairpersons of these advisory boards have ex-officio status on the Executive Council and serve as private sector guidance to the Chamber's divisions.

BCCI is lead by a General Manager and is comprised of four basic divisions:

1. Membership and Institutional Development ^x

The core division which handles administrative, personnel and financial issues for BCCI as well as membership recruitment and relations, communications, Chamber promotion, public affairs and government relations.

2. Belize Export and Investment Promotion Unit (BEIPU)

The economic development arm of the Chamber, initiated by USAID funds, which offers information, training and technical assistance for businesses seeking to export as well as services to encourage local and foreign investment.

3. Diversified Business Consultancy Division (DBCD)

Charged with the mission of raising funds to support the Chamber's mission and operations, DBCD offers consulting services to businesses for a fee. However, most of the staff's energy has been focused on securing the lottery and Western Union deals, both within the parameters of the division's entrepreneurial function.

4. The Product Marketing Division (PMD)

While the name implies a rather broad-based marketing function, the focus has been on Belize art and handicrafts. PMD operates the National Handicraft Sales Center in Belize City and San Pedro and is planning to open similar centers in the other major regions of the country.

There are approximately 28 staff positions in the organization, not all of which are filled due to normal staff turnover. The organizational chart on the following page provides a full illustration.

The management team for BCCI is comprised of the general manager and the directors of the four divisions. They meet every Monday for extended periods and it is here that most of the immediate and long-term decisions are discussed and made. Full staff meetings take place once a month and are primarily informational in nature. Internal communication relies primarily on the filtering of data and decisions down from the management team meetings to the staff through their respective division directors. Divisional planning documents (goals and workplans) are initiated by the division directors, approved by the General Manager and then approved by their respective advisory boards. Integration of divisional workplans does not appear to be a priority.

The Challenge/Opportunity: Based on an 18 month cash flow projection provided for BCCI by Bill Barbee during the site visit, it would appear that BCCI will be able to continue its present level of member services and development activities with the remaining USAID funds combined with the limited Chamber-generated funds until the lottery begins to produce revenue. The transition period from AID funds to lottery funds will be very short and will not be disruptive, assuming that lottery start-up meets expectations. This information indicates that organizational downsizing will not be required to achieve financial sustainability. It also demonstrates that the cost of additional personnel to manage and operate the lottery and Western Union can be covered during the transition and throughout the life of the activities, assuming that each business venture achieves the rather conservative level of income projected in the cash flow charts. Therefore financial considerations do not need to drive decision making relative to the organizational structure.

As mentioned earlier, a major challenge facing the Chamber is going to be the maintenance of staff and management attention on those Chamber activities that constitute the BCCI mission and serve member needs as opposed to those activities revolving around income generation -- the lottery, Western Union, the DBCD and the projected Financial Services program. Current thinking about structure includes expansion of the number of divisions from four to six with the inclusion of a division for the lottery and a division for financial services which will also include Western Union. The DBCD, which has and continues to develop all of these income generating activities, is expected to spin them off and then continue as a division offering consulting services for a fee.

Several issues for consideration arise from this re-structuring option:

1. BCCI currently has four divisions, three focused on the mission/member-related agenda (Institutional Development, PMD and BEIPU) and one which is strictly designed to generate income (DBCD). Adding two more divisions with a non-mission/member focus means that half of divisions, positions, space and activity will have no connection to the Chamber's mission.
2. This configuration will result in management team meetings where half of those attending will have job descriptions unrelated to the Chamber's mission. More than 50 percent of the management's attention will, by virtue of the structure, be devoted to the business of making money.
3. An analysis in section V of this report will present reasons why DBCD may not be able to sustain itself, not to mention make a significant profit, as a stand alone activity.

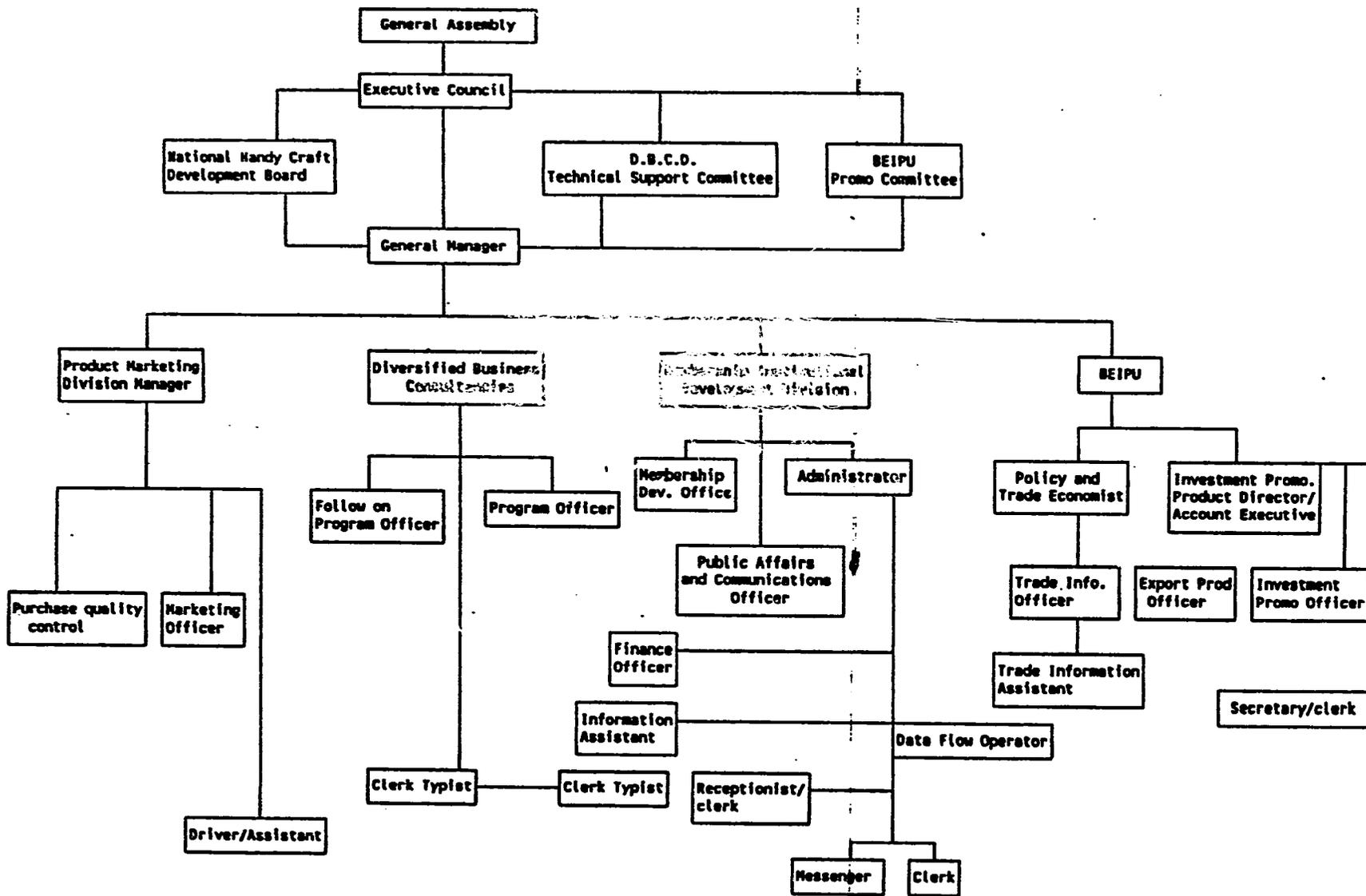
For these reasons, alternative structures such as the one described under Recommendations below may be worth considering.

The decision-making process in BCCI emanates from the staff management team. The Executive Council approves projects and activities and responds to requests from members, but there are indications that BCCI is more staff driven than membership driven. While this is not unusual for similar organizations, it is a major contributor to the lack of membership involvement. The issue begs the question: Is membership apathy the reason it is staff driven or does the decision-making process create the apathy? Regardless of the answer, the cycle needs to be broken if members are to begin to take ownership.

Recommendations:

1. Within the current structure, there needs to be greater clarity about the charge and distinctive characteristics of each division. For example, the brochures for both the DBCD and BEIPU describe services available to local businesses in the areas of export and investment development. A pricing list for BEIPU includes feasibility studies, preparation of business plans and other services also offered through DBCD for a fee. Staff members taking in-coming calls about services indicated that they are sometimes confused about where to direct inquiries. Conversations with staff within each of the two divisions confirm their desire to have greater clarity about each division's particular niche within BCCI.
2. An analysis is needed of the various mechanisms available to involve more of the membership in the planning process. The planning process is a logical place for

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membership input. It is done annually and is intended to drive the workplan, the budget and the daily decision-making of the staff. Consequently, if membership is driving the annual planning process they are setting the priorities for the organization that in turn drive the budget allocations -- and there is where some of the motivation is drawn for participation.

Many similar organizations begin drawing member input through sector and sub-sector committees, where members with common problems convene to seek solutions. Out of the committees come requests for staff support and funding for activities, projects and initiatives which are then considered by the planning team and moved up to the board and on to the general membership for approval. The planning team is often an expanded group (beyond the board and managers) to include chairs of the various sub-sector committees.

The committee structure currently in place at BCCI is cited by staff as inconsistent. A few committees are functioning but most of them are not attracting sufficient participation from the membership. This is not surprising since the committees outlined in the by-laws are designed to serve the needs of running the organization rather than serving the needs of membership. These standing committees are important to operations and must be maintained, but they will not generate the desired participation with the possible exception of the public affairs/government relations committee (this activity/service will be discussed in greater depth in the services section).

Greater focus may be needed on the development and nurturing of sub-sector groups where members share common problems and interests. Recent efforts in BEIPU to bring exporters together in an assembly is a very good first step. BEIPU also brings crop-specific groups together on an ad hoc basis as projects are underway. This is not quite the same thing as groups which come together regularly, developing their own agenda of issues which in turn affects the division's agenda.

3. BCCI leadership should consider various organizational options and their impact on the mission as well as daily operations, before selecting a new staff structure. Another option would involve expansion of the division now called DBCD to include all of the non-mission related income-generating activity. Managers of the lottery and the proposed financial services package report to the division director who would, in turn, represent their concerns on the management team. This structure has the advantages of a) maintaining the current balance on the management team; b) retaining the bulk of management's attention on the central issues of economic development and member needs; and c) providing significant substance to the DBCD division so that consultancy services alone do not have

to justify the existence of an entire division. A spin-off of this option would involve creation of only one new division for the lottery and combining financial services and DBCD.

C. Membership Development/Recruitment

Current Status: Membership development/recruitment is handled by the Membership and Institutional Development Division and is given considerable attention by the division director as well as a staff member specifically designated to recruit new members. A computer tracking system is in place which effectively tracks membership activity. Unlike many comparable organizations, BCCI is able to generate immediate data on the number of members and how many have paid, separated both by region and by dues category. The most recent statistics show that BCCI has 335 paid members and an additional 189 who are delinquent in paying dues, for a total of 524 on the membership roles.

The table below illustrates how the membership is distributed through the various dues categories.

DUES CATEGORY	NUMBER
Bz\$2,000	14
\$1,000 - \$1,999	26
\$500 - \$999	14
\$250 - \$499	47
\$125 - \$249	378
BELOW \$124	45
TOTAL	524

The categories are based on the size of the business which is determined by the number of employees. This breakdown of members provides a very good profile of the membership and reinforces the notion that BCCI is no longer an organization solely serving the large and powerful business interests.

BCCI has determined that increasing membership is a major goal. A consultant's report done in 1988 estimates the potential constituency for BCCI to be around 1,800, a figure which management has updated to 2,000 due to business growth over the intervening years. Based on this number, BCCI has selected a target of 1,500 members over the next several years of concentrated recruitment. It appears to be a shared opinion that the vast majority of the new members will fall in the \$500 and below categories, further changing

the make-up and, consequently, the focus of the Chamber to one assisting primarily small business enterprise.

The new recruitment strategy selected by BCCI is the agent system, which involves the hiring and training of agents who go out and recruit for the Chamber for a 25 percent commission. Applications are already being considered and training is envisioned to commence within the month.

Since recruitment will be done through this system, the managers have determined that they will change the membership staff position from a recruitment function to one which focuses on retention through improved membership relations and communications. This staff adjustment addresses concerns that the agent system will not effectively bridge the gap between member recruitment and member involvement. A more systematic intake process can be developed and managed by the new staff person.

Management is also committed to improving collections as an important component in their self-sufficiency plan. With a viable tracking system in place, this will be primarily a matter of clearly assigning responsibility for follow-up.

The Challenge/Opportunity: Three major challenges arise out of the Chamber's strategy to build membership:

1. If successful, the number of new members coming in will continue to shift the Chamber's constituency toward a greater focus on medium, small and even micro enterprise. This shift should have an impact on the services and activities offered by the Chamber.
2. A great deal of attention will need to be paid to the induction and orientation of new members with a greater effort to communicate the services offered by the Chamber and how to access them. New members need to become new service users, if the divisions are to increase cost recovery.
3. The agent system is sometimes viewed as a way to remove the burden of recruitment from the shoulders of staff that are too busy to give it sufficient attention. The danger in this is the perception that the agent system works on its own -- just turn it loose and see what happens. On the contrary, the process requires careful planning and continual management from a full-time staff member.

Recommendations:

1. Contacts made by the agents are important to the image development of the Chamber, hence the training process will require careful planning and execution. The agents will need a communication "tool" to guide their presentations and to

leave behind with each contact as a reminder. During the site visit, a brochure for this purpose was discussed. Since activities are intended to commence immediately, this brochure will probably be the first opportunity for the Chamber to look at key messages and its projected image with a more critical eye.

2. Goal setting for this up-coming membership drive may need further scrutiny. There is considerable discrepancy between various projections for the project. For the sake of the cash flow charts completed during the site visit, very conservative estimates were used to calculate increases in membership as a result of the drive. However, to maximize control over the campaign, specific objectives should be developed by management, not only listing the total number of new members expected, but also breaking down the recruitment goals into various sub-categories. Targets should be identified by region, by dues category and perhaps even by sector of the business community. As a hypothetical example, if an analysis of current printouts reveals that membership from tourist-related businesses in San Pedro is lower than it should be, this group might become a specific target for expansion. On the contrary, if this group is well represented, the focus might shift to agricultural producers in a particular area. These break downs will assist the agents while also giving management greater control over the resulting membership mix of the Chamber. It will also be important to organize the agents work in such a way that they do not contact the same people repeatedly (or continue contacting those who have signed on), making the Chamber an annoyance. This will probably only become a problem in Belize City due to the number of agents being employed there. The above suggestions grow out of the major problems which arise from the agent strategy: 1) they may not deliver the Chamber's message the way it needs to be delivered and 2) their efforts are difficult to coordinate and manage with results often unpredictable.

D. Membership Relations/Retention

Current Status: Just as it should be, the task of membership relations in BCCI is viewed as part of every staff member's job. The General Manager and division directors spend considerable time in one-to-one contact with the members and each has outlets in the business community which enhance their ability to network effectively. A majority of the interaction is funneled through the director of BCCI's core division, Membership and Institutional Development, This director also manages organizational administration and finance, government relations, publications and Chamber promotion.

Management has determined that member relations and retention are a high priority. Consequently, the recruitment position is being altered to focus on this issue.

The package given to new members includes several back issues of the newsletter, brochures on the divisions, a plastic calendar printed up by the Chamber and the Chamber pin. There did not appear to be any formal induction or orientation ceremony

for new members. There is no video or handbook which provides full explanations to the members of the various activities, committees, divisions, or services available to them - in other words, the Chamber is not de-mystified nor are members shown specifically how they might become involved.

The Challenge/Opportunity: Membership involvement and cost recovery are closely related issues. Organizations which fail to be relevant and useful to their membership lose their raison d'être. They also lose their market. BCCI is in no danger of losing its current stature; however, it seeks to increase its leadership role, expand its membership and their level of involvement while at the same time charging higher fees for more of their services. This presents a difficult challenge to the management. How can BCCI engage its membership more actively, provide services which members need and are willing to pay for and also become a catalyst or vehicle for members to become community (and national) leaders -- all with a relatively small and overburdened staff?

Recommendations:

1. The membership survey, mentioned earlier under mission and image, will be an important vehicle for reviewing Chamber activities and services to members, particularly in light of the change in membership profile that is anticipated as a result of the recruitment effort. Early 1994 would be a good target.
2. A formal induction and orientation for new members would serve several purposes: It would make the new members feel welcome while also making them feel as though they are being brought into a very special circle of people. It gives them an immediate networking opportunity and it provides the Chamber with the chance to describe and promote its services and committees. The message would come across clearly that involvement is expected of members.
3. A member handbook, of the quality found in the Distinctive Edge magazine, is needed which describes the Chamber's mission, activities, committees and services. It should give examples of how the Chamber can assist its members and could share success stories of those who have been helped. It could highlight the major sectors, what the Chamber has done for them, and what the sector and sub-sector committees are doing to identify and solve problems together. At the back could be a pocket in which is placed the most recent list of members and their contact information.
4. As the recruitment effort brings in new members and the district chapters expand, it is going to be increasingly difficult for the limited staff in membership to deal effectively with the increasing demands in membership relations, communication and problem solving. Expansion of staff in this area should be given consideration when the cash flow allows.

5. Collections and systematic removals from the membership roles after a specified period of delinquency are important to cost recovery. Current billing procedures have every member on a personal payment cycle based on when they joined the Chamber. It is recommended that annual dues collection takes place at one time in the year, probably during the month of January. When members join they should continue to pay for a full year. When billing occurs the next January, they can be given credit for that portion of the year already paid for. This system will decrease the burden on staff and make collections more systematic. Current by-laws, page 17, indicate that after 90 days of delinquency, a member can be expelled for non-payment, but only after a two-thirds vote of the Executive Council. This requirement discourages any systematic procedure for dealing with delinquents and implies that different members may be handled in different ways, depending on the vote of the Council. This process should be reviewed.
6. As described earlier, membership involvement in the planning and agenda-setting process for the Chamber may need to be expanded as a strategy for increasing ownership and participation. Specific recommendations to achieve this have already been described. In the services section, further recommendations will be made relative to the development of the Chamber's annual policy reform agenda.

E. Services, Programs and Activities

Current Status: The following describes BCCI's activities and services as they are provided by each of the four divisions.

1. Membership and Institutional Development

This division includes core operations of the Chamber (administration, personnel and finance) as well as membership relations, communication, publications and government/public relations activities. It is the funnel through which most member inquiries and problems are managed.

Member services listed by this division include:

- Business contacts
- Business Promotion
- Pins, Cards and Plaques
- Public Affairs
- Newsletter
- Other Publications

None of these services carry fees since they are considered part of the benefit package for members. Therefore, cost recovery for this division is linked directly to the membership dues.

The two most externally prominent elements of this division are the newsletter and the government relations work done on members' behalf. The newsletter is exemplary, carrying in-depth articles on issues vital to the economic development of Belize. Far more than a "showcase" for Chamber events or a straight PR piece, the newsletter is highly substantive and well written which makes a very positive contribution to the image of the Chamber. Government relations activities occur on both the macro level (policy analysis and reform advocacy) and on the micro level (mediating conflict between government agencies and members, cutting red tape and seeking regulatory reform). These activities on behalf of members are acknowledged by the staff as one of the primary incentives for membership.

The division director is also chairman of the Board of Directors for the Broadcasting Corporation of Belize which is a principal radio station in the region. His public affairs and communications officer is affiliated with one of the leading television stations in Belize City. Through these affiliations, BCCI issues are usually able to find their way to the general public. The Chamber sponsors an annual Journalism Awards Ceremony which acknowledges journalist who have made significant contributions to the country and to journalism.

Special events are also handled out of this division including public forums on national issues, networking luncheons for members, banquets for visiting dignitaries and the annual membership conference.

2. BEIPU

BEIPU has three departments which provide services to clients (members and non-members). They are Export Promotion, Investment Promotion, and Policy and Trade Analysis. The division director works directly with clients to determine their needs, manages the three departments and serves as the secretariat to the Strategy Council Committee, a joint GOB and private sector economic development group which includes four senior government ministers and leaders of the Belize private sector.

The Senior Export Promotion Officer interacts with current and potential exporters primarily in the agribusiness and furniture sectors. She gathers market information, visits regions to discuss new opportunities, presents Belize products in trade shows, seeks funds for training and technical assistance (primarily from USAID and the Caricom Export Development Project) and coordinates seminars and technical assistance activities. Her current projects are papaya, pineapple, mango, hot peppers, flowers, furniture, agro-processing and ginger. She works closely with the Buy Caribbean Project to promote trade among the Caricom nations and is gaining inroads to Central America through her participation in Agritrade and upcoming FEDIPRECAP activities. She is also coordinating a Far

East Sales Mission and is preparing for the Korean Exposition to be held in August.

Due to a vacancy in the investment promotion area until last month, the export officer has also taken major responsibility for the planning of BEIPU's First International Investment Conference scheduled for April 27 - 29.

Income for the export department is estimated to be only about Bz \$50-100 per month in service fees, coming primarily from charges for market information. However, additional income is achieved for BCCI when BEIPU staff recruit clients to become members. Also important to consider is the amount of money brought in from donors to offset costs of delivering services. This type of fund raising should be taken into account when looking at income generation. The information system being installed by PROEXAG may increase fee income potential.

The new Senior Investment Promotion Officer had only been on the job about two weeks at the time of the site visit. His assessment (and one that appears to be shared by the BEIPU director) is that the division has not had major successes outside the tourism industry for several reasons: 1) Very few foreign-owned manufacturing companies are in Belize, which gives them few examples to illustrate advantages. Nestle, the one major company, left six years ago. 2) Previous investment promotion efforts have needed a more focused strategy, one which targets more specific types of investment. 3) With the exception of the "Distinctive Edge" magazine, the rest of the investment package sent to potential investors needs a significant amount of work, both in content and presentation. 4) Greater collaboration and articulation is needed with the GOB Ministries.

A member service offered out of this department is the development of paper work to request "Concessions," which is a tax free period granted by the GOB to those expanding or starting a new business. There was no information available on recent income for this service.

The Trade and Policy Analysis department also houses the library and information services component of BEIPU. The department head spends the majority of his time preparing in-depth analyses of issues like the impact of NAFTA on Belize's trade and the economic impact of Belize's recent integration into Central America's regional economic efforts. The studies are generally commissioned by members of the BCCI staff or Council and take between two-to-four weeks to complete. The Analyst does not envision the service being sold to many members; however, government agencies might benefit from the service.

Information services are available to members for a fee (U.S. \$25 for foreigners and Bz \$25 for locals). The department head estimates that approximately 10 - 15

sales have been made since January. Students, who are given free access, are the most frequent users. Through the BCCI newsletter, members are given details on the information available in the library and through the CARTIS (Caribbean Trade Information Center) data base. The department head described one scenario for expanding use (and profit) for his area by turning his office into a business information center providing access to a variety of data bases with search ability through information centers and reports out of FEDIPRECAP, CARICOM, the U.N., World Bank, IMF and others.

In addition to the BEIPU brochure, which lists information and technical assistance relatively consistent with the information provided by the three department heads, BEIPU also gives out a list of services and fees which offers services in company formation, feasibility studies, proposal review, negotiation with financial institutions, advertising placement services and preparation of business plans. It is not clear who in the division provides these services or how they differ from similar packages offered through DBCD. The list begins with a minimum engagement fee of Bz \$50, which may be only sporadically applied.

3. Diversified Business Consultancy Division

Initiated in 1990, the DBCD was originally designed to implement the CAPS follow-on program, which worked with entrepreneurs who had been trained in the U.S. through the USAID-funded CAPS program. CAPS rapidly dwindled and DBCD diversified to provide consultancy services to both local and foreign companies and organizations which were doing business in Belize. According to the director, the division's mission is entrepreneurial, charged with bringing income to the Chamber rather than being member-service oriented. Services offered for a fee to both members and non-members include:

- Export and Investment Development
- Market and Social Analysis Studies
- Research Assistance
- Data Collection and Surveys
- Financial Management
- Feasibility Studies
- Accounting and Computerization
- Management
- Food Technology
- Marketing
- Labor Relations
- Conference Planning and Management
- Translating/Interpreting Services
- Public Relations
- Project Appraisals

Project Design, Writing and Implementation

The division has done several relatively large contracts. One was an evaluation of the USAID-funded Belize Enterprise for Sustained Technology (BEST) Project and the other was the Diagnostic Regional Forestry Project in Honduras funded by the World Conservation Union.

The division also started a "Working Partners" program which identifies consulting assignments for wives of foreign diplomats who are normally prohibited from working in the country. A data base of approximately 30 potential consultants has been developed. The Junior Achievement Program is also coordinated out of this division.

The director places current annual income of DBCD at around Bz\$20,000 (U.S. \$10,000) which covers only about 1/5 of the division's expenses. This is alarming given the mission of the division. However, it is important to note that this division took the leadership in developing the lottery and Western Union opportunities for BCCI and, in their success, has more than fulfilled their entrepreneurial objective. The General Manager's next task for the division will be the development and spin-off of the financial services package.

In hopes of marketing the consultancy services, the division director is working on several tracks. He is running ads in the Latin American and Caribbean Business Bulletin; applying to join the Caribbean Technical Consultancy Services; seeking inclusion in a consultancy publication planned by FEDIPRECAP; contacting the International Society of Meeting Planners and looking for ways to extend into the international arena. It is the director's concern that the local market for DBCD's services is too limited and an international marketing effort will be required.

4. Product Marketing Division

The Product Marketing Division has elected to focus attention on local artisans and has made significant progress in providing visibility for Belizean art and handicrafts. The National Handicraft Center was initiated approximately a year ago with seed funds from USAID. A building located close to the major hotels in Belize City was leased to the Center by the GOB for \$1 a year which the Center has now transformed into an ideal location for tourists to find the full range of paintings, wood carvings, baskets, etc. Recent expansion to a shop in San Pedro is increasing sales to tourists and similar expansion is planned in other regions of Belize.

The division director, who has established excellent relationships with the artists and is very knowledgeable about their work, is planning renovations to the Center

that will open up the large warehouse area to an "open market" concept where artists will display their work and demonstrate techniques. A festive environment will be created with music, dance and regional food -- all of which will turn the Center into a major tourist attraction and an important centerpiece in the preservation and promotion of Belizean culture. There is every reason to believe these efforts will succeed as long as sufficient funds are allocated to the marketing component of the Center, both for local sales to tourists and for export abroad.

The Challenge/Opportunity: Despite the financial support to be provided through the lottery, etc., the divisions have been charged with the task of increasing cost recovery and expanding their income base, primarily through fees for services rendered. The challenge this presents is characterized by three factors:

1. Fees have not been charged consistently in the past because USAID support diminished the need for cost recovery from beneficiaries. Members have grown accustomed to free services -- a condition which may not change significantly due to the perception that the lottery is a "cash cow" which, like AID funds, will cover costs.
2. Services offered by the divisions may not be those needed by the members in their current stage of business development, especially now that the membership profile is shifting towards more small and micro businesses. For example, most of the export promotion services offered through BEIPU are for businesses moving toward export capability and are not relevant to most of the members, though they are important to Belize's economic development and should certainly be continued.
3. Many members are not in a position to pay the fees set for business development services offered by both BEIPU and DBCD.

Recommendations:

1. Services offered by one division need to be clearly distinguished from those offered by the other divisions. Both clients and staff need to be able to understand the service menu: what's offered, how to access it and how much it costs. Also, pricing should be coordinated between divisions so that a common rationale for setting fees runs consistently through BCCI.
2. New services may need to be added to address the needs of BCCI's evolving constituency. The membership survey recommended earlier would assist in identifying those needs. Sector and sub-sector committees can also provide input into service needs. More basic business development services may be needed, not as a money-making venture through DBCD, but as a partially subsidized membership service similar to the development services provided by BEIPU.

3. Service (and general Chamber) marketing needs to become a greater priority. More dollars need to be allocated to service promotion if sales/usage are to increase as projected.
4. The service area called Public Affairs or government relations can become an even stronger component of BCCI's leadership role in Belize while also contributing to an increase in membership involvement. Work with similar membership-based organizations in the region has demonstrated that policy reform is viewed by members as the most important contribution of the association and is the most cited reason for joining. The larger businesses, which do not generally need the other services, are particularly interested in the policy advocacy role of the organization. However, they also want to participate directly in setting the policy agenda.

The Chamber already plays a "hands-on" role in representing private sector policy needs -- both in analysis and advocacy of major policy issues and in day-to-day mediation of members' conflicts with government agencies and regulations. While major change may not be needed in how the staff implements advocacy activities, it might be helpful to introduce a new, more consensus-based process for developing the Chamber's annual policy priorities.

The Greater Miami Chamber of Commerce provides an excellent example. Each year, the Chamber holds an Agenda-setting Conference for two days at a resort about 60 miles away. The conference identifies community development issues of all kinds to work on through the year via committees, but the major thrust is to identify the political agenda. Hundreds of business and community leaders attend, in part because they want input into the agenda and in part because the conference has become the biggest and most high profile networking event of the year. The fee charged to attend covers all expenses and yields a small "war chest" for the year's advocacy activities. Non-members have to join in order to attend. The press always mobs the resort at the closing session, which includes a press conference, to get the story on the major issues to be addressed in the up-coming year. Those who advocated the various issues at the conference are invited to participate on follow-up committees which develop and implement the strategies.

F. Marketing and Communications

Current Status: Communications falls under the auspices of the Membership and Institutional Development division and is handled by the division director with the support of a communications officer. The newsletter, mentioned in the previous section, is the primary communication tool. Bulletins are sent out when warranted and mass mailings are sometimes done to alert members to major events or important meetings. Some paid advertising is done for seminars and events, but most media coverage is acquired for free as a public service. Two other quality publications are the Exporters

and Manufacturers Directory, published annually, and The Distinctive Edge, a promotional magazine and video on the advantages of investing and doing business in Belize. A new version of the magazine is planned for the near future. Brochures for the divisions have also been printed.

The Challenge/Opportunity: Promotion of the Chamber and its services is a major priority given the new emphasis on recruiting members and increasing service income. The promotional dollars for the lottery provide an excellent opportunity for the Chamber to present both the lottery and itself (which are going to be closely associated in people's minds) in a positive light. Both the style and substance of a marketing effort needs careful consideration over the next several months. Before staff is mobilized to develop ads and materials (both for the Chamber and its services as well as for the lottery and Western Union), it will be important that a cohesive and comprehensive communication strategy be developed based on the image the Chamber wishes to build for itself.

Recommendations: A communication strategy for the Chamber should take into account the following components:

1. An articulated image of the Chamber that can then be projected in the messages and visuals.
2. A plan for marketing the Chamber's services more effectively to the potential users.
3. A plan to capitalize on the lottery promotion while presenting the lottery as a part of the effort to build Belize's economy.
Note: The lottery consulting firm provided materials which recommended very basic advertising messages such as "Win Money" and "Play Now." A more sophisticated promotional campaign will be needed if the lottery is to attain a more positive image. Messages which link the lottery to economic development demonstrate that there is no real loser and that proceeds are being spent to help the country.
4. A plan to get more free press coverage of BCCI's leadership in policy advocacy and country development.
5. Guidelines for brochures and publications that give them a more consistent quality level (comparisons of the divisional brochures illustrate this need). There should also be common graphic elements that clearly identify print pieces as Chamber materials.

G. Financial Systems

1. Source and Use of Funds

A separate cash flow projection and analysis was prepared for BCCI management addressing the needs for short term funding to start up the Lottery program and to determine whether the Chamber faces any cash shortfalls through the end of 1994. The

analysis shows that the BCCI will be able to maintain its present level of developmental activities and start up the Lottery program with only minor bank borrowings.

2. Financial Reporting Systems

The BCCI is very fortunate to have a good computer network operating with terminals throughout its offices. Although recent technical problems with hardware caused problems with the network, the network appears to meet internal needs. The accounting system is an off the shelf software program by the SBT corporation. It provides the flexible report generating capability which is so important for good management of financial resources. Costs are being kept by operating divisions. Further costs centers should be developed to keep track of expenditures by specific planned activities. At this time, this is not possible because annual budgets are not prepared. The accounting program has the capability to incorporate monthly and accumulative budgets for comparison to actual results. It also has the capability to do job or activity costing.

3. Financial Planning/Budgeting/Monitoring

In April 1991, the BCCI management prepared a five year financial projection of revenues and expenses. Although many changes have taken place since this document was prepared, it is still being used to guide the operations and expenditures of the Chamber. No yearly budget of revenue and expenses for 1993 has yet been prepared. Our recommendation is that a budget be prepared as soon as possible based on the workplans and activities planned by each division for this year. Although some divisions do not yet have a clear idea of their income generating activities for the year, conservative goals should be set to motivate staff.

Management needs to control expenses through a comparison to budgets. Each divisional manager needs to receive monthly liquidations and comparisons in order for him to control his own expenses and assure that his activities are meeting goals and expenditure levels.

The budget for 1993 should be ready for the work shop to be held the end of May. Part of the goal of the work shop will be to review income generating activities with the objective to set strategies which will maximize revenues given the realities of Belize.

4. Billing and Non-payment Policies

Delinquencies in membership dues tend to run at 10-15%. This points to several problems. On the one hand, one must question whether the membership feels they are receiving something worthwhile for their fees, otherwise they would more readily pay their fees. On the other hand, the collections system may not be organized in the most efficient manner. Collection of each members' fees are being made all year round according to when the member first joined the Chamber. This should be changed so that

all members are billed at the same time once a year and one major effort could be mounted to collect the money. To set up this collection system, fees already paid past the new collection date could be proportioned so that members receive credit for those amounts. At this time, management spends considerable time in chasing down delinquent collections.

IV. BCCI's LONG-RANGE SELF-SUFFICIENCY PLAN

A. Five-Year Financial Projections

The basic decisions confronting the BCCI in terms of its long term self-sufficiency is what it wants its role to be in the future development of Belize. On the one hand, it can return to a low level of support activities to its membership such as it had been doing since 1920 and until USAID provided grant funds to expand the Chamber's role. On the other, the BCCI can maintain a much more active role in the country's development and continue its activities and services at the present USAID funded level. This assumes that there will be a new source of funding available to replace the USAID funds which run out in July of 1993. The framework for the Self-Sufficiency plan is based on the desire of the Chamber to continue at present level of activities.

Table 1 shows a five year financial projection of revenues and expenses. Table 2 indicates the basic assumptions used in the projections. The assessment of the Chamber activities showed that there is not a clear strategy that can be quantified into income generation for the two primary income producing divisions: Diversified Business Consultancies (DBCD) and BEIPU. Over the last year the DBCD Division has been more concerned with developing a primary source of income for the Chamber to replace the waning USAID funds. The BEIPU Division has been carrying out a series of discreet activities and services to get to know the market place and needs of the country and to begin to create an environment for export development. The focus was not on maximizing cost recovery but rather on getting people to think about exporting and delivering ideas and opportunities to them. In any case, our conclusion is that given the small size of the country and the limited resources available, that BEIPU will never be able to recover more than maybe 30-50% of its expenses through charging for services. The very nature of its activities is development. Development activities by their definition are developmental or pioneering and are not commercial services to which you can charge full cost plus overheads and profit margin.

Membership development is another potential source of income. the membership is projected to expand from the present 507 of which about 450 are paid up on dues to a level of 1,200 paid up members by the end of 1994 and 1,500 by the end of 1995. However, the relatively small size of potential member companies for recruiting means total amount of fees will be small. Historically, members on the books have been running 10-15% higher than the paid in numbers. This group has continuously been in arrears. This delinquency factor must be discounted from financial figures.

BCCI - 5 YEAR FINANCIAL PROJECTIONS

Table 1
3/25/93

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
REVENUE					
USAID Grant Bz\$	1,002,000				
DBCD Prog. Income	45,000	120,000	132,000	145,200	159,700
Handicraft Net Reven	17,300	49,800	56,040	63,000	70,700
BEIPU	12,000	60,000	66,000	72,600	79,900
Membership & Subsc.	156,400	310,400	426,800	469,500	516,400
Western Union	14,700	30,000	33,000	36,300	39,800
Lotto					
Agent Comm to BCCI	18,600	56,000	56,000	56,000	56,000
BCCI Admin. (5%)	176,000	700,000	700,000	700,000	700,000
Op. Costs (2.9%)	101,500	406,000	406,000	406,000	406,000
Instant Scratch					
Admin. Fee (5%)	140,000	199,800	200,000	200,000	200,000
Profits (50%)	<u>201,600</u>	<u>287,700</u>	<u>288,000</u>	<u>288,000</u>	<u>288,000</u>
Total Revenue	1,884,100	2,219,700	2,363,800	2,436,600	2,516,600
EXPENSES					
Membership & ID Div.					
Public Affairs Bz\$	109,600	115,100	120,900	126,900	133,200
Membership Dev.	40,700	42,700	44,800	47,000	49,400
Agents Comm.	18,800	77,600	81,500	85,600	89,900
Finance	19,900	21,000	22,100	23,200	24,400
Administration	146,100	153,400	161,100	169,200	177,700
BEIPU					
Export Devel.	119,000	125,000	131,300	137,900	144,800
Investment Prom.	83,700	88,000	92,400	97,000	101,900
Trade & Policy	53,300	56,000	58,800	61,700	64,800
DBCD	126,300	132,600	139,200	146,200	153,500
PMD					
Junior Achiev.	42,000	44,100	46,300	48,600	51,000
Admin/ Overhead	478,800	502,700	527,800	554,200	581,900
Western Union	13,500	18,900	19,800	20,800	21,800
Lotto					
Start up Costs	50,000				
BCCI Admin. Cost	92,800	292,300	306,900	322,200	338,300
Instant Scratch					
BCCI Admin. Cost	20,000				
Interest on Overdraft	<u>6,900</u>				
Total Expenses	1,421,400	1,669,400	1,752,900	1,840,500	1,932,600
Net Income Bz\$	462,700	550,300	610,900	596,100	584,000

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BCCI 5 YEAR FINANCIAL PROJECTIONS

(Basic Assumptions)

Table 2
3/25/93

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Membership Recruitment	800	1,200	1,500	1,500	1,500
Average Investment	188	259	285	313	344
Product Marketing Div.					
Main Store Sales Bz\$	331,000	600,000	660,000	726,000	798,600
Cost of Goods Sold	185,500	300,000	330,000	363,000	399,300
Store Overheads	96,000	100,800	105,840	111,132	116,689
Western Union	490,000	1,200,000	1,320,000	1,452,000	1,597,200
Lotto					
Gross Revenue Bz\$	2,916,600	14,000,000	14,000,000	14,000,000	14,000,000
Agent Comm. to BCCI (10% sales by BCCI)	291,660	700,000	700,000	700,000	700,000
Instant Scratch Sales	3,100,000	3,996,000	4,000,000	4,000,000	4,000,000

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The Product Marketing Division with its handicraft sales has the potential to become a source of net income for the Chamber but cannot be expected to replace USAID funding. When this division was set up, it was agreed that 25% of net profits will be returned to the craftsmen supplying products, 50% to the revolving funds to build the business and only 25% will be received by the BCCI.

Thus, the financial projections show that in 1994, income generated by the four divisions will amount to only 24% of total revenue and in 1997 is projected to amount to 32%. This revenue in 1994 will cover 63% of "direct" operating expenses of these divisions or 40% of these divisions expenses "plus" institutional administration and overhead expenses. In 1997 these same figures are 84% and 53% respectively. The obvious conclusion is that another source of income is needed to fund the difference.

The new source of income is to be the national lottery. The BCCI has successfully negotiated with the Belician government the management of the national lottery. The conditions are the following:

- The Chamber will have full responsibility to structure, organize, implement and manage the lottery.
- The Lottery will consist of two types of programs: an instant scratch which is projected to start up April 1, 1993 and the lotto which is expected to start up September 1, 1993.
- The BCCI has signed an agreement with the Canadian Bank Note company (CBN) Lottery Division to secure their technical assistance, equipment, and printed lottery materials.
- Investment in equipment necessary to conduct the Lotto is Bz \$500,000. CBN will receive a 12.5% fee for 5 years for complete support of lottery program and license for software.
- The BCCI will be responsible for arranging financing for the needed working capital and investment requirement to get programs started.
- For managing these two programs the BCCI will receive: On the Instant Scratch - a 5% administrative fee (of total sales), and 50% of the net profits expected to be 14.4% of sales. On the Lotto - a 5% administrative fee, 2.9% for direct

operating costs, and an 8% agent's commission on 5% of Lotto sales projected to be sold directly by the BCCI. In 1994, Lottery income to the BCCI is projected at BZ \$1,650,000 and expenses are projected at BZ \$292,000.

B. Assumptions for BCCI 5-Year Financial Projections

Revenue

- **USAID Grant:** Actual funds received plus projected disbursements for 1993.
- **DBCD:** A minimal amount is included as a goal for 1993. However, this division, as a business generating division, should be able to generate revenues to cover at least 90% of its expenses beginning in 1994. Revenue was projected to grow 12% p.a.
- **Handicraft Net Revenue:** Early 1993 sales revenue from the main store indicate that with an upgraded merchandising effort monthly sales should reach Bz \$25,000 for most of the rest of the year-with December sales reaching Bz \$40,000. In 1994, monthly sales are projected at Bz \$60,000 and each year thereafter grow at 10%.
- **BEIPU:** A goal of revenue generation for 1994 was set at 22% of total projected BEIPU expenses.
- **Membership and Subscriptions:** Table 2 shows the projected level of membership which is expected to level out at 1,500 in 1995. The average investment per member in 1994 is projected at Bz \$259. This is lower than prior average investment because most of the new members to be recruited will be in the small enterprise category which only pays Bz \$150 p.a. Average investment is expected to increase at 10% p.a.
- **Western Union:** This service is getting off to a good start. However, the commissions for the BCCI are very low, 2-3% of value of funds transferred. Starting in April 1993, transfers are projected at Bz \$50,000 per month and in 1994 at Bz \$100,000 per month and grow 10% p.a. thereafter. The net income after taking direct expenses will make this only a marginal activity for the BCCI.
- **Lotto:** Annual Lotto sales are projected by CBN to be conservatively Bz \$14,000,000. This is based on their experience around the Caribbean region in countries of similar size. In addition, the actual market size could double considering that the Mexican and Guatemalan populations just across the border total as many people as in Belize. The BCCI is projected to sell 5% of the Lotto tickets out of their offices. The 8% agent's commission will accrue to the Chamber.

- **Instant Scratch:** Sales have been projected by CBN conservatively at Bz \$4,000,000 per annum.

Expenses

- **Membership and Institutional Development, BEIPU, DBCD, PMD Divisions and Junior Achievement, and Administration/overhead** are all based on the 1992 level of expenses and activities. For 1993, salaries were increased 5% across the board. Starting in 1994, all expenses were increased 5% p.a.
- **Western Union:** Expenses include only direct costs of a secretary to manage transfers and telephone charges related to transfers. Overall management of Western Union is projected to be under the responsibility of the manager of the Lottery program. Indirect expenses are not charged to Western Union as they are unknown at this time.
- **Lotto:** Start up costs are those related to management and other expenses incurred to get the Lotto started. See Table 3. The BCCI administrative costs are those incurred to run the Lotto and Instant Scratch programs and supervise the Western Union program.

It is apparent that the Lottery program has the potential to generate the funds necessary to allow the Chamber to continue its development activities and services. In fact, the Chamber could generate a surplus annually in excess of Bz \$500,000. The BCCI should consider placing at least half of the yearly surplus in an endowment fund which would be used to generate funds in the future to support Chamber activities.

Another important issue facing the BCCI in the future is how to manage the potentially very large surpluses projected. There is always a temptation to spend money on travel and other activities which are not closely aligned to the institutional mission and objectives. Care will have to be taken by the Board and management to assure that a conservative approach is continued in deciding how to spend funds.

C. Recommended Divisional Strategies for Cost Containment, Cost Recovery and Expansion of the Income Base

1. Membership/Institutional Development:

The major means of income for this core division of the Chamber is through membership fees. Recommendations have already been offered regarding the proposed agent program soon to be implemented. In addition, a policy agenda conference was proposed that could eventually raise funds for a "war chest" for policy advocacy efforts.

Table 3

PROJECTED BCCI ADMINISTRATIVE BUDGET

for

INSTANT SCRATCH AND LOTTO PROGRAMS

Description	Bz\$ Per Annum	Start up Bz\$
Manager	38,000	6,334
Supervisor	20,000	1,500
Clerical/sales (4)	36,000	2,667
Sales (4 part-time)	16,000	1,333
Courier (2)	18,000	2,333
Pre-printed tickets	70,000	17,500
Paper rolls	15,000	4,500
Ribbons	5,500	1,650
Utilities	5,000	333
Insurances	25,000	4,167
Alarm & Security	15,000	1,333
Soc. Security	5,000	1,105
Operations/Maint. Vehicles (2)	<u>10,000</u>	<u>1,666</u>
Total	\$ 278,500	\$ 46,421

Per month Operating Expenses = \$23,200

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One issue the leadership will need to determine is the wisdom of increasing membership fees over the next five years to compensate for inflation. Another method for increasing income through this division is fund-raising activity. It may be appropriate now that an endowment has been initiated, for the Chamber to consider an annual fund-raising event, perhaps a dinner honoring those who have done the most for Belize and the private sector over the last year. More effort could also go into finding sponsors for Chamber events, who in turn receive the benefit of promotion in ads, announcements, invitations, etc. Apparently some of this is already done, but it takes time to pull together and, unless expressly encouraged, it will probably not be increased to any significant extent.

3. Diversified Business Consultancy Division

At this juncture, it is important to realistically evaluate the profit potential of DBCD as it is currently defined. Since its mission is defined as entrepreneurial in nature (with the exception of the Junior Achievement Program) and unrelated to BCCI's mission, the ratio of effort and expense to profit must be evaluated.

The director cited the international market as the next arena for marketing the consultancy services since local use and ability to pay did not appear promising. However, the international market is fiercely competitive. Consulting companies need a distinct package of services and a credible stable of consultants with competitive resumes and international experience -- those are the products DBCD would be trying to market.

On the other hand, after establishing the DBCD as an income source, the leadership of BCCI came up with the lottery and Western Union, solutions which have been demonstrated to be effective revenue sources. For this reason, it may now be beneficial to reconsider the mission and focus of DBCD. Is there a role for DBCD that provides benefits to members, assists in Belize's economic development and provides some degree of cost recovery, though it may not be fully self-supporting?

Revisiting the roots of DBCD, one goes back to the CAPS follow-on program, a strategy to assist those receiving training in the U.S. to apply their skills in the development of new businesses. Several other elements can come together -- the desired expansion of the Junior Achievement Program, plans to create the Business Development Revolving Fund, and the shift in membership to a sizeable majority of micro and small enterprises -- all indicate the potential for a set of development services which respond to members needs to start, improve and expand their businesses. From this concept several recommendations emerge:

1. Rather than being viewed as strictly a revenue-generator, DBCD could be viewed as an outlet for assisting business and

entrepreneurial development in Belize.

2. DBCD may not be well positioned as a stand alone division, but rather could become part of BEIPU as the developmental arm of the Chamber, leaving the lottery, Western Union and the financial services activities in a single division with an entrepreneurial function. Since the current division director of DBCD developed Western Union and the Lottery deals and is soon to be charged with developing the financial services program, he is well positioned to continue in the entrepreneurial role while the business development services can be placed under the management of its own staff member, perhaps as a fourth department within BEIPU.
3. The name should be adapted accordingly to omit reference to Division. One option is Diversified Business Development Services (DBDS).
4. Services for developing businesses already offered through BEIPU such as feasibility studies, business plans, etc. should be placed under the auspices of this program. Consideration should be given to the proposal made by the policy analyst with regard to adaptation of the library to include a Business Information Center.
5. Fee schedules should be prepared which reflect a reasonable percentage of cost recovery, but are also affordable to prospective clients. Training programs and seminars would be a major income source. Some collaboration may be possible with BIM to avoid major conflicts. However, the need for cost recovery may impact how training programs are done, particularly if the Chamber tries to utilize its members to provide training for others -- a policy which would not work in every case, but could generate business for members and support the networking and mentorship functions of BCCI.
6. The program would include management of the Revolving Business Development fund.
7. Because the program would focus primarily on the development of small and micro enterprise, other international donors can be solicited for funding special projects. More on this element will be covered under BEIPU.

3. Belize Export and Investment Promotion Unit

The vast majority of services provided by BEIPU are developmental in nature and, as such, should not be expected to become self-supporting. However, they can be expected to generate some percentage of cost recovery from the beneficiary. Increasing cost recovery on current services can come about if the following occurs:

1. Confusion between BEIPU and DBCD services is clarified.
2. Much clearer information is printed up about the services - specifically what is offered, who or what type of business can benefit from the service, how can it be used to improve business income, how can it be accessed and how much does it cost.
3. Once printed, the information must get out to members more systematically. New members need to be turned into service users, not only through better orientation, but also through mechanisms like giving a few free services away as part of the new membership package. This might include two free information requests or a free seminar or business development service or a discount on development of a business plan. The objective is to get the client to experience service utilization and then become a regular user.
4. New services need to be identified, such as the business development services described previously, so that BEIPU serves a broader range of the membership. Don't underestimate the value of the suggested member survey to query members about their needs.

Funds from service fees coupled with subsidies from the endowment and the lottery will go a long way toward funding development efforts. However, additional funding through a variety of international donors should be possible. BEIPU staff should be encouraged to seek out donor funds for their projects and should be rewarded, when successful. Donor funds successfully solicited should be considered part of the cost recovery process and should be reflected in the overall accounting system in an appropriate fashion.

A two-way educational process is needed in order to establish fruitful relationships with other donors.

1. BCCI needs internal information on the donor organizations and their priorities. It is important the BCCI have information on the donors continually available for all staff use, both for easy access and to accommodate staff turnover. The library and information center staff could be charged with gathering up descriptive data on

the donor organizations. Funds will need to be allocated to purchase books and to subscribe to monthly publications. The Policy and Trade Analyst might be ideal to conduct the initial research and to develop a summary of the donors and their funding history and priorities to present to the rest of the staff.

2. The donors need to be educated about BCCI. Once BCCI is familiar with the various foundations and organizations, it should identify those most compatible with BCCI's mission and projects. Contact is then needed to introduce BCCI to the donors. Mailings, phone calls, even visits will be needed to begin the relationship, an effort which should be continued through their inclusion on the newsletter mailing list.

4. Product Marketing Division

If current plans are implemented to expand and more aggressively market the Handicraft Center, there is every reason to believe that PMD will go beyond cost recovery to income generation. The products are of very high quality, the facility to be renovated is in an excellent location and offers sufficient space (both inside and outside around the building) to turn it into the very active attraction envisioned by the director. The attention being paid to increasing in-country sales to hotels, businesses and tourists is well placed. The following are several recommendations, some already being considered by the director, to increase local sales:

1. In addition to sales to tourists, also market products to new hotels and businesses when they are in pre-construction or pre-opening. This will provide an opportunity for high volume sales.
2. A very nice brochure has been developed for the Center, but is not being distributed effectively. As an overall comment about marketing, the BCCI needs to budget more funds to promotion of itself and all its services. More brochures should be printed for distribution. The funds expended will more than pay for themselves. Brochures should be placed on the reception desks of all major hotels for a small fee to the hotel which is considered part of promotion costs.
3. A large poster should be printed with full color images of the wood carvings and basket work that has the name and address of the Center on it. These can be placed in a variety of places, one important one being in the airport as in-coming visitors go through

customs. The poster itself can be sold as part of the merchandise in the Center.

4. Also in the airport, contrary to reports from staff members, there were no crafts or art work available for those in the departure section. No shop space is available; however, there is ample space around the waiting room to place booths, much like the Guatemala airport but on a smaller scale.
5. The building is scheduled to have its roof repaired and to fix the large doors. In addition, the sign should be changed to emphasize the Handicraft Center as opposed to the name of the division (Product Marketing Division) and some colorful trim or decor added to the outside of the building to make it look less like a warehouse. When driving by, there is nothing prominent to indicate it is open to the public and contains "national treasures."

The stated objective to make money through the export of the handicrafts is a subject requiring some scrutiny. The Handicraft Center as currently conceived provides a great service to artists and to the promotion of Belize's cultural heritage. However, the relationship to Belize's culture will be lost when merchandizing to export markets. At that point, the rationale for Chamber involvement becomes less clear, other than BEIPU involvement with those individuals or guilds wishing to export. Likewise, there is a distinction between methods of marketing handicrafts, such as the smaller wood carvings, and marketing art work on an international basis. An overview of pieces in the Center demonstrates that it is going to be difficult to distinguish which is which in many cases. Most of the work lies closer to art and, as such, should be marketed internationally in the most controlled and artistically credible of circumstances. To do less would be a discredit to the craftsmen and artists represented. Exclusive agreements with relatively high class department stores like Burdines and Macy's may be the best solution, if the export strategy is pursued.

D. Developing Long-Range Financial Security for BCCI

The lottery is probably not going to be a viable financial base for BCCI into perpetuity. The endowment recently initiated at Bz \$100,000 is the best way for BCCI to build its own foundation over the next five-to-ten years. It is highly recommended that BCCI develop a plan for placing a major percentage of surplus funds into the endowment with the understanding that the corpus of the fund will never be touched. Annual fund-raising activities can also be developed to further increase the corpus. Management might also decide not to spend endowment earnings until the corpus has reached a certain level.