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Proyecto CRECER Final Report

October 1, 2005 to June 19, 2006

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Acronyms

ATPDEA	Andean Trade Promotion and Drug Eradication Act
COPEME	Consortio de Organizaciones Privadas de Promoción al Desarrollo de la Pequeña y Micro Empresa
CRECER	Creating Conditions for Economic Revitalization
CTO	Chief Technical Officer
FTA	Free Trade Agreement
INDECOPI	Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual
ILO	International Labor Organization
INEN	Instituto Ecuatoriano de Normalización
INTERMESA	National Committee for the Simplification of Municipal Business Registration Procedures
IPR	Intellectual Property Rights
ISO	International Standards Organization
MEF	Ministry of Economy and Finance
MSME	Micro, small, and medium enterprises
MTPE	Ministry of Labor and Employment Promotion
ONGEI	Electronic and Information Management National Office
PCM	President's Council of Ministers
TBT	Technical Barriers to Trade
TCB	Trade Capacity Building
TLC	Tratado de Libre Comercio
TOR	Terms of Reference
USAID	United Status Agency for International Development
WTO	World Trade Organization

Introduction and Executive Summary

During September and October 2005, Proyecto CRECER, at the request of USAID/Peru, ended its bilateral activities, reduced its staff, and began implementing a series of regional trade capacity building (TCB) activities that had been proposed in mid-2005. The outgoing Chief of Party delivered a final report on the August 2003 to October 2005 period. This report covers CRECER's¹ operations from October 2005 through June 2006, including regional TCB activities and bilateral activities that started in March 2006.

The downsized CRECER staff included a part-time project manager based in the United States, four administrative and technical staff, and one part-time accountant in Lima. Together, the team administered the regional program and bilateral activities through 27 workshops and seminars, numerous studies, and several subcontracts. These projects were undertaken through 25 consultancies, subcontracts, and grants, which are summarized in Appendix A.

The regional program was scheduled to conclude on February 28, 2006, but USAID extended the task order three times to its final end date of June 19, 2006, in response to a request for more time to implement regional activities and the additional bilateral projects. Key implementation dates and detailed information on these projects are provided in the calendar in Appendix B. This report summarizes the objectives and results of each project and offers some general observations. The products and deliverables listed in Appendix C have been provided to USAID in electronic and hard copy formats.

During the past eight months, the Regional TCB Program implemented training sessions in three free trade agreement (FTA)-related areas—technical barriers to trade, labor rights, and intellectual property rights—educating 709 public and private sector officials Colombia, Ecuador, and Peru.² The program also conducted a number of studies and developed institutional reform proposals for strengthening FTA implementation capacities. Through these activities and deliverables, as well as persistent coordination with stakeholders, CRECER expanded USAID's regional technical assistance activities, provided specific support for the FTA and made

¹ Outside of Peru, Proyecto CRECER is known as USAID's Regional TCB Program, though it includes regional and bilateral programs.

² Because of political circumstances, USAID/Bolivia was unable to approve the TCB packages proposed by CRECER.

small, but important contributions toward the Agency's bilateral objectives in each country. In just four months, CRECER administered five bilateral projects that helped lock in the economic successes of the outgoing Toledo administration and the continuation of CRECER's successful streamlining of municipal business registration procedures. Approximately 158 people took part in various bilateral outreach and training events.

While CRECER's inputs and training were important in fostering economic development and trade in the region, governments of Andean countries will need encouragement and support in making the tough political decisions necessary to build on them and put them to use. In addition, any future regional TCB program will require a stronger physical presence in each country and better "buy-in" from each Mission to ensure that the program meets national objectives, is timely for and consistent with regional objectives, and serves as an integral complement to bilateral technical assistance. These and other observations are elaborated on throughout the report.

2. Regional Activities

The Andean Regional TCB Program's portfolio was approved on October 7, 2005 and was scheduled to conclude on February 28, 2006. With a budget of \$1.2 million, CRECER was to carry out short-term activities to support the governments of Bolivia, Colombia, Ecuador, and Peru with the implementation of free trade agreement (FTA) obligations in technical barriers to trade (TBT), labor inspections and outreach, and intellectual property rights (IPR).

Adapting regional TCB projects to the bilateral agendas of each USAID Mission, responding to frequent changes of leadership in the Andean governments, and working within an extremely short timeframe presented CRECER with a number of operational challenges. For example, Colombia and Ecuador used certain elements of the regional program's package of proposed labor activities but also implemented their own bilateral projects for labor. To avoid duplication or inconsistency, CRECER had to coordinate closely with USAID and the bilateral programs. When decisions makers in the Ministries of Labor in Peru and Ecuador resigned early in the technical assistance design process, planned follow-on activities for management reform had to be reevaluated by their replacements and were therefore delayed.

Nevertheless, with the contract extended to June 19, 2006, the Regional TCB Program implemented important technical assistance activities in Colombia, Ecuador, and Peru. In addition to the reports and institutional development proposals listed in Appendix C, the program conducted 21 training events for more than 700 public and private sector officials (Table 1).

TECHNICAL BARRIERS TO TRADE

The TBT chapter of the U.S.–Andean FTA replicates obligations under the WTO TBT Agreement. Accordingly, TBT was a subject that could be addressed even while the FTA with the United States was under negotiation. The need for technical assistance in this area was confirmed by members of the TCB working group. The TBT Agreement seeks to ensure that governments issue technical regulations (i.e., obligatory standards) through a transparent and open process so as not to create unnecessary barriers to trade. From a development standpoint, standards are important in ensuring that exported products meet the requirements of developed country markets and that companies have the capacity to produce goods that can compete against similar imports. The Regional TCB Program undertook the following TBT activities²:

² The basis for these activities was developed in a detailed diagnostic on the broad issue of standards and the status of TBT implementation in the four Andean countries, completed in May 2005.

Table 1. Number and Gender of Participants in Regional TCB Training Activities (October 2005–May 2006)

	Total	Men	Women
TBT WORKSHOPS	497	244	153
Peru			
Huancayo (private sector)	50	33	17
Lambayeque-Chiclayo (private sector)	58	34	24
Arequipa (private sector)	33	23	10
Iquitos (private sector)	47	29	18
Lima			
1. General public sector training	46	37	9
2. Software training (public sector)	34	19	15
Colombia			
Bogota (general public sector training)	25	14	11
Ecuador			
Quito			
1. Software training (public sector)	25	14	11
2. Private sector	12	6	6
3. General public sector training	48	30	18
4. INEN conference	100	NA*	NA*
Guayaquil (private sector)	19	5	14
LABOR MANAGEMENT WORKSHOPS**	86	66	20
Lima (kick-off workshop)	13	9	4
Peru			
Lima (Workshop 1)	17	13	4
Lima (Workshop 2)	16	12	4
Ecuador			
Quito (Workshop 1)	20	17	3
Quito (Workshop 2)	20	15	5
IPR MSME SEMINARS	126	67	49
Peru			
Lima	15	10	5
Piura	40	24	16
Trujillo	40	24	16
Arequipa	31	19	12
Total composition (%)	100	69	31
Total trained	709	377	222

(*) This event was organized by INEN. A list of participants is not available.

(**) Roundtable sessions with labor officials to develop a new organizational management strategy.

- Workshops for regulatory officials in Colombia, Ecuador, and Peru on the transparency and notification obligations established by the WTO and FTA, and effective regulatory development procedures.
- Design and implementation of intranet software to facilitate coordination among regulatory agencies and strengthen communications with the TBT notification point in Ecuador and Peru. The project also provided a user manual and installation training.
- Seminars for the private sector in Ecuador (Quito, Guayaquil) and Peru (Chiclayo, Huancayo, Arequipa, and Iquitos) on the role of quality standards in competitiveness, the objectives of the TBT Agreement, and conformity assessment procedures.

Results and Observations. Detailed summaries of each seminar, including survey results, participant profiles, and general comments were delivered to USAID Missions (see Appendix C). The 12 workshops and seminars attracted 497 participants, who gave the instructors high marks for their knowledge and organization. The public sector seminars represented the first opportunity for various regulatory agencies within each government to meet and discuss the TBT Agreement's obligations and transparency requirements. The survey responses made it clear that many officials were unaware of these obligations and required more training on specific areas related to TBT (e.g., risk analysis, conformity assessment procedure).

The intranet software system will help to ensure ongoing dialogue and exchange of information between regulatory agencies and the Ministry of Trade, which is responsible for notifying technical regulations to the United States and WTO members. Both Ecuador and Peru have begun implementing a pilot program with key regulatory agencies as a first step towards broader use. We recommend that USAID follow up with the ministries' TBT officials to encourage full implementation of the intranet system. In addition, we believe that ongoing coordination and training on standards development will be particularly necessary in the public sector, and that the trade ministries will need to exert political leadership to ensure that the regulatory agencies in their governments meet the obligations of the TBT chapter.

LABOR

The objective of the U.S.-Andean FTA's labor chapter is to reinforce each countries' obligations and commitments under the International Labor Organization's (ILO) "Declaration on Fundamental Principles and Rights and Work and its Follow-Up (1998)." The declaration covers freedom of association and rights to assembly and collective bargaining, and the prohibition of forced labor, the elimination of the worst forms of child labor, and ensuring legally mandated conditions for minimum wages, hours of work, and occupational safety and health. In August 2005, CRECER produced a detailed diagnostic of inspection systems in the four Andean countries. The diagnostic found significant institutional weakness in each country's labor inspection system, and little or no effort to raise awareness of ILO rights and national laws among laborers and employers. On the basis of technical assistance proposed in the diagnostic, the regional program conducted three short-term activities:

- Development of new organizational management strategies for the ministries of labor in Ecuador and Peru. The strategies were developed by consensus through workshops and regular communication between facilitators and ministry officials. The proposed reforms

seek to maximize resources, establish merit-based personnel systems, and implement efficient enforcement methods that promote best practices in the workplace, rather than simply imposing penalties for infractions.

- A complementary “best practices” study of redesigned labor inspection systems in Chile, the Dominican Republic, and Mexico³. The study drew from the diagnostic of the Andean region to identify relevant and feasible reforms that could be implemented in each Andean country.
- Detailed communication strategies for Colombia, Ecuador, and Peru that will assist labor ministries in improving public awareness of fundamental ILO labor rights.

Results and Observations. The inspection seminar started with a two-day kick off at CRECER’s offices in Lima on December 11–12, 2005. The meeting between the consulting team and labor officials from the Andean countries laid the groundwork for the labor activities mentioned above and allowed labor officials to share their national experiences and exchange ideas. As noted earlier, subsequent personnel changes in the ministries created unexpected delays in carrying out follow-up activities. The contract extension afforded the time necessary to adapt to these changes and carry out the projects. In Ecuador, with the direct involvement the Minister of Labor, recommended reform measures already are being adopted, including streamlining the inspections corps, adopting a merit based recruiting system and developing an inspections training manual. Additional anticipated reforms may require later technical assistance from another donor source. In Peru, the change in government will require ongoing support to ensure that the new Garcia administration adopts the recommended strategies.

The best practices study was presented to officials in Colombia, Ecuador, and Peru and incorporated into the strategies of the latter two. It was also shared with officials from the U.S. Department of Labor and USAID/Bolivia for possible future use and reference. Other countries seeking to modernize their labor inspection systems, particularly in Central America, might also find the study a good reference.

In general the three communications strategies provide a menu of options to improve public awareness of ILO rights, from simply training inspectors as advocates to more ambitious television and radio campaigns. The strategy designed for Colombia’s Ministry of Social Protection was received enthusiastically and, with some minor adjustments, will be presented to the Minister of Labor and other senior officials, who intend to develop a political consensus and strategy to fund its implementation. The communications strategies for Peru and Ecuador were also received with enthusiasm, but will require political commitment and support to be implemented.

Adopting the communications strategies and proposed inspection system reforms will demonstrate to the United States and other trading partners that Colombia, Ecuador, and Peru are serious about meeting their obligations and promoting and enforcing fundamental labor rights.

³ While these countries took different approaches, they all sought to adopt incentive-based systems and to develop more professional inspection corps.

This will be a key topic when the U.S. Congress debates ratification of the FTAs. Much more support and encouragement is needed however, as all three ministries are seriously understaffed and lack basic hardware and other tools. Consequently, we believe that moving future technical assistance forward and implementing strategies and reforms will require that a full-time consultant work in each ministry.

INTELLECTUAL PROPERTY RIGHTS

Unlike the TBT and labor projects developed through detailed diagnostics, the small, regional IPR project in Peru and Colombia developed from a request for technical assistance during FTA negotiations. The purpose of the assistance was to make micro, small, and medium enterprises (MSMEs) aware of IPR as a vital tool of competitiveness, but specific activities varied by country:

- In Peru, the project supported Indecopi's IPR seminars to raise awareness among MSMEs about IPR and competitiveness in Lima, Trujillo, Arequipa, and Piura, and supported development of a complementary 20-minute video for use in Indecopi's future activities.
- In Colombia, the project produced a template for a 200-page IPR guide to inform MSMEs about the use of IPR as a competitiveness tool and national procedures for trademark, copyright, or patent registration. As a corollary, the project prepared a comprehensive evaluation of current or pending IPR educational activities among numerous Colombian government agencies and other organizations, and identified situations in which the manual could be used.

Results and Observations. The seminars in Peru attracted 126 participants. The video is expected to be presented to 600 teachers and 600 MSMEs at upcoming Indecopi training events and will be posted on Indecopi's website, which receives 50,000 hits monthly. Indecopi managed the coordination and logistics of each event, which improved over time. In general, however, attracting enough participants requires more advanced notice and promotion. Recently finalized, the IPR manual developed for Colombia was highly praised by officials, who intend to use it in future training, in accordance with the recommendations of the consultancy. USAID/Colombia or the Government of Colombia will publish and distribute the manual.

DATUM INTERNATIONAL PUBLIC OPINION SURVEYS

Over the past several years, CRECER has supported surveys of public attitudes and perceptions in Peru on trade integration with the United States. These surveys helped generate quantitative and qualitative information on local issues for the private sector and the formulation of government policies and strategies that would address public concerns and needs. During the report period, at the request of USAID/Ecuador, CRECER managed a similar series of surveys through Datum International, which contributed to the Mission's bilateral trade communications strategy in the Ministry of Industry and Commerce. With the successful conclusion of the FTA, which is now awaiting approval in Peru, CRECER and Datum initiated an additional series of public opinion assessments in the form of periodic short surveys that track and monitor recent attitudes and developments.

Results and Observations. The surveys provided valuable input for the revision of public outreach strategies and policies in both countries. In Peru, survey results helped to monitor the COPEME outreach campaign (described in the Bilateral Activities section below). As shown in the figures in Appendix D, approximately 56 percent of Peruvians are in favor of the FTA, with support strongest in Lima and weakest in southern Peru and among lower economic groups. When it was explained that the FTA would lock in the benefits of the existing Andean Trade Promotion and Drug Eradication Act (ATPDEA), support for the FTA reached 60 percent. Inconsistent responses to survey questions suggest a need for more outreach and information dissemination in eastern and southern Peru.

3. Bilateral Activities

Beginning in February 2006, USAID directed CRECER to implement short-term bilateral projects (Table 2). To ensure enough time for these tasks, USAID extended CRECER’s task order first to March 31, then to May 31, and finally to June 19. With the exception of the COPEME fixed price obligation, the new bilateral activities were financed through funds left over from the initial closing of the CRECER bilateral budget in October 2005. Despite the additional manpower required to administer the new activities, revise budget projections, and continue to operate regional activities, CRECER carried out the new tasks with its existing staff.

Table2. Proyecto CRECER Bilateral Projects, 2006

Projects	Short-term Results
Ministry of Economy and Finance—Developed legal and administrative reforms in financial markets, infrastructure, construction, and irrigation.	Five legal and administrative reforms in irrigation tariffs and procedures, construction licensing, access to microfinance, and infrastructure development.
President’s Council of Ministers—Developed proposals for simplifying procedures at the Ministry of Labor.	Six procedures analyzed and with reforms proposals that will lead to a reduction of time of 40%.
Ministry of Labor and Social Promotion—Supported the MTPE’s seminar series promoting understanding of the importance of reducing municipal barriers for business.	<ul style="list-style-type: none"> • 243 participants at five workshops. • 67% of participants considered seminars “very good.” • 4,000 manuals produced for ongoing workshops. • Four new municipalities signed on to implement reforms.
INTERMESA—Developed a methodological toolkit to train experts and municipal workers to eliminate barriers for business start-ups.	<ul style="list-style-type: none"> • Technical Manual of Municipal Simplification. • Training Program on Municipal Simplification for consultants and municipal workers. • Methodology tool for expert consultants. • Methodology guide for municipal workers. <p>New tools will be applied by Intermesa in four municipalities: Piura, Ica, Chiclayo and Arequipa.</p>
COPEME Fixed Obligation Grant	<ul style="list-style-type: none"> • 312 radio and 240 TV spots. • 9,500 participants at 7 rally events.

MINISTRY OF ECONOMY AND FINANCE

The MEF project was developed to follow up on CRECER’s comprehensive analysis and recommended economic reforms in nearly 100 areas. The new project targeted five reforms that were considered politically and economically feasible. Through close coordination with MEF

officials and USAID, specialists drafted new regulations or laws with the following objectives, by issue:

- ***Agricultural Irrigation.*** Propose a new method to (1) establish market-oriented water rates for agricultural use; and, (2) guarantee efficient, transparent, and sustainable management of water for Peruvian agriculture.
- ***Micro, Small, and Medium Enterprises.*** Facilitate and increase access to capital market resources.
- ***Construction.*** Propose a simplified and expedited process for obtaining a building construction license at the municipal level and subsequently increase new investment.
- ***Infrastructure.*** Develop procedures to select and assess infrastructure projects under the public procurement system and improve the legal framework to facilitate private investments in infrastructure.

Results and Observations. All of the proposed reforms seek to streamline procedures and stimulate economic activity. Proposals were closely vetted with MEF officials to ensure a realistic and feasible outcome but implementation depends on the political will of MEF and the outgoing Toledo administration. We recommend that USAID and the U.S. Embassy follow up with MEF and encourage implementation of the reforms before the change in government on July 28.

PRESIDENT’S COUNCIL OF MINISTER PROJECT

The PCM requested USAID’s support to finish work in the Ministry of Labor and Employment Promotion (MTPE). The project required an expert process analyst to work with a consulting team in the Electronic and Information Management National Office (ONGEI), the State Modernization Program, and the Public Management Secretary to complete work to simplify and coordinate business registration procedures among various ministries.

Results and Observations. The project analyzed six procedures that had a direct or indirect impact on the operational requirements placed on businesses by the MTPE (Table 3). The analysis identified methods for simplifying requirements and reducing the time and cost of business registration at MTPE through online procedures. If implemented, these measures would reduce the time required by 40 percent. PCM will be responsible for carrying out these measures.

Table 3. Time Savings Estimated for Simplified Business Registration

Procedure	Diagnosis Time (min)	Estimated reduction (min)	Time savings (%)
Employee list	34	20	59
Internal work regulations	60	30	50
Occupational safety regulations	311	113	36
Part- time employee contract Approval	83	36	43
Other employee contract Approval	87	30	34
Debt realignment	134	26	19
Total	709	255	40

BUSINESS REGISTRATION PROJECT: MINISTRY OF LABOR AND EMPLOYMENT PROMOTION

During 2004, CRECER provided technical assistance to simplify and expedite business registration procedures with a view to promoting investment, creating businesses, and reducing informality in three municipalities in Peru. Given the positive results achieved in all three municipalities, the Ministry of Labor and Employment Promotion (MTPE) requested support to showcase these case studies to other municipalities throughout Peru. CRECER provided technical assistance to develop an orientation manual and funded outreach and training events managed by MTPE.

Results and Observations. Four thousand orientation guides were produced for use at MTPE seminars around the country. The manual was also used to train MTPE officials who carried out the seminars and who will continue to do so. So far, four seminars—held in Puno, Ucayali, Arequipa, Tacna, and Lima—have attracted 243 participants. Through those introductory sessions, four municipalities have indicated they intend to move ahead with reforms.

INTERMESA PROJECT

The National Committee for the Simplification of Municipal Business Registration Procedures (INTERMESA) comprises institutions from the Peruvian public and private sectors and international development agencies that have joined forces to support reforms that facilitate formalization of businesses. As a member of INTERMESA, USAID and CRECER led the development of a methodology and toolkit that could help municipalities to implement effective, simplified business registration procedures. The toolkit will be used by qualified consultants to train and assist municipal officials with a simplification strategy through future projects financed by any member of INTERMESA. This more advanced set of documents seeks to complement the orientation manual developed for MTPE.

Results and Observations. In short order, the consulting team produced an exhaustive point-by-point guide for implementing an approach to simplifying business registration procedures, taking into consideration the experiences and methodologies of various donors. The team also produced a training model, agendas, and reference guide. All members of INTERMESA will adopt this uniform methodology and seek to implement it nationwide through their respective funding mechanisms. This cooperative effort will eliminate confusion and ensure that municipal leaders hear a consistent message from all donors involved in this initiative. Through INTERMESA, a bidding process is underway. The selected contractor will use the toolkit to begin a simplification training process in Piura and Ica. Municipalities of Chiclayo and Arequipa will also benefit from the use of the toolkit later this year.

COPEME FIXED OBLIGATION GRANT

USAID/Peru and the United States Embassy in Peru agreed to provide a fixed obligation grant for \$188,500 to the Consorcio de Organizaciones Privadas de Promoción al Desarrollo de la Pequeña y Micro Empresa (COPEME) to produce a “Campana de Sensibilización y Difusión del Espíritu Emprendedor en las Regiones del Sur del Perú” that involved rallies, radio and television spots, success stories, and development of printed material. The campaign was conducted primarily in

seven regions in southern Peru, where support for free trade (as confirmed by the DAUTM surveys) is weakest. CRECER administered the grant and ensured that the process met contractual and reporting obligations under USAID procedures.

Results and Observations. In accordance with the grant agreement, COPEME provided its own final report on the campaign. Statistical highlights of the campaign, which are taken from COPEME's report, are provided in Appendix E. The campaign reached an estimated 1 million people and more than 10,000 attended rallies or other events in seven cities in southern Peru. Despite the tight timeframe and detailed contractual and financial requirements necessary to execute this grant, all parties cooperated closely to achieve these results.

4. Conclusions and Lessons Learned

TECHNICAL ISSUES

During the past eight months—and indeed throughout its three-year existence—CRECER has completed an impressive number and variety of activities that have fostered the economic development of Peru and the region; contributed to the successful conclusion of the FTA between the United States, Colombia, and Peru; and supported the image and objectives of USAID/Peru. The products delivered at the regional level laid the foundation for USAID’s new Regional TCB Program and complemented or enhanced the bilateral objectives of each Mission in the region. Many of the regional projects, particularly TBT and labor, were undertaken through the same set of consultants, which created not only economic efficiencies but added technical value by building on and sharing cross border experiences.

It also is important to note that the regional technical assistance helped to fulfill the U.S. obligation to provide support in implementing FTA obligations and to encourage regional integration. Despite these advances, much work remains to be done if Peru and the region are to realize their potential for growth and development and meet FTA obligations. This will require that USAID provide ongoing technical assistance and that the beneficiary countries exercise initiative and political leadership.

We strongly encourage USAID to continue supporting advances made in FTA implementation and TCB issues addressed by CRECER. To ensure that the Andean governments’ maintain momentum on improvements in TBT transparency and labor rights enforcement and promotion, USAID will need to follow up. Full application of IPR educational tools and implementation of pending outreach activities will also require encouragement from the U.S. government. Similarly, the Toledo administration should be persuaded to implement the MEF reforms before next months’ change in government. And finally, proper use and distribution of business registration simplification products produced for INTERMESA and MTPE will require that USAID exercise vigorous follow-up and leadership as a member of INTERMESA.

OPERATIONAL ISSUES

As indicated above and by the index of products in Appendix C, CRECER generated a significant number of deliverables during a brief period. Indeed, time limits may very well have operated as a critical driving factor throughout the period, helping to force decisions and conclusions for most activities. Nevertheless, the initial 20-week timeframe for regional activities, which included the

period over the Christmas holidays, was not realistic. Coordination with the bilateral agendas of the four USAID missions and their host governments, particularly while the FTA negotiations were at a critical point, also created significant organizational and logistical challenges.

Meanwhile, bilateral activities were more quickly implemented, since they generally fell outside the scope of the FTA process and were based on direct requests for technical assistance from the Government of Peru. Given the greater number of variables and actors involved in a regional activity, as well as the challenge of maintaining a generally standard approach in all countries, a regional program takes more time than a bilateral program to coordinate and implement.

Even though CRECER's three separate contract extensions, totaling an additional 16 weeks, helped ensure that the project met its regional and bilateral objectives, obtaining those extensions through nearly ongoing budget and contract revisions was time-consuming for CRECER and USAID alike. In hindsight, the project could have been managed more efficiently and with fewer problems had USAID established a deadline of June 19, 2006 from the beginning.

Thus, given adequate time, clearly established terms of reference, and close cooperation between USAID missions and the contractor, a similar project combining regional and bilateral activities could continue to have a major impact on trade-based economic growth. Observations on the technical issues of each project were offered in the sections above; we here offer the following suggestions for a more efficient project from an administrative and organizational standpoint.

For the regional program:

- Organize periodic coordination meetings between all USAID Missions, their government counterparts, and the contractor to develop a clear understanding of scope, coordination, and process to implement regional projects. Meetings on the margins of future TCB committee meetings as outlined in the FTA present an ideal opportunity to gather all parties and achieve these goals.
- Retain on an as needed basis a designated contact in each country to facilitate logistics and project monitoring. The contact person could be a part of the USAID bilateral program or be consultant contracted by the regional program and approved by the Mission.
- USAID's Andean missions should develop buy in mechanisms, including cost share and performance measures that include coordination with the regional program. USAID/Peru should also earmark funds so that the Chief Technical Officer (CTO) can travel to the region for key events and to coordinate internally with Mission counterparts on the performance and program progress.

For the bilateral program:

- To the extent possible, provide advanced notice and coordination for expected needs and activities. Activities that direct funding to Peruvian ministries should include the contractor from the beginning to ensure that all contractual obligations are established in advance.

- Minimize use of the grants mechanism, which tends to diminish control over task objectives, in addition to ensuring financial efficiency and contractual conformity. Where grants are necessary, the contractor must be involved from the beginning to properly fulfill its contractual, administrative responsibilities.

Appendix A. Regional and Bilateral Contracts

Consultant	Area	Contract Type	Country
REGIONAL			
Daniel Duje	Technical Barriers to Trade	TCN Consultant	Peru/Ecuador/Colombia
Pablo Caporaletti	Technical Barriers to Trade	TCN Consultant	Peru/Ecuador/Colombia
Javier Fornari	Technical Barriers to Trade	Purchase Order	Peru/Ecuador/Colombia
Judy Goans	IPR	Expatriate Consultant	Colombia
DATUM	Public Opinion Surveys (8 contracts)	Purchase Order	Peru/Ecuador
CONECTA	Labor Communications Strategy	Purchase Order	Peru
Miguel Jaramillo	Labor Inspection Systems - Promotion of Fundamental Labor Rights	CCN Consultant	Peru/Ecuador/Colombia
Antonio Bernales	Labor - Strategic Planning of the National Labor Inspection Systems	CCN Consultant	Peru/Ecuador
Cesar Bedoya	Labor - Strategic Planning of the National Labor Inspection Systems	CCN Consultant	Peru/Ecuador
Javier Palacios	Labor Inspection System - Ministry of Labor of Peru	CCN Consultant	Peru
Natalia Calle	Labor Communications Strategy	TCN Consultant	Colombia
Felipe Rubio	IPR - Manual for MSMEs	TCN Consultant	Colombia
Sergio Gaete	Labor Communications Strategy	TCN Consultant	Ecuador
BILATERAL			
Mario Neumann	Ministry of Finance: Capital Market	CCN Consultant	Peru
Jorge Danós	Ministry of Finance: Construction Permits	CCN Consultant	Peru
Eduardo Zegarra	Ministry of Finance: Water tariffs	CCN Consultant	Peru
Boris Quezada	Ministry of Finance: Water tariffs	CCN Consultant	Peru
Javier Tovar	Ministry of Finance: Infrastructure	CCN Consultant	Peru
José Hurtado	PCM: Procedural Simplification	CCN Consultant	Peru
Juan Carlos Fashbender	Intermesa: Business Registration Toolkit	CCN Consultant	Peru
Carmen Gutiérrez	Intermesa: Business Registration Toolkit	CCN Consultant	Peru
Rocio Castillo	Ministry of Labor - Intermesa: Business Registration Toolkit	CCN Consultant	Peru
Mariela Rivero	Intermesa: Business Registration Toolkit	CCN Consultant	Peru
CYO	Outreach Campaign (Quechua, Aymara)	Purchase Order	Peru
COPEME	Outreach Campaign	Grant	Peru

Appendix B. Calendar of Key Regional and Bilateral Activities and Events, October 2005 to June 2006

REGIONAL

Date	Countries	Activity/Event	Objective/Notes	Results/Products
LABOR-INSPECTIONS SYSTEMS REFORMS^a				
9-10 Nov. 2005	Ecuador	Project Planning Meetings	Rosa Ana Balcazar and Marco Giussani to meet with USAID, Proyecto Salto, etc. to design Strategic Plan for Labor activity	Productive meetings with USAID Mission and government officials. Ministry of Labor of Ecuador engaged to be part of labor strategic planning process on Jan-Feb 2006.
12-16 Dec. 2005	Bolivia, Ecuador, Peru, Colombia	Inspections Kick Off Workshop in Lima	Kick off event to serve as the basis for developing country specific action plans, and customizing the recommendations of the Best Practices Study. Preliminary discussions on communications activities and Terms of Reference.	Active attendance of 12 representatives (3 key MOL officials) from Bolivia, Ecuador, Colombia and Peru. Foundation set for future, detailed work on inspections reform and communications strategies.
20 Feb. 2006	Peru	First Workshops on Inspection System	Strategic planning in each country for strategic reforms to inspections systems and management.	Consensus among key public workers in the Ministry of Labor (15 participants in Peru and 20 participants in Ecuador) about the necessity and priority of having a strategic plan for reforming the inspections system.
6-7 March	Ecuador			
17 April	Peru	Second Workshop on Inspection System	Second Workshop on Inspection Systems	Activities and timeframe identified in each country. Strategic Plan validated. Number of participants: 16 in Peru and 20 in Ecuador. Best Practices Study discussed with facilitators and incorporated into final reform plan.
30 May	Ecuador	Second Workshop on Inspection System	Second Workshop on Inspection Systems	

Date	Countries	Activity/Event	Objective/Notes	Results/Products
8 June	Peru	Inspection System Plans - Final Report	Final Strategic Plan. Recommendations to improve Inspection Systems (organization, procedures, human resources, monitoring system, technology, etc)	Strategic inspections system reform and action plan (activities, timeline, and estimated budget). Presented to Vice Minister and team which already is implementing agreed reforms (training manual, new HR recruiting system, restructuring inspections corps. Ongoing changes will fulfill an important step towards improving compliance with FTA and ILO obligations.
8 June	Ecuador	Inspection System Plans - Final Report	Final Strategic Plan. Recommendations to improve Inspection Systems (organization, procedures, human resources, monitoring system, technology, etc)	Strategic inspections system reform and action plan (activities, timeline, and estimated budget) that contribute to Ecuador's labor code reform. Presented to Vice Minister to develop implementing plan, which would fulfill an important step towards improving compliance with FTA and ILO obligations.
LABOR-LABOR BEST PRACTICES				
28 Jan to 17 Feb.	All	Best practices visits to selected country: Chile and Dominican Republic.	Visit to Chile and DR to review best practices in labor and Occupational Safety and Health (OSH) Inspection Systems. Mexico's system discussed with Mexican consultants working on Colombian bilateral project during side visit to Bogota.	Inspection system models in Dominican Republic, Chile and Mexico were evaluated and used as inputs for strategic plans in Peru and Ecuador. Served as the basis for a comparative analysis vis-à-vis Andean region. Final report shared with USDOL and USAID Bolivia.
17 April	Peru	Presentation of Best Practices Study	Incorporate findings and recommendations into strategic reform plan.	Report used as point of discussion and certain recommendations were incorporated into strategic plan.
26 May	Colombia	Presentations-Best Practices Final Visits Report	Presentation of final results to representatives of Ministries of Labor and USAID Missions in each country.	Reviewed with bilateral program consultants and MOL team. Serves to validate many of the recommendations of the bilateral project.
30 May	Ecuador	Presentation of Best Practices Study	Incorporate findings and recommendations into strategic reform plan.	Report used as point of discussion and certain recommendations were incorporated into strategic plan.
LABOR-COMMUNICATION STRATEGY				
3 April 2006	Colombia	Advance Report for a New Communication Strategy-Fundamentals Labor Rights	Preliminary results of diagnosis and compilation of information at the Ministry of Social Protection (Colombia).	Diagnosis developed as input for the design of Strategic Communication Plan. Ministry of Social Protection staff agreed on necessity of articulating actions on work fundamental rights. The preliminary work served as an example and basis for communications strategies in Ecuador and Peru.
20 April	Peru	Planning meeting for a New Communication Strategy-Fundamentals Labor Right	Planning workshop to validate results of diagnosis and interviews.	Diagnosis validated by key staff of Ministry of Labor. Preliminary Strategic Plan.
25 May	Colombia	Communication Strategy Final Report	Review final recommendations and discuss implementation options.	A 3-5 year roadmap, including cost factors, was presented to the Minister of Labor and also will be presented to the Ministry of

Date	Countries	Activity/Event	Objective/Notes	Results/Products
				Planning. Raised awareness at senior levels of the importance of the issues and stimulated a political consensus to implement the plan, meeting an important objective of the FTA labor chapter.
12 June	Ecuador	Communication Strategy Final Report	Review final recommendations and discuss implementation options.	A 2 year strategy including cost factors and menu of options from training inspectors, implementing a course in SECAP (labor skills school) and media campaigns. Agreement to consider easy, inexpensive recommendations.
15 June	Peru	Communication Strategy Final Report	Review final recommendations and discuss implementation options.	A 2-5 year strategy with cost factors and various options to improve outreach.
TBT^b				
22 Nov., 2005	Ecuador	Private Sector Workshop, Guayaquil	One day workshops to focus on the importance of standards, information resources, ISO 9000 production standards and specific product standards for local products. Hosted w/ Camara de Guayaquil.	Attendance of 179 representatives of Ecuador's private and public sector during this week. Represented the first opportunity for public sector regulatory agencies to meet and discuss TBT obligations and revealed the need for more integration between public and private sector and enhancement of standards infrastructure. Surveys indicate a strong demand for further outreach among private sector regulatory agencies and additional technical assistance, such as laboratory accreditation procedures (ISO 17025) and conformity assessment requirements for processed food products, among others.
23 November	Ecuador	Public Sector Workshop in Quito	Focus on technical standards development, TBT Best Practices, WTO/FTA Notification requirements. Hosted w/INEN.	
24 November	Ecuador	Private Sector Workshop, Quito	One day workshops to focus on the importance of standards, information resources, ISO 9000 production standards and specific product standards for local products. Hosted w/Camara de Pichincha.	
29 Nov. & Dec. 1	Peru	Private Sector Workshop, Chiclayo y Huancayo	One day workshops to focus on the importance of standards, information resources, ISO 9000 production standards and specific product standards for local products.	Attendance of nearly 108 participants from private and public sector in the two events. Surveys indicated strong desire for more information on ISO standards and conformity assessment.
19-20 Jan. 2006	Peru	Public Sector Workshop	To follow up with attendees of basic WTO course (6-7 Dec.). Focus on technical standards development, information resources, TBT Best Practices, WTO/FTA Notification requirements.	45 officials from 21 Peruvian regulatory agencies trained. Overall evaluation 4.5 out of 5. Represented the first such meeting of Peruvian regulatory agencies to discuss TBT obligations and develop solutions towards coordination and basis to develop a national standards development regulation.
26 January	Peru (Iquitos)	Private Sector Workshop in Iquitos	One day workshop to focus on the importance of standards, information resources, ISO 9000 production standards and specific product standards for local products.	47 participants from private sector.
31 January	Peru (Arequipa)	Private Sector Workshops in Arequipa	One day workshop to focus on the importance of standards, information resources, ISO 9000 production standards and specific product standards for local products.	33 participants from private sector.

Date	Countries	Activity/Event	Objective/Notes	Results/Products
6-7 March	Peru	Workshop on Information Tools	Training to government officials on using information tools (e.g., software, management procedures) in each country to improve compliance with FTA TBT notification and transparency requirements.	34 participants from Peruvian regulatory agencies. Nine key agencies now using the system as part of a pilot program that will be expanded.
9 March	Ecuador			25 participants Ecuadorian from regulatory agencies. Twelve agencies have designated contacts and have approved use of the software. Further training needed for contacts, some of whom are new to the process.
3-4 April	Colombia	Public Sector Workshop in Bogotá	Two days workshop to focus on technical standards development, TBT Best Practices, WTO/FTA Notification requirements.	42 participants and observers took part in the sessions, including representatives from 10 different government agencies with responsibility for issuing technical regulations. Overall evaluation 4.8 out of 5. Serves as an input to a government led strategy to coordinate regulatory agencies and supports bilateral USAID initiatives.
IPR				
9 Feb	Peru	Private Sector Workshop in Lima	One day workshop for MSME's to focus on the use of IPR as a tool for competitiveness (Place: SENATI)	126 MSMEs trained in 4 workshops. 65% have never received any training course in IPR before and 69% wanted to receive personal advice about IPR issues. Looking at results by cities: a) Lima: 15 participants. 34% considered event as excellent b) Trujillo: 40 participants. 57% considered event as excellent c) Piura: 40 participants. 87% considered event as excellent d) Arequipa: 31 participants. 52% considered event as excellent (Note: events organized and managed directly by Indecopi, which provided the report and data above.)
21 Feb	Peru	Private Sector Workshop in Trujillo	One day workshop for MSME's to focus on the use of IPR as a tool for competitiveness (Place: Hotel Gran Marqués)	
22 Feb	Peru	Private Sector Workshop in Piura	One day workshop for MSME's to focus on the use of IPR as a tool for competitiveness (Place: Hotel Costa del Sol)	
24 Feb	Peru	Private Sector Workshop in Arequipa	One day workshop for MSME's to focus on the use of IPR as a tool for competitiveness (Place: Aula Mariano Melgar)	
20 April	Peru	Final version of testimonial video	Testimonial video that shows success stories of MSME's using IPR system to improve their competitiveness. To be used on programmed workshops and other events with MSME's.	Presented in a press conference to 50 participants from private and public sectors. It would be used to train: i) 600 teachers this year through 6 workshops in Arequipa, Cajamarca, La Libertad, Cusco, Tacna and Iquitos (Program EDUCA); ii) 600 MSMEs this year through COFIDE Program; iii) MSMEs of 6 Municipalities, iv) Universities, INDECOPI's webpage (50,000 visits monthly), Ministry of Labor workshops.
15 June	Colombia	IPR MSME Manual and recommendations of how to use it	The Manual provides administrative and technical guidelines and information regarding Colombia's IPR regime for MSME's. Promotes IP as a competitiveness tool and respect for IPR enforcement. Project also provided an evaluation and strategy regarding use of manual in anticipated public and private sector sponsored IPR events.	Manual will be used to train Colombian MSMEs re: the use of IPR system through proposed activities such as: IPR training programs in Chamber of Commerce, On-line Project to promote Copyright with Los Andes University, National Prize to Technological Innovation in MSME's, Training Program "SER PYME" to support MSMEs, and Pilot project of IPR Training Course for MSMEs. Will raise awareness of IPR rules and

Date	Countries	Activity/Event	Objective/Notes	Results/Products
				enforcement and its positive application in competitiveness.
DATUM - STUDY OF PUBLIC OPINION				
11 Nov. 2005	Ecuador	Final Report	Follow up of public attitude vis a vis US FTA, as a base information for the implementation of FTA communication strategy.	Minister, Vice-Minister and negotiators have more and better information for policy decisions. Design of national outreach campaign completed. Perception indicators of media and specific population are already developed.

^a Labor: Previous diagnoses identified needs and activities.

^b TBT: Previous diagnosis identified needs and activities

BILATERAL

Date	Activity/Event	Objective/Notes	Results
MINISTRY OF LABOR			
23 March	Ministry of Labor - Training to Ministry of Labor staff	Training on the Manual of Business Registration Process Simplification	5 Ministry of Labor staff were trained on the Manual and were able to replicate training course to municipal workers through 5 workshops in Puno, Ucayali, Lima, Tacna and Arequipa.
28 March	Ministry of Labor - Public presentation of "Cartilla de Sensibilización y Orientación"	Produced of "Cartilla de Sensibilización y Orientación" for municipal workers presented by Ministry of Labor. Funded 5 MTPE organized workshops below:	50 participants from private, public and media sector. Huge interest on previous CRECER's experience on reforming Municipality of Villa María del Trunfo. In total, 4,000 "Cartillas" will be distributed all over the country.
29 March	Ministry of Labor - Workshop in Ucayali	Outreach and training of municipal workers on Business Registration Simplification	28 participants
30 March	Ministry of Labor - Workshop in Puno	Outreach and training of municipal workers on Business Registration Simplification	80 participants
23 May	Ministry of Labor - Workshop in Lima	Outreach and training of municipal workers on Business Registration Simplification	49 participants
24 May	Ministry of Labor - Workshop in Tacna	Outreach and training of municipal workers on Business Registration Simplification	41 participants
26 May	Ministry of Labor - Workshop in Arequipa	Outreach and training of municipal workers on Business Registration Simplification	45 participants

Date	Activity/Event	Objective/Notes	Results
MEF			
22 May	Final Report - Capital Markets	Proposal of a new scheme to facilitate access of MSMEs to capital markets	The proposed law will foster an increase of number of MSMEs that have access to finance through capital market
2 June	Final Report - Municipal Construction Permits	Proposal of new law to simplify the process to get Construction licenses at Municipalities	The proposed law will contribute to an increase of investments in new buildings, through a simpler, faster and more transparent construction permit procedure
7-June	Final Report - Infrastructure	Proposal of new procedure to select new infrastructure projects and proposal to improve legal framework that promotes private investment initiatives	The proposed laws will improve the quality of investment projects in infrastructure and will increase private sector investments all over the country.
7 June	Final Report - Irrigation	Proposal of new scheme of tariffs for agricultural use of water	The proposed law will improve the use of water irrigation, through better incentives to increase tariffs and a more transparent control mechanism.
PCM			
12 May	Final Report	Consultancy to simplify process at the Ministry of Labor	6 procedures analyzed and with reform proposals that will lead to a reduction of time of 40%
INTERMESA			
22 May	Workshop with administrative simplification experts	To validate Training Manual and Methodology proposal	Consensus about the focus of methodology and the model of administrative simplification.
7 June	Final Report and Presentation	Proposal of New Tool Kit for Business Registration Simplification at Municipalities	One technical manual of municipal simplification One training program on municipal simplification for consultants and municipal workers One methodology tool for expert consultants One methodology guide for municipal workers All new tools will be applied sooner by Intermesa Piura, Ica, Arequipa & Chiclayo
COPEME			
31 May	Final Report and Presentation	Disseminate and stimulate entrepreneur attitudes among the population of rural areas of the country. - Promote a positive climate towards the national and international markets. Respond to biased campaigns that want to alarm the poorest rural population against international competition.	Spots TV Perú: 7 videos durante 6 días. 240 Microprogramas en radios de Puno, Pucallpa,, Trapoto, 312 avisos de 1 minuto en RPP en las ciudades de Cusco, Apurímac, Junín y Ayacucho. 9,500 personas como público asistente a Mega Eventos de Motivación sobre Espíritu Emprendedor. 1,200 personas como público asistente a Conferencias Magistrales

Appendix C. Documents and Deliverables

REGIONAL PROGRAM

Informes de Diagnóstico	
Colombia: Estudio sobre el Grado de Aplicación del Acuerdo OTC de la Organización Mundial del Comercio	Mayo, 2005
Bolivia: Estudio sobre el Grado de Aplicación del Acuerdo OTC de la Organización Mundial del Comercio	Mayo, 2005
Perú: Estudio sobre el Grado de Aplicación del Acuerdo OTC de la Organización Mundial del Comercio	Marzo, 2005
Región Andina: Análisis de la Implementación del Acuerdo OTC y Recomendaciones de Estrategias de Solución en Perú, Ecuador, Bolivia y Colombia	Mayo, 2005
Región Andina: Identificación de Posibles Actividades en Asistencia Técnica en Inspección Laboral y Promoción de los Derechos Laborales	Agosto, 2005
Reporte Nacional: Bolivia. Estudio de Identificación de Posibles Proyectos de Asistencia Técnica en material de Inspección Laboral y Difusión de la Normativa sobre Derechos Fundamentales del Trabajador	Agosto, 2005
Reporte Nacional: Colombia. Estudio de Identificación de Posibles Proyectos de Asistencia Técnica en material de Inspección Laboral y Difusión de la Normativa sobre Derechos Fundamentales del Trabajador	Agosto, 2005
Reporte Nacional: Ecuador. Estudio de Identificación de Posibles Proyectos de Asistencia Técnica en material de Inspección Laboral y Difusión de la Normativa sobre Derechos Fundamentales del Trabajador	Agosto, 2005
Reporte Nacional: Perú. Estudio de Identificación de Posibles Proyectos de Asistencia Técnica en material de Inspección Laboral y Difusión de la Normativa sobre Derechos Fundamentales del Trabajador	Agosto, 2005
Informes de Resultados	
LABOR PROJECTS	
Región Andina: Taller de Inducción para el Desarrollo de Planes Estratégicos de los Sistemas de Inspección Laboral y Vigilancia del Trabajo en la Región Andina.	Diciembre, 2005
Región Andina: Estudio de Buenas Prácticas en Modelos de Gestión de los Sistemas de Inspección del Trabajo	Abril, 2006
Perú: Informe Primer Taller de Planificación Estratégica para el Sistema de Inspecciones Laborales	Febrero, 2006
Perú: Informe Segundo Taller de Validación para el Sistema de Inspecciones Laborales	Abril, 2006
Ecuador: Informe Primer Taller de Planificación Estratégica para el Sistema de Inspecciones Laborales	Marzo, 2006
Ecuador: Informe Segundo Taller de Validación para el Sistema de Inspecciones Laborales	Mayo, 2006
Colombia: Plan Estratégico de Comunicaciones en Derechos Fundamentales del Trabajo	Junio, 2006
Perú: Plan Estratégico para el Sistema de Inspecciones Laborales	Junio, 2006
Perú: Plan Estratégico de Comunicaciones en Derechos Fundamentales del Trabajo	Junio, 2006
Ecuador: Plan Estratégico en Sistemas de Inspección Laboral y Vigilancia del Trabajo.	Junio, 2006
Ecuador: Plan Estratégico de Comunicaciones en Derechos Fundamentales del Trabajo	Junio, 2006

TBT PROJECTS	
Región Andina: SIPERT (Sistema de Información para el Proceso de Elaboración de Reglamentos Técnicos) Manual de Operación.	Marzo, 2006
Perú: Reporte de Resultados Taller OTC Huancayo	Noviembre, 2005
Perú: Reporte de Resultados Taller OTC Chiclayo	Noviembre, 2006
Perú: Reporte de Resultados Taller Sector Público Hotel El Pueblo	Enero, 2006
Perú: Reporte de Resultados Taller OTC Iquitos	Febrero, 2006
Colombia: Reporte de Resultados Taller OTC Nivel Inicia-Nivel Avanzado	Abril, 2006
Ecuador: Reporte de Resultados Taller OTC Quito	
Ecuador: Reporte de Resultados Taller OTC Guayaquil	
Perú y Ecuador: Reporte Taller de Capacitación en el Uso de Herramienta Informática para Facilitación de la Coordinación entre Entidades Reguladoras y el Punto Focal de Notificación.	Marzo, 2006
IPR PROJECTS	
Perú: Informe de Resultados de Talleres de Propiedad Intelectual "Mejorando nuestra competitividad" en Trujillo, Piura, Arequipa y Lima	Marzo, 2006
Colombia: Manual de Gestión de Propiedad Intelectual para Mipymes	Junio, 2006
Colombia: Reporte sobre identificación de acciones de sensibilización, formación y soporte a la competitividad de las Mipymes, mediante el uso de la Propiedad Intelectual	Junio, 2006
OUTREACH (DATUM PUBLIC OPIONION STUDIES)	
Perú: Estudio Integral de Actitudes y Percepciones sobre el TLC	Julio, 2004
Perú: Estudio de Seguimiento sobre la Evolución de las Actitudes y Percepciones sobre el TLC	Enero, 2005
Perú: Estudio de Seguimiento sobre la Evolución de las Actitudes y Percepciones sobre el TLC	Setiembre, 2005
Perú: Estudio de Seguimiento sobre la Evolución de las Actitudes y Percepciones sobre el TLC	Marzo, 2006
Perú: Estudio de Seguimiento sobre la Evolución de las Actitudes y Percepciones sobre el TLC	Abril, 2006
Perú: Estudio de Seguimiento sobre la Evolución de las Actitudes y Percepciones sobre el TLC	Mayo, 2006
Perú: Estudio de Seguimiento sobre la Evolución de las Actitudes y Percepciones sobre el TLC	Mayo, 2006
Ecuador: Estudio Integral de Actitudes y Percepciones sobre el TLC	Enero, 2004
Ecuador: Estudio de Seguimiento sobre la Evolución de las Actitudes y Percepciones sobre el TLC	Mayo, 2005
Ecuador: Estudio de Seguimiento sobre la Evolución de las Actitudes y Percepciones sobre el TLC	Julio, 2005
Bolivia: Reporte de Resultados del Taller El Rol de los Medios de Comunicación en los Acuerdos de Integración Comercial (La Paz y Santa Cruz)	Octubre, 2004
PRESENTACIONES	
Región Andina: Taller de Inducción para el Desarrollo de Planes Estratégicos de los Sistemas de Inspección Laboral y Vigilancia del Trabajo en la Región Andina.	Diciembre, 2005
Ecuador: Taller sobre el Rol de las Normas y Reglas Técnicas en el Comercio (Sector Público-Quito)	Noviembre, 2005
Ecuador: Taller sobre el Rol de las Normas y Reglas Técnicas en el Comercio (Sector Privado-Quito)	Noviembre, 2005
Ecuador: Taller sobre el Rol de las Normas y Reglas Técnicas en el Comercio (Sector Público-Guayaquil)	Noviembre, 2005
Ecuador: Taller sobre el Rol de las Normas y Reglas Técnicas en el Comercio (Sector Privado-Guayaquil)	Noviembre, 2005
Perú: Taller sobre el Rol de las Normas y Reglas Técnicas en el Comercio (Sector Público)	Enero, 2006
Perú: El Rol de las Normas Técnicas y los Reglamentos Técnicos en el Comercio (Sector Privado).	Enero, 2006
Perú: Sistemas de Información para el Proceso de Elaboración de Reglamentos Técnicos	Marzo, 2006
Ecuador: Sistemas de Información para el Proceso de Elaboración de Reglamentos Técnicos	Marzo, 2006
Colombia: Acuerdo Obstáculos Técnicos. Nivel Inicial.	Marzo, 2006
Colombia: Acuerdo Obstáculos Técnicos. Nivel Avanzado.	Marzo, 2006

Región Andina: Estudio de Buenas Prácticas en la Gestión de la inspección Laboral	Mayo, 2006
Colombia: Estrategia de comunicación pública sobre derechos fundamentales en el trabajo.	Mayo, 2006
Colombia: Identificación de acciones de sensibilización, formación y soporte a la competitividad de las Mipymes, mediante el uso de la Propiedad Intelectual	Mayo, 2006
Productos	
Peru: Video “Propiedad Intelectual: Herramienta de Competitividad”	Abril, 2006

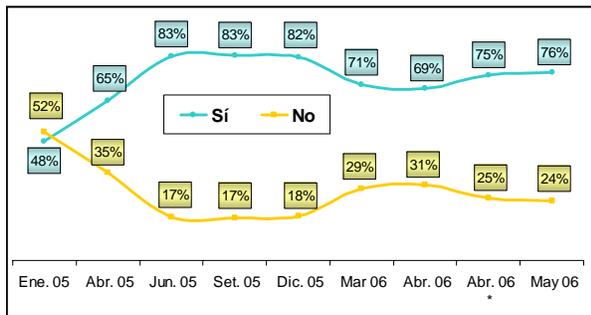
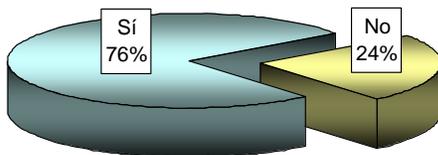
BILATERAL PROJECTS

Informes de Resultados	
MTPE: Análisis y recomendaciones para la “sensibilización y orientación a municipalidades sobre simplificación de trámites de licencia de apertura” por el Ministerio de Trabajo y Promoción del Empleo.	Abril, 2006
MEF: Régimen Especial para el acceso de las Pequeñas y Medianas Empresas (PYMES) al mercado de capitales	Mayo, 2006
MEF: Nuevo esquema de fijación de tarifas por el uso de agua superficial con fines agrarios	Mayo, 2006
PCM: Avances en la Simplificación de Trámites Administrativos del Ministerio de Trabajo y Promoción del Empleo	Mayo, 2006
Perú: Campaña de Sensibilización y Difusión del Espíritu Emprendedor en Siete Regiones del Sur del Perú. “produce con orgullo que el mundo es tuyo” (Reporte Final de COPEME)	Mayo, 2006
MEF: Propuesta de Reforma al Proceso de Licencia de Obra	Junio, 2006
MEF: Perfeccionamiento del Sistema de Iniciativa Privada	Junio, 2006
MEF: Proceso de proyectos de infraestructura mediante selección de cofinanciadas	Junio, 2006
INTERMESA: Caja de Herramientas – Manual de Simplificación de Licencia Municipal de Funcionamiento	Junio, 2006
INTERMESA: Caja de Herramientas – Manual de Capacitación del Consultor	Junio, 2006
INTERMESA: Caja de Herramientas – Programa de Capacitación a Consultores y Funcionarios Líderes	Junio, 2006
INTERMESA: Caja de Herramientas – Guía del Funcionario Municipal	Junio, 2006
Productos	
MTPE: Cartilla de Orientación Simplificación Administrativa	Mayo, 2006

Appendix D. DATUM International Survey Results— Peru

CONOCIMIENTO SOBRE LA FIRMA DEL TLC CON EEUU

¿Conoce o ha escuchado hablar del Tratado de Libre Comercio (TLC) entre Perú y EEUU?



POR REGIÓN GEOGRÁFICA y ZONA

	LIMA ORI	NOR URB	CEN RUR	SUR
Sí conoce	81%	70%	77%	83%
	5.4%	0.0%	6.4%	

POR NIVEL SOCIOECONÓMICO y EDAD

	A/B	C	D	E
Sí conoce	90%	87%	77%	66%
	18/25	26/35	36/45	46/65
	77%	77%	76%	71%

Total 100%, Base: Total de entrevistas (1127)

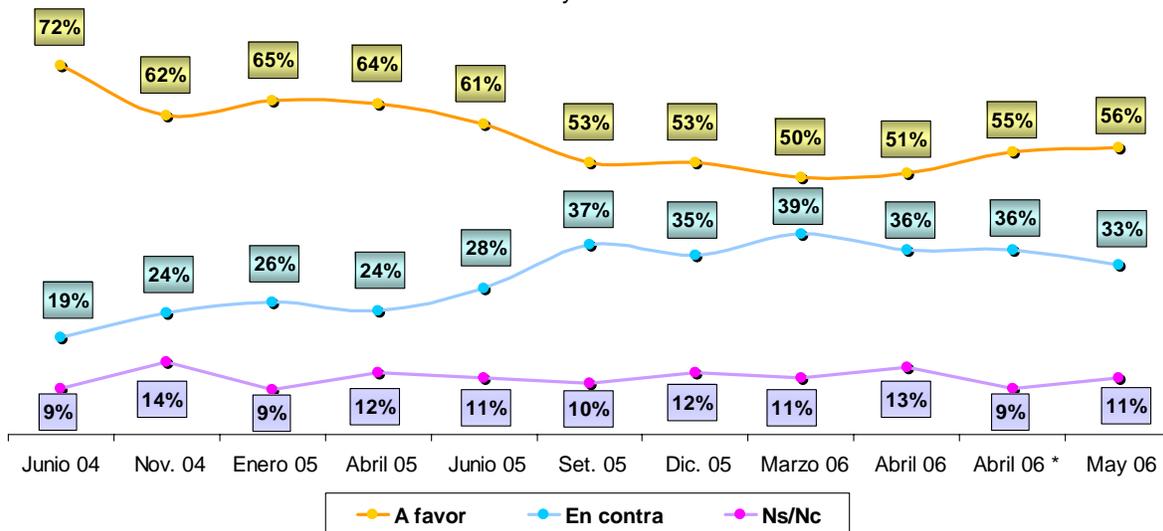
* Abril 06

Resultados de un estudio realizado del 29 de abril al 01 de mayo del 2006 para



POSICIÓN A FAVOR O EN CONTRA CON LA FIRMA DEL TLC

¿Está Ud. totalmente a favor, algo a favor, algo en contra o totalmente en contra con la firma del TLC entre Perú y EEUU?

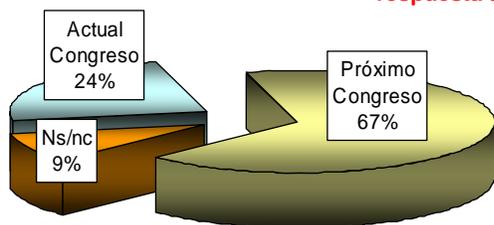


* **Abril 06** : Resultados de un estudio realizado del 29 de abril al 01 de mayo del 2006 para MINCETUR

RATIFICACIÓN DEL TLC

Una vez que el Presidente Toledo firme el TLC, el Congreso deberá ratificar o no el TLC en su integridad, sin la posibilidad de modificarlo. Ahora, considerando que los beneficios comerciales otorgados por Estados Unidos al Perú se vencen a fin de año, ¿cree Ud. que el TLC entre Perú y EEUU debe ser ratificado por el actual Congreso o por el próximo Congreso?

- respuesta apoyada con una tarjeta texto -



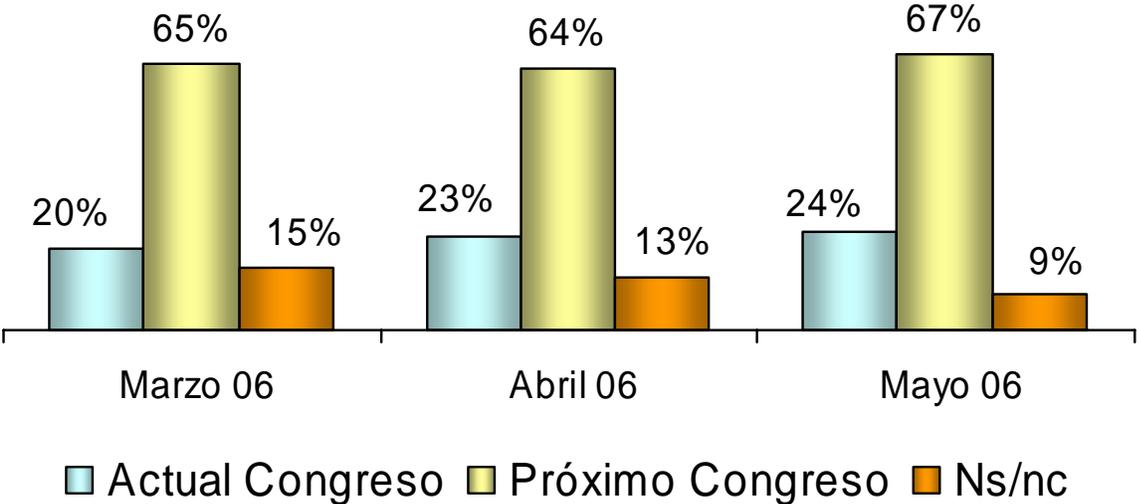
POR REGIÓN GEOGRÁFICA y ZONA

	LIMA URB	NOR RUR	CEN	SUR	ORI
Actual Congreso	12%	33%	22%	16%	15%
Próximo Congreso	26%	59%	68%	69%	77%

POR NIVEL SOCIOECONÓMICO y EDAD

	A/B 26/35	C 36/45	D 46/65	E	18/25
Actual Congreso	26%	39%	29%	18%	20%
Próximo Congreso	26%	57%	66%	70%	68%

Total 100%, Base: Total de entrevistas (1127)



Appendix E. Results of COPEME Outreach Campaign

N ^o	Indicador	Nivel Alcanzado
1	Difusión de la Campaña en Radio y TV – Gestoría de Medios	84 programas visitados 800 menciones, notas y comentarios
2	Difusión de Campaña en Prensa Escrita	900 Notas de Prensa enviadas a medios escritos.
3	Mensajes Radiales Contratados por CyO Producciones	12 avisos diarios de 30 segundos de duración, 10 días antes a la fecha del evento, en emisoras de alta audiencia: Radio Salkantay – Cuzco; Radio Pachamama – Puno, Radio 1550 – Huancayo
4.	Mensajes Radiales contratados por COPEME (mensaje tipo)	Spots TV Perú: 7 videos x 6 días 240 Micro prog. En los siguientes medios: Radio Onda Azul (Puno), Radio Progreso y Radio Super(Pucallpa), Radio Tarapoto (San Martín). 312 Avisos de 1 minuto en RPP de las siguientes ciudades: Cusco, Apurimac, Junín y Ayacucho.
4	Programas Televisivos Visitados por Nano Guerra-García, Nicolaza y Representantes de Cámaras de Comercio	52 programas
5	Duración de Rebote en Medios	1 mes
6	Público Asistente a Mega Eventos	9,500 personas
7	Público Asistente a Conferencias Magistrales (lugares donde no se realizó Mega evento)	1,200 personas
8	Público Televidente del Programa Hagamos Empresa durante la campaña	1'000,000 personas
9	Cobertura total en medios por Localidad	60 a 70%

Note: This information was provided by COPEME in its final report to USAID and CRECER.