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USAID CREATING ECONOMIC OPPORTUNITIES PROJECT

ANNUAL PERFORMANCE REPORT

FY23: October 1, 2022- September 30, 2023 and
FY23 Q4: July 1 – September 30, 2023

Submission date (Rev. 1): 15 October 2023
Contract No: 72052018C00001

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ABBREVIATIONS AND ACRONYMS

ACREDICOM	Cooperative in Quetzaltenango, member of MiCoope
AEL	Local Economic Agenda
AGEXPORT	Guatemalan Association of Exporters
AGVC	Guatemalan Venture Capital Association
AMCHAM	American-Guatemalan Chamber of Commerce
BAC	Central American Bank
BAM	Agro-mercantile Bank
BDSPs	Business Development Service Providers
BEEP	Babson Ecosystem Enterprise Platform
BI	Industrial Ban
BIAWEB	Platform to manage low impact environmental permits
BPOs	Business Process Outsourcing companies
CAC	<i>Comité de Actores Clave</i>
CAMTUR	Tourism Chamber
CCG	Guatemalan Chamber of Commerce
CDG	Government Center
CEMPRO	<i>Cementos Progreso</i> , a large Guatemalan Cement Company
CENPROMYPE	PromiPyME Centers
CENTRAQ	Wholesale Market and Bus Terminal project in Santa Cruz del Quiché
CentraRSE	Center for Action for Business Social Responsibility
CGC	Guatemalan Chamber of Commerce
CHN	National Mortgage Credit Bank
CICIG	International Commission Against Impunity in Guatemala
CIG	Chamber of Industry
CITO	Western Trunk Road (<i>Carretera Inter-Truncal de Occidente</i>)
CLA	Collaborating, Learning and Adapting
CONAP	<i>Consejo Nacional de Áreas Protegidas</i>
COINCIDE	Consultative Body for Investment and Economic Development
COMCE	Mexican Business Council for Foreign Trade, Investment and Technology
CONALFA	National Committee for Literacy
CONAP	National Council of Protected Areas
CONRED	Coordinadora Nacional para la Reducción de Desastres
CONALFA	National Committee for Literacy
COSAMI	MiCoope Cooperative Member
DCA	Development Credit Authority
DFC	United States International Development Finance Corporation
DQA	Data Quality Assessment
DGAC	Department of Civil Aviation
ECLAC	Economic Commission for Latin American and the Caribbean
ECs	Economic Corridors
EFTP	Technical and Vocational Education and Training
EMMPs	Environmental Mitigation and Monitoring Plans
EMPAGUA	Guatemala City Municipal Water Company
EMS	Electronic Manufacturing Services
ERAI	Mecanismo de Educación Financiera, Remesas, Ahorro e Inversiones
ERMC	Regional Crisis Mitigation Teams
FDI	Foreign Direct Investment
FENACOAC	Federación Nacional de Cooperativas de Ahorro y Crédito
FTF	Feed the Future
FUNDAP	Foundation for the Development of Integrated Socio-economic Programs
GDP	Gross Domestic Product

GESI	Gender and Social Inclusion
GEMS	Global Environmental Management Support
GIS	Geographic Information System
GNSD	<i>Guatemala No Se Detiene</i>
GoG	Government of Guatemala
FENACOAC	National Federation of Savings and Credit Cooperatives
FIs	Financial Institutions
FTE	Full-time Equivalent
ICMA	International City/ County Management Association
ICT	Information and Communication Technology
ID	Domestic Investment
IED	<i>Inversión Extranjera Directa</i>
IFI	Intermediary Financial Institutions
ILO	International Labor Organization
IMCM	Municipal Capacity Assessment tool
INAB	Instituto Nacional de Bosques
INGUAT	National Institute of Tourism
INTECAP	Technical Institute of Training and Productivity
IPE	National Investment Promotion Entity
ITO	Information and Technology Outsourcing
ITP	Information Technology Outsourcing
JUNKABAL	JUNKABAL Foundation, an institute for higher education and training for girls
KINAL	KINAL Foundation, an institute for higher education and training for boys
LEED	Leadership in Energy and Environmental Design
LTTA	Long-term Technical Assistance
MARN	Ministry of Environment and Natural Resources
MCC	Millennium Challenge Corporation
MCD	Ministry of Culture and Sports
MDPs	Municipal Development Plans/ Planning
MEO	Mission Environmental Officer
MINECO	Ministry of Economy
MINEDUC	Ministry of Education
MINEX	Ministry of Foreign Affairs
MINFIN	Ministry of Finance
MINTRAB	Ministry of Labor
MSPAS	Ministerio de Salud Pública y Asistencia
MiSMEs	Micro, Small and Medium-sized Enterprises
NCAE	National Council of Agricultural Employers
NGO	Non-governmental Organization
NTM	Northern Triangle Migration
NRD2	Resolution for New or Existing Works
OCA	Organizational Capacity Assessment
OMDEL	Oficina Municipal de Desarrollo Económico Local
PACC	Annual Procurement and Contracting Plan
PACIT	Commercial Attaché Investment and Tourism Program, of the Foreign Ministry
PGN	Attorney General of Guatemala
PIB	<i>Producto Interno Bruto</i>
POTs	Land-use Plans/ Planning (<i>Plan de Ordenamiento Territorial</i>)
PRONACOM	National Program of Competitiveness
SMEs	Small and Medium-sized Businesses
RGAE	General State Procurement Registry
RFP	Request for Proposal
RGP	<i>Registro General de la Propiedad</i>

ROSDE	Registry of Business Development Service Providers
SEA	Seasonal Employment Alliance
SEAF/CEED	The Small Enterprise Assistance Fund Center for Entrepreneurship and Executive Development
SEGEPLAN	Presidential Planning and Programming Secretariat
SEZ	Special Economic Zone
SLO	Surface Limitation Obstacle
STTA	Short Tern Technical Assistance
TA	Technical Assistance
TVET	Technical Vocational Education and Training
VAC	<i>Ventana Ágil de Construcción – Agile Construction Window</i>
VESTEX	Association of the Apparel and Textile Industry
VUME	Municipal Employment Center
WOCCU	World Council of Credit Unions
ZDEEP	Public Special Economic Development Zone

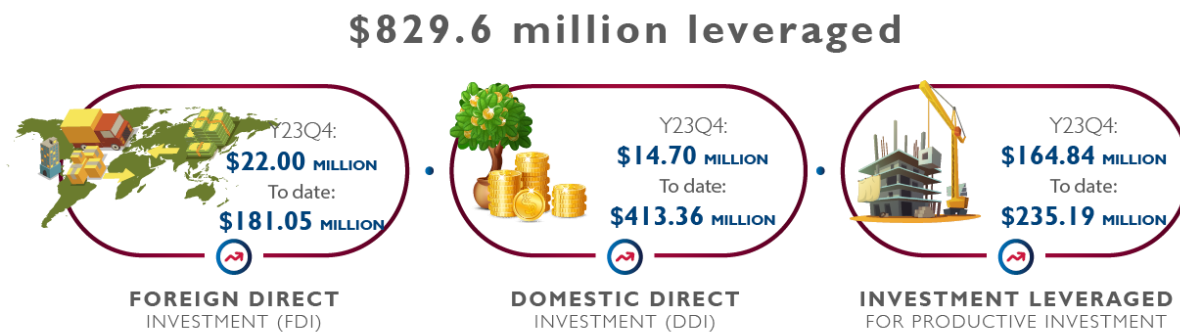
EXECUTIVE SUMMARY

RESULTS IN THE QUARTER AND TO DATE

The Project has 32 results and performance indicators, including 25 life-of-project (LOP) and seven annual goals. At the end of this year, the Project has exceeded targets in 24 of 25 Life-of-Project indicators and in all seven annual ones. The only indicator with a pending goal to be achieved is related to investment mobilized for clean energy¹, which the Project expects complete in FY24. The following sections summarize the most important of these results. A complete summary of results to date can be found in Table I at the end of this Executive Summary.

INVESTMENT

Figure 1 Project-leveraged Investment, to Date



Domestic Investment

In the final quarter of FY23, allied companies reported investments of \$14.70 million. Of these, 29.9% (\$4.39 million) was made with businesses' own resources, including reinvestment of profits, 52.0% (\$7.64 million) corresponded to debt financing and 18.1% (\$2.67 million) to equity investment. Of this total, 18.7% (\$2.31 million) corresponds to investment in working capital, which indicates that companies are responding to an increase in demand for their products or services, and 84.3% (\$12.39 million) corresponds to investment in fixed assets, which reflects a growth in productive capacity to meet growing demand. Most of this domestic investment—83.0%, or \$12.27 million—comes from MSMEs in the services sector (\$7.65 million; 52%) and manufacturing (\$6.05 million; 41%). While most of the quarter's investment was in the Department of Guatemala, more than \$2.3 million was in the Western Highlands.

Over the life of the project to date, Project-assisted companies have reported total domestic investments of \$413.36 million, including \$200.52 million (48.5%) by companies in the Western Highlands. Most of this investment was by companies in the services sector: \$202.85 (49.1%).

Foreign Direct Investment (FDI)

The Project reported \$22.0 million in Foreign Direct Investment (FDI) this quarter, including \$15.0 million for the Pomona Impact Fund II and \$7.0 million for two foreign investments in manufacturing in Guatemala Department.

¹ EG.12-4 Amount of USG-assisted investment mobilized for clean energy.

The new investment in Pomona Impact Fund II represents a consolidation of capital funds in the expansion phase of their development. The fund focused on ventures with innovative social, environmental, and agricultural impact. FDI resources mobilized come from U.S. International Development Finance Corporation (DFC) and the World Bank's International Finance Corporation (IFC).

Figure 2 Project-supported FDI Mobilized, to Date



The manufacturing investments are the result of Project assistance to promote and attract FDI to Guatemala. \$6 million of the total comes from a South Korean textile weaving and dyeing company to finance ongoing construction work on a new textile plant. An Indian company invested \$1 million to improve existing production infrastructure.

To date, the Project has achieved FDI totaling \$181.05 million, including \$151.01 million (83.4%) as a result of continuous efforts to attract and accompany overseas companies interested in investing in Guatemala. These successful efforts have been primarily in the light manufacturing sectors (apparel, textiles and electrical appliances); processed food and beverages; and laboratory services. The remaining \$30.04 (16.6%) million corresponds to overseas investment to strengthen social and environmental impact investment mechanisms, including impact investment funds in Guatemala.

Public and Private Resources Leveraged for Productive Infrastructure

This quarter, the Project leveraged a significant investment in infrastructure as a private business signed contracts to begin construction of a 30-km private highway, which will bypass two key bottlenecks on the south coast highway to Quetzaltenango and the Mexican border. Project support consisted of development of 6 studies of vital importance to complete project feasibility and design. Through 28 months of technical assistance, issues related to the pandemic and the subsequent increase in construction costs had to be overcome, which delayed studies and signing of construction contracts.

Figure 3 Project-supported Productive Infrastructure Investment Leveraged, to Date



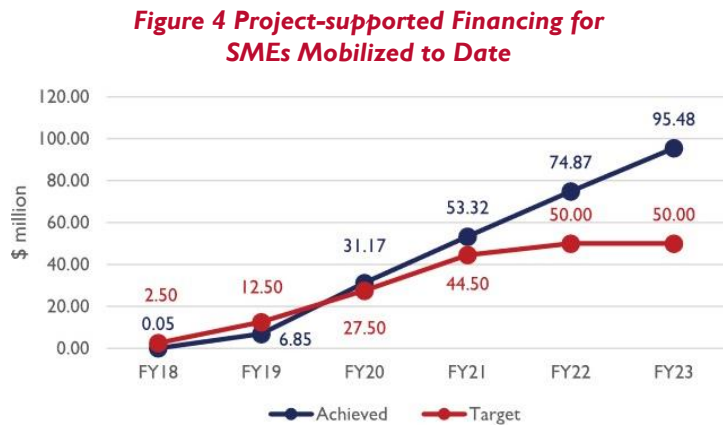
In addition to the private highway, the quarter saw six more projects move forward, representing \$164.84 million in productive infrastructure investment. Of these, three are private sector projects, three are municipality-led, and one is funded by the central government. Most of the leveraged investment this quarter is for road and transportation projects (\$156.74 million, 95.1%), though investments also included energy and energy efficiency initiatives (\$1.76 million, 1.1%); waste management infrastructure and facilities (\$1.04 million, 0.6%); and facility improvements within an economic zone (\$5.31 million; 3.2%).

To date, the Project has leveraged a total of \$235.19 million for productive infrastructure investment, including \$192.64 million (81.9%) in private-sector-led investment and \$42.55 million (18.1%) in public-

sector-led investment. The Project has completed a total of 30 pre-feasibility studies and other support, resulting in a total portfolio of \$466.20 million (see annex M) in public and private projects with potential to advance to investment.

VALUE OF FINANCING AND SERVICES PROVIDED TO SMEs

This quarter, the Project mobilized \$16.85 million in productive financing for MSMEs, including \$1.80 million for 163 agricultural microentrepreneurs who received financing through the *GuatelInvierte* Guarantee Fund. This fund has benefited from Project technical assistance, which has optimized fund operations and simplified partial credit guarantee procedures for the agricultural sector. Of this total, \$9.21 million in financing went to 793 microentrepreneurs in the MICOOPE cooperative system, who accessed the funds through digital financial products. The project provided technical assistance to MICOOPE to integrate digital credit solutions into its core financial platform, thus promoting digital transformation and helping to raise levels of digital financial inclusion in the country. Most of the entrepreneurs in the MICOOPE system operate in the commerce and services sector.



Life of project, Project-assisted partner, has mobilized financing to more than 2,000 micro, small and medium-sized entrepreneurs of \$95.48 million, of which \$30.46 (31.9%) million is in the Western Highlands and \$65.02 (68.1%) in Guatemala.

TECHNICAL ASSISTANCE TO FIRMS

The Project provided technical assistance this quarter to 44 new companies and continued support to 49, reaching a total of 93 companies supported during the quarter. Assistance included support to attract foreign investment, strengthening administrative and financial management, and development of market strategies and brand positioning. Support also included development and implementation of technologies to improve business operations, including Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), and accounting modules, as well as development of administrative tools such as process and function manuals, guides for strategic planning and to prepare for and market internationally.

Of the 44 new companies assisted, five companies (11%) are in the Western Highlands, 39 (89%) are in the Department of Guatemala, and most (26; 58%) are small enterprises. These companies are in the service sector (27; 61%), commerce (12; 28%), and manufacturing (5; 11%).

Figure 5 Allied Firms receiving Technical Assistance to Date



As of the end of FY23, the Project has provided technical assistance to a total of 1,541 companies, including 27 foreign companies evaluating Guatemala as an investment destination. For these, the project has provided market- and

destination-specific information investors require to facilitate their evaluation and decision-making. Of the Guatemalan businesses supported to date, 1,507 have received support in design and execution of business expansion plans, and seven have received support to advance infrastructure projects.

Of the 1,541 companies assisted, 742 (48.2%) are in the Western Highlands and 794 (51.5%) in the Department of Guatemala. The remaining five companies are in neighboring departments, with investments and operations that draw on or benefit project geographies. A plurality of companies supported by the project since its inception are in the service sector (491; 31.9%).

Closing Events with Allied Companies

With the Project steadily reducing its focus to a narrower set of priority work streams, it is presenting a series of events to showcase the achievements of allied companies over the life of the project. The Project held two events during the quarter, in Huehuetenango and Guatemala, to present results. In addition to highlighting the Project’s overall results, the events were a chance to gather allied businesses that have received technical assistance from across the Project and demonstrate the impact they have had as Guatemalan businesses on investment, job creation, and growth.

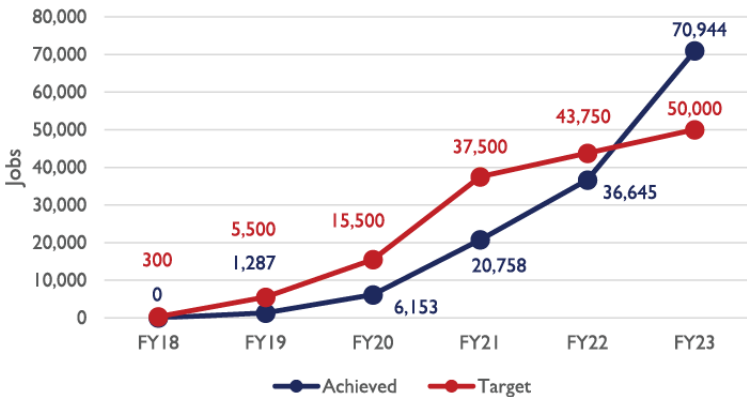
The team travelled to Huehuetenango to meet with representatives of 23 allied partners and eight financial institutions from that department and Quiché on September 7, and on September 19 they met with representatives of 49 allied partners and eight financial institutions in the Department of Guatemala. Both events included a presentation of key results—jobs generated; technical assistance to companies; financing; Foreign Direct Investment and others—and a conversation with three allied business owners, who shared their perspectives on how the Project helped them implement expansion plans.

PEOPLE WITH NEW JOBS

Project activities this quarter generated 16,895 new jobs, including 14,662 new jobs generated by three private sector infrastructure projects and 2,233 new jobs generated by strengthening allied business competitiveness.

- Support to Private and Public Productive Infrastructure Projects: Three projects supported with feasibility studies generated 14,662 new jobs in the quarter: 14,634 temporary construction jobs; 28 permanent (operational) jobs, including six (6) for women and 18 for youth.
- Strengthening business competitiveness: Project assistance to allied firms generated 2,233 new jobs, including 1,429 in the Western Highlands, 57 for women and 115 for youth. Technical assistance to implement business expansion plans, including to support social housing projects, generated 2,118 new jobs; initiatives to foment a business enabling environment, generated 115 new construction jobs, especially from work implemented in a new urban development project in Villa Nueva.

Figure 6 New Employment Generated, To Date



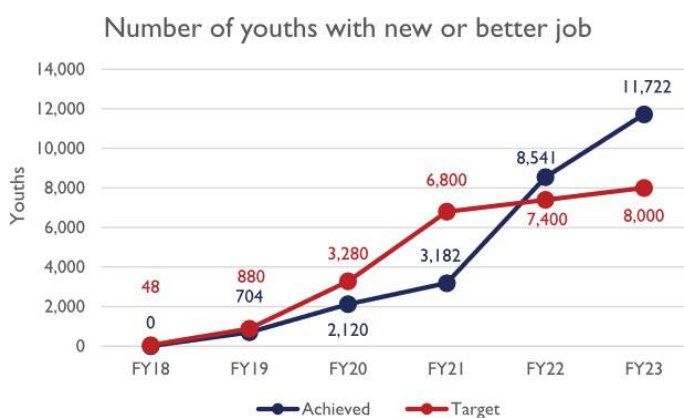
As a result, partner companies continue to grow and create new jobs. The team contributes to this employment generation by working with SMEs to secure financing, improve competitiveness and take advantage of market opportunities, as well as to support development of productive infrastructure and construction projects.

To date, the Project has helped allied partners generate 70,944 new jobs, including 7,591 for women and 10,234 for youth. Most of these jobs come from allied company expansion and implementation of social housing programs (70%); from implementation of productive infrastructure projects (27%), from improvement of the business enabling environment in support of the "ILO 175 Part-Time Labor Agreement" (1%) and through FDI assistance to foreign companies (2%) in light manufacturing (apparel and textile, electrical components), pharmaceutical, food, processed beverages and construction sectors. In line with domestic investments, sectors which created most jobs were: services (55,288; 78%), manufacturing (12,069; 17%) and commerce (2,687; 4%). Most jobs were generated in Guatemala (35,106, 49%), since, on average, companies are larger in this department; and in the Western Highlands (21,207; 30%). Finally, investment attraction and productive infrastructure teams generated 14,631 jobs (21%) in other departments that directly support development in the Western Highlands.

This quarter, the Project helped 2,480 people find temporary work opportunities abroad through the Ministry of Labor's Seasonal Labor Program, including 1,226 youth and 127 young women. Participants in the program travelled to the US (2,270), to Canada (201), to Italy (5) and to Germany (4) to work in gardening, agriculture, carnivals, cleaning, packaging, hotel management, nursing, and construction.

To date, the Project has helped 16,780 people find new or better jobs, including 11,722 youth, far exceeding the Project's goal of 8,000 youth finding new or better jobs. This total includes 7,830 Guatemalans who travelled to temporary overseas jobs, including 3,939 youth and 479 women in the United States (7,066), Canada (752), Italy (8) and Germany (4). Of the 11,722 youth with a new or better job, 4,461 (38%) were hired in the Western Highlands, 3,322 in Guatemala (28%) and 3,939 (34%) travelled to temporary jobs abroad. Of the total number of youth, 3,890 were young women and 2,902 were indigenous.

Figure 7 Project-assisted Youth with New or Better Jobs, To Date



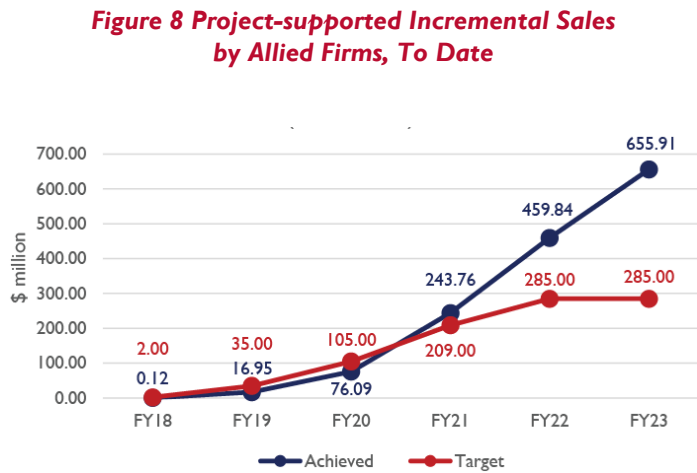
The Project has supported youth broadly under two strategies:

- Ministry of Labor Seasonal Labor Program:** This program helped youth to prepare for employment opportunities abroad by strengthening their skills and, in some cases, improving their communication skills in the contractor's language. In addition, the Project actively supported MINTRAB in finding those job opportunities abroad, leading to temporary jobs abroad for 3,939 youth to date. Of these, 3,546 traveled to the USA, 386 to Canada, 6 to Italy and 1 to Germany; 479 were women and 894 were indigenous people.
- Workforce Development:** This strategy was based on increasing the demand for workers to meet the supply available in the national market; to this end, the program trained 16,086 youth in different job skills. In addition, 7,783 youth found new or better work, including 4,461 in the Western Highlands; 3,411 were women; and 2,008 were indigenous youth. These participants mainly found work in the

service and commerce sectors, including as customer service and sales agents, in telecommunications, as administrative assistants, messengers and drivers.

SALES GENERATED BY PROJECT ALLIES' GROWTH

Project support to partner companies generated \$21.34 million in new sales in the quarter, as they expanded production to meet demand and serve new markets. Of these new sales, 97% (\$20.66 million) are in the service sector; and 74% (\$15.70 million) are from MSMEs. More than \$4 million (19%) of these expanded sales are from firms in the Western Highlands.



Over the life of the project to date, technical assistance and other support has contributed to allied companies achieving new sales of \$655.91 million, including \$292.66 million (45%) for companies in the Western Highlands.

WORK PLAN PROGRESS BY PROJECT COMPONENT

PROMOTING INVESTMENT AND TRADE WORK PLAN PROGRESS

This quarter the Project confirmed two foreign direct investments totaling \$7 million, including a \$6 million greenfield investment by a South Korean firm for a knitting/dyeing factory in *Michatoya Pacifico Industrial Park* in Escuintla. A \$1 million brownfield investment (joint venture) by an Indian company will produce garments in Sacatepéquez.

Over the course of FY23, Project-assisted business advisory services attracted \$115 million in foreign direct investment, including \$57.37 million in light manufacturing of electrical equipment, processed beverages, and laboratory service projects and \$58 million in textile and apparel. These included a \$38 million re-investment by a Mexican carbonated beverage bottling company, which augmented its FY22 investment by doubling its production lines. A \$17.5 million greenfield investment by a Japanese automotive harness manufacturer installed a plant in Ayutla, San Marcos, and a \$1.5 million joint venture investment from a British company will open a laboratory service business. The Project's nearshoring strategy aimed at textiles and apparel investments leveraged \$58 million from three companies this year, including \$40 million from a Spanish firm, \$17 million from a South Korea firm, and \$1 million from an Indian company.

As of the end of the fiscal year, the Project has a pipeline of 53 promising investment opportunities, including 21 multisectoral² ones and 32 investment opportunities in the textile, apparel and light electrical equipment manufacturing sectors.

Support for the generation of information for investment attraction:

A wide range of investment intelligence information is important to promote Guatemala as an investment destination and attract FDI. This quarter, the Project prepared six country profiles and six Business

² Corresponding to the following sectors: manufacture of electric-electronic medical devices, confectionery, chemical products, glass and aluminum, balanced food, auto parts and maintenance services.

Climate reports to support investment attraction efforts. To support pre-prospecting of potential investors, the team developed 12 company profiles and industry infographics in English and Mandarin and finalized an analysis on the Medical Technology industry. The Project also prepared a review of experiences implementing an FDI promotion and attraction strategy, which will serve as a guide next quarter to transfer skills to new government authorities.

Over the course of the year, the Project implemented two (2) events to present research and analysis of “soft-landing”, the minimum procedures and processes that foreign companies must satisfactorily complete during the development stage of their investments. At the request of the Ministry of Economy, the team developed a proposal for a Governmental Agreement to reform the National Competitiveness Program (PRONACOM), including strategic considerations on an organizational structure that would enable PRONACOM to operate as an Investment Promotion Agency (IPA).

Business Enabling Environment

In the business enabling environment this quarter, the Project generated a proposal with the Guatemalan Migration Institute (IGM) to improve visa and residency procedures for foreigners, and it continues to assist the Ministry of Economy to determine the readiness of nine government entities that issue foreign trade permits to offer electronic services, issue electronic documents, and process payments over the Internet. The Project is also supporting implementation of electronic processing systems for construction permits, which were developed for the Municipality of Quetzaltenango, the Ministry of Environment and Natural Resources, the Municipality of Guatemala, and the Municipal Water Company (the latter for water and wastewater permits in Guatemala City).

This year, the Project completed training for business leaders and judges on the application of the International Labor Organization (ILO) Convention 175 which regulates part-time work, and a proposal to improve visa and residency procedures for foreigners at the Guatemalan Migration Institute (IGM). The Project also finalized the Category A and B environmental licensing systems of the Ministry of the Environment and Natural Resources (MARN) and the construction licensing system of the Municipality of Quetzaltenango. Finally, the team continues to generate support for the National Electricity Commission (CNEE)’s proposal to reform regulations that, among other benefits, will enable the creation of a retail energy market and generation of clean energy.

Ministry of Labor Seasonal Labor Program

With support from the Project to improve processing and link Guatemalans with demand for temporary labor around the world, the project enabled 2,480 Guatemalans to legally fill temporary jobs abroad, including 2,270 to the United States, 201 in Canada, five in Italy and four in Germany. Of the total, 1,226 were youth, including 127 young women, and 414 were indigenous people. Participants found employment in gardening, agriculture, carnivals, cleaning, packaging, hospitality, nursing and construction. The Project also began support to the Ministry of Labor’s Information Technology Department to automate processes in the Ministry’s Labor Mobility Department processes, which will increase effectiveness and reduce processing times to 15 business days.

The Project also completed transition of support for the H2 visas program for the Labor Ministry program to the International Organization for Migration (IOM), which included transfer of information and methodologies to support continued implementation and expansion of the Seasonal Labor Program, starting in October 2023.

MOBILIZING FINANCIAL SERVICES WORK PLAN PROGRESS

Under its five-pronged strategy to mobilize financing for Micro, Small and Medium-sized Enterprises (MSMEs), the Project mobilized \$16.85 million during the quarter and \$20.60 million over the year.

To promote financial education aimed at increased access to and use of financial services, the Project trained 115 people through finance fairs during the quarter, including in a virtual training workshop for 65 business owners on accounting, finances and financial management. The strategy has reached 3,392 people over the course of the year. The Project also continued to implement the large-scale financial education strategy initiated in Year 4 in alliance with three financial institutions. The program has reached 3,212 people with financial counseling this year, including recipients of family remittances, on topics including the importance of budgeting, saving, the proper use of credit, and insurance. These activities surpassed the goal of 2,500 people trained in Year 6.

In addition to its work with SMEs, the Project engages with Financial Institutions to promote access to financing for MSMEs and recipients of remittances. This quarter, the team mobilized \$10.05 million in productive financing with this strategy. The Project also mobilized \$2.12 million in savings and \$1.21 million in productive financing for family remittance recipients, results that exceeded annual targets (See Annex A, Task No, 2.02.01-02).

Technical assistance to the Ministry of Agriculture *Guatelvierte* program this quarter enabled the mobilization of \$1.80 million in financing for agricultural microentrepreneurs. The Project's support to *Guatelvierte* is aimed processes for partial guarantees to financial institutions to promote financing for agricultural activities. Technical assistance to Pomona Impact Fund II enabled it to receive two foreign investments of \$15.0 million during the quarter, which was evenly split between the U.S. International Development Finance Corporation (DFC) and the World Bank's Development Finance Corporation. During the year, a bank received a \$12.5 million partial guarantee program to expand its SME financing portfolio, in addition to the \$7.5 million in Pomona II support, for a total of \$20.0 million mobilized by the DFC. This amount exceeds the \$15.0 million target for the year.

The Project promoted innovation within financial institutions to expand affordable housing and job creation. This quarter, participating financial institutions mobilized \$6.61 million in family investments, which benefited 239 families in the departments of Totonicapán and Huehuetenango. Construction for affordable housing generated 615 jobs and boosted local economies. This year, the Project has mobilized a total of \$39.03 million through its social housing strategy, which has resulted in 1,219 families owning their own homes and 3,609 jobs. This result exceeds the goal of \$35.0 million mobilized from IFIs for social housing (See Annex A, task No, 2.03.01-01).

Finally, the team provided technical assistance to help companies improve their business and financial performance and obtain access to financing. Supported companies reported \$1.34 million in new sales this quarter, \$43.73 million this year and a life-of-project total of \$151.17 million to date.

UPGRADING PRODUCTIVE INFRASTRUCTURE WORK PLAN PROGRESS

This quarter, the Project provided technical assistance and other inputs to support 15 infrastructure projects, completing feasibility studies for three and monitoring implementation progress on twelve. Of the twelve projects in progress, seven leveraged a total of \$164.84 million investment during the quarter, including \$156.74 million aligned to Feed the Future (FTF) goals and \$1.76 million in clean energy projects.

For the year, the total number of projects receiving technical assistance and support reached 22, including development of feasibility studies for nine and follow-up, support, and monitoring to for a portfolio of

twelve projects in process.³ As a result, the Project has leveraged investment of \$196.49 million and generated 16,103 new jobs during the year.

IMPROVING PRIVATE SECTOR COMPETITIVENESS WORK PLAN PROGRESS

This quarter, the Project provided specialized technical assistance to 75 companies, including 27 new partners, to improve competitiveness and promote growth. Technical assistance focused on business model improvement, franchising, strategic planning, marketing, digital transformation, and internationalization to support exports. As a result, allied companies generated 1,263 new jobs, \$8.85 million in new investments, and \$20 million in new sales. Of the companies that reported new employment, 96% (1,208) are in the service sector and SMEs generated 51% (642) of them.

Over the year, the Project supported 207 companies, including 55 new ones. As a result, allied companies reported 9,829 new jobs, \$113.20 million in new investments, and \$152.15 million in new sales. Of the total employment generated during the year, 83% (8,158) came from companies in the service sector and SMEs generated 46% (4,500) of these jobs.

DEVELOPING THE WORKFORCE WORK PLAN PROGRESS

FY23 efforts focused on training youth in soft and technical skills that would enable them to find new or better employment. The team implemented six job fairs to link youth to jobs offered by allied companies, including many roles generated by project support. Support included training of 1,918 youth, including 686 in the Western Highlands, 1,001 young women, and 359 indigenous people. In addition, the team helped 958 young people find new or better jobs, including 674 in the Western Highlands, 369 women and 117 indigenous youth. This includes 228 youth who certified in one of four technological diplomas offered by the Project: Basic Microsoft Excel, Community Manager, Cisco Certified Networking Associate (CCNA) and Web Developer with Javascript.

PRESIDENTIAL INITIATIVES



Feed the Future Support Across Components

Support for improvements in Policies and Institutions

- a) **Ministry of Agriculture Guatelvierte Trust Fund.** The Project concluded technical assistance provided to the Ministry of Agriculture (MAGA) and *Guatelvierte* this quarter, delivering 21 reengineering documents which are pending approval by Trust authorities. These regulatory and operational tools for the *Guatelvierte* Trust should allow MAGA and *Guatelvierte* to relaunch this innovative instrument of partial credit guarantee to financial markets (banks, finance companies, cooperatives, microfinance companies, FinTech and AgTech).
- b) **Credit and Guarantee Trust for the Development of MSMEs and Entrepreneurs.** At the request of the Ministry of Economy (MINECO), in 2023, the Project initiated technical assistance to modify the contract of the MSME Development Trust which is managed by *Banco de los Trabajadores* (BANTRAB) to update six (6) regulations and six (6) manuals of this Trust,

This assistance is supporting negotiation of the proposed modification of the Trust contract with the trustee (BANTRAB); next quarter the approval process will be initiated by the Department of Trusts of the Ministry of Finance (MINFIN), the Attorney General's Office (PGN), and finally the General Presidential Secretariat. At the same time, the Project and the MINECO Technical

³ The Project also provided technical assistance to the *La Democracia* market project in Quetzaltenango this year, but support was discontinued when the feasibility analysis determined it was not a viable project.

Team are updating the regulatory framework of the Trust Fund, which is expected to be completed by March 2024.

- c) **Strengthening of the Parametric Catastrophic Insurance Program for Small Agricultural Producers (MAGA).** The Project provided technical assistance to MAGA to design and implement the Parametric Catastrophic Insurance for Excess Rainfall and Drought for Small Agricultural Producers. The pilot test phase reached 6,600 small agricultural producers associated with MAGA and included definition of the insurance company *Credito Hipotecario Nacional* (CHN), the form of payment to possible beneficiaries and financing of the policy cost by MAGA. Phase 2 scaled the model up reaching 40,000 small farmers, which covered the 2022/2023 agricultural year including two agricultural cycles and benefited 10,000 small farmers affected by excess rain and drought throughout the country. In Phase 3, the agricultural year 2023/2024, the Project did not have access to official information.

Support for upgrading private and public productive infrastructure

Of the 11 projects in the FTF portfolio expected to improve transportation conditions between rural agricultural producers and urban markets, three leveraged investments of \$156.74 million and generated 13,979 new jobs this quarter.

In the year, five projects leveraged investment of \$176.43 million; including \$168.98 million leveraged from private sector projects and \$7.44 million leveraged from public sector projects, generating 14,453 new jobs.

Support for improved competitiveness of the private sector

This quarter, the Project provided technical assistance to six companies in agricultural value chains including developing organizational and procedural manuals, internal work regulations and plans to expand to markets overseas, as well as financial advisory services to access financing.

In the year, the Project provided specialized technical and financial assistance to 37 companies in agricultural value chains to promote their growth and generate benefits for local producers and suppliers in their value chains. As a result, this year, 19 companies recorded incremental sales of \$4.73 million, far exceeding the goal of \$1.7 million; 26 companies reported \$9.82 million in new investments, exceeding the annual goal of \$4.70 million; and companies reported \$6.80 million in financing, exceeding the goal of \$4.0 million. Of the total in financing, \$1.80 million corresponds to financing granted through the guarantee offered by *GuatelInvierte*, which provides access to financing for agricultural small producers.

Clean Energy

In the quarter, two of six clean energy infrastructure projects leveraged investment of \$1.76 million, and the team completed feasibility studies for a third.

Over the course of the year, four projects leveraged investment of \$3.96 million, including \$3.48 million in the Department of Guatemala and approximately \$480,000 in the Western Highlands. In addition, the team completed feasibility studies for three projects in Quetzaltenango. The Project also provided follow-up and technical assistance to allied companies for clean energy projects, which in their design or operation include actions to reduce CO2 emissions.

This quarter, in partnership with the Guatemalan Green Building Council (GGBC), which specializes in awarding sustainable construction certificates, the Project provided technical assistance to three projects that contributed to annual energy savings of 51,508 Kw. Implementation of these best practice-informed projects will contribute to avoiding greenhouse gas emissions of 132.48 tons of CO2e per year. In addition,

the San Nicolás del Bosque project in the municipality of Mixco, Guatemala will represent a 40% improvement in its lighting systems and contribute to annual energy savings of 59,038 kWh and reduction of 23.63 tons of CO₂e annually. In the year, these firms made investments of \$5.02 million; 110,546 kWh and 156.11 tons of CO₂e; for a total of \$5.02 million of investment mobilized for clean energy as supported by USG assistance [indicator EG.12-4].

Women's Entrepreneurship and Economic Empowerment

During the quarter, the Project provided specialized technical assistance to 31 companies in two groups: Women-led SMEs and Value Chains, group III. Of these, 29 are led by women and nine are in the Western Highlands. Technical assistance focused on development of administrative and business tools that will enable the SMEs to organize and improve operations and achieve their growth plans. These tools included strategic plans, portfolios of good business practices, and manuals of procedures and internal work regulations. In Year 6, the team provided technical assistance to 62 companies led by women in areas including marketing, e-commerce, labeling, good manufacturing practices, accounting and finance.

Gender and Social Inclusion

This quarter, a partner company adopted and implemented a Diversity and Inclusion Policy that included an implementation plan outlining strategic areas to achieve a more diverse and inclusive organizational culture and a workplace free from discrimination and harassment. The team facilitated two workshops on internal communication and stereotype-free advertising and on the importance of developing human resource manuals and regulations with a focus on diversity and inclusion. The team also implemented a process to document good practices and lessons learned with companies that adopted and implemented Diversity and Inclusion Policies between 2019 and June 2023. This year, the Project has helped seven allied companies adopt and implement Diversity and Inclusion Policies and trained 601 employees in related themes.

GRANTS PROGRAM WORK PLAN PROGRESS

In the final quart of FY23, grants to the Yaman Kutx and COSAMI cooperatives mobilized \$6.61 million that benefited 239 families in the Totonicapán and Huehuetenango, generating 615 direct construction jobs and boosting local economies. The Yaman Kutx grant mobilized \$1.64 million this quarter to build 70 homes in Huehuetenango and generate 200 direct jobs. COSAMI reported a total of \$4.97 million in financing for social housing that will support 169 families and the creation of 415 direct jobs.

Over the course of the year, these grant-supported social housing programs mobilized \$39.03 million in financing to 1,219 families and generated 3,609 direct jobs. Highlights include partner COSAMI, which concluded the program with the Project in April but continues to implement financing for social housing to meet member demand. In the Credicorp program, 80 of 169 participating families are female-headed households.

Project grants supported BIOTRASH to complete its feasibility studies this quarter for a project that will expand collection, transportation, treatment and disposal services for hazardous and non-hazardous recyclable waste in the Western Highlands and expand the treatment plant in the department of Escuintla. Project grants funds also supported feasibility analyses for BYPASS SUR, which will to build a private toll highway to improve traffic on the principal route connecting Guatemala City with Mexico; and finally, the *Puerta del Istmo* Master Plan, which fosters urban-environmental conditions for the proper functioning and logistical efficiency of the area, contributing to greater economic and social development in the departments of San Marcos and Quetzaltenango. Completion of these projects during the quarter enabled the project to record leveraging \$162.89 million in investment, generating 14,662 new jobs and contributing to annual results of \$184.43 million in investment and 16,054 jobs.

This quarter, Project grants funds also supported TORBAR, S.A. to complete implementation of the "Próspera" social housing construction project, with a goal to build 500 housing units in Zone 3 of Guatemala City. Through the grant, the company implemented technical studies and commercial strategies this year, which resulted in generating 342 new jobs, \$5.5 million in new sales, and \$2.44 million in new investments. This real estate project provides low-income people with the chance to acquire a decent home with financing options appropriate to their income.

This year, the team also completed a grant with CDRO to train youth in work readiness skills, resulting in capacity building for 2,567 youth in Quetzaltenango, Totonicapán, Quiché, San Marcos, and Huehuetenango. CDRO implemented eight (8) modules of topics teamwork, emotional intelligence and basic skills to promote sales for 16 hours. Of those trained, 62% were young women and 51% were indigenous youth. As a result of the program, 636 youth found new or better work, of whom 39% were women and 23% indigenous. The program formed alliances with 26 companies and implemented 10 employment kiosks to help bring skilled youth in touch with companies seeking to fill vacancies.

PROJECT CONTEXT DURING THE QUARTER AND YEAR

In the wake of the global pandemic, the Guatemalan economy grew a lot, reaching 8% in 2021. Historical growth rates for Guatemala have been closer to 3.5 – 4.0% annually, and the Project anticipates 2023 to reflect a return to that baseline. Inflation continues to wane, registering an interannual rate of 4.47% in August, between the limits defined by monetary policy. This stability allowed the Monetary Board to keep the reference rate unchanged at 5% (same value as the previous month). Along the same lines, economic growth according to the Monthly Index of Economic Activity (IMAE in Spanish), reports an interannual value of 4.4% in July, with a positive short-term forecast. Credit to the Private Sector improved over last year (14.2% today compared to the same month last year), but by the end of the year it is only expected to improve 9.5% (a range between 8% and 11%), which is lower than last year's improvement which was 15.8%). In other words, credit is still growing but at a lower rate than last year. Exports and imports have also contracted year-on-year (8.8% and 7.2% respectively), and the USD-GTQ exchange rate remains stable despite a growing flow of family remittances (\$14.27 billion accumulated to September 21, 2023).

For the Project, these figures represent ambiguous prospects for partner companies' performance, since economic activity of 2023 last quarter will affect revenues and job creation. According to the Guatemalan Institute of Social Security (IGSS), the number of contributing members is approximately 1.56 million, 77,636 more than at the end of 2022.

The US nearshoring apparel market retail industry expects moderate growth for the current year and anticipates improved demand before Christmas. Retailers are adjusting their strategies by offering discounts and managing inventory to navigate challenging market conditions. Moderating but persistent inflation in the US has consumers exercising caution when purchasing clothing and accessories. Industry analysts anticipate a slower growth rate of 10% in revenues for fashion retailers in the current financial year. This growth rate is a significant decrease from the 51% increase reported in the previous year. This scenario is impacting investors' decisions to invest in Guatemala, as many prospects are postponing their exploration process until market recovery.

Perhaps most significantly in the near term, Guatemala held elections for President this year. While the process was peaceful, continued uncertainty in the aftermath has generated political instability and an unfavorable impact in national and international media. This instability has already created reservations within companies that have potential investment projects in the country, several of which have already switched to a "wait and see" stance for the coming months, as the new government takes office at the beginning of next year. Even if the outcome is favorable, this situation is likely to extend projected times

for investments to materialize in Guatemala, especially for European companies that are more concerned about the situation.

For the Project, the months after the election have presented a challenge in showing results and confirming continuity with the elected President's team. The Project will continue to evaluate its outlook for a smooth transition as we continue to focus on areas of cooperation with the government, including processes and agreements to streamline and automate processes, promotion and facilitation of investment, provision of financial support to SMEs, and investment in productive infrastructure.

LESSONS LEARNED:

- The experience of working with partner companies and confirmation of the added value that external technical assistance can generate in business management resulted in the creation of a culture of contracting business development services (BDS) by allied companies after Project support is completed. As a result of this change in the valuation of business development services, business development service providers have expanded their markets, strengthened their work teams by hiring new personnel, and broadened their areas of expertise to offer more comprehensive services in line with their clients' needs. Internal competencies of BDS providers improved in several ways as a result of working with the Project, including reaching markets in new geographic areas; learning about the business context in different regions; improving their communication and integration skills in different cultural contexts; strengthening competencies to report results; and improving organization and operations. Therefore, their experience working with the Project was an opportunity for growth in all senses, professionally, organizationally, and economically.
- The Project's proactive nearshoring investment attraction strategy in the textile and apparel sector generated a new vision and paradigm shift in attracting investment for this sector, which has been disseminated to government authorities such as PRONACOM and the Ministry of Economy, as well as private associations such as AGEXPORT and VESTEX. This has incentivized stakeholders to further support the strategy.

Table 1 Progress in meeting Project goals, as of September 2023.

Indicator ID	Indicator title	Unit of measure	Y6 (Oct 2022-Sep 2023)		Target vs. Actual (Feb 2018-Jul 2024)	
			Annual Target	Annual Achieved	Target LOP	Total cumulative to FY6
1	Number of full-time equivalent (FTE) jobs created	FTE	6,250	34,300	50,000	70,944
1.a	[EG.5-2] Number of full-time equivalent (FTE) jobs created (direct)	FTE	4,529	26,231	36,232	53,163
1.b	Number of indirect of full-time equivalent (FTE) jobs created	FTE	1,720	8,069	13,768	17,781
2	Amount of Foreign Direct Investment (FDI) mobilized (USD MM)	USD M	7.00	130.37	50.00	181.05
3	Amount of domestic investment mobilized (USD MM)	USD M	N/A	124.37	25.00	413.36
4	Number of people receiving training on financial topics	Participant	N/A	3,392	9,100	38,902
5	Number of SMEs participating in the financial sector	Unit	18	46	271	297
6	Value of financing and services provided to SMEs (USD MM)	USD M	N/A	20.60	50.00	95.48
7	Value of financing and services provided to remittance recipients (USD MM)	USD M	0.50	1.21	6.00	8.07
8	Value of capital invested in SMEs (USD MM)	USD M	N/A	46.95	25.00	156.89
9	Remittances value (\$) directed towards investments and productive purposes	USD M	N/A	2.12	4.50	10.29
10	Number of municipal instruments of urban and rural regulation completed	Units	N/A	0	12	14
11	Number of infrastructure projects marketed to the GOG and private sector for investment, including foreign direct investment	Units	N/A	9	16	30
12	Amount of total public and private dollars leveraged for information and communications technology (ICT) and other infrastructure projects (USD MM)	USD M	5.00	186.88	60.00	235.19
13	Number of people benefiting from improved ICT and other infrastructure services (People M)	People	N/A	311,484	300,000	900,551

Indicator ID	Indicator title	Unit of measure	Y6 (Oct 2022-Sep 2023)		Target vs. Actual (Feb 2018-Jul 2024)	
			Annual Target	Annual Achieved	Target LOP	Total cumulative to FY6
14	Value of sales generated by SMEs selling goods and services directly to the GOG, per year (USD MM)	USD M	9.10*	9.48	N/A	N/A
15	[EG.5.2-1] Number of firms receiving USG-funded technical assistance for improving business performance	Unit	N/A	218	1,100	1,541
16	Number of firms participating in newly strengthened supply chains, foreign and domestic	Unit	N/A	7	275	345
18	[EG.5.2-2] Number of private sector firms that have improved management practices or technologies	Unit	N/A	214	275	811
20	[EG.5-1] Value of new non-agricultural sales generated by firms receiving assistance (USD MM)	USD M	N/A	196.08	285.00	655.92
21	Number of private sector firms selected for partnership	Units	N/A	10	275	427
23	Number of youths participating in workforce development initiatives	Youth	875	1,918	10,000	16,086
24	[EG.6-1] Number of individuals (youths) with new or better employment following completion of USG- assisted workforce development programs	Youth	600	3,181	8,000	11,722
25	Number of job fairs to connect industry with job seekers, per year	Unit	N/A	6	33	82
26	Value of new USG commitments, and private sector and GOG investment leveraged by the USG.	USD M	N/A	441.61	135.00	829.57
27	[EG.3.2-26] Value of annual sales of producers and firms receiving USG assistance [IM-level]	USD M	1.70*	4.73	N/A	N/A
28	[EG.3.2-27] Value of agriculture-related financing accessed as a result of USG assistance [IM-level]	USD M	4.00*	6.80	N/A	N/A
29	[EG.3.1-14] Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition [IM-level]	USD M	4.70*	178.80	N/A	N/A
30	[EG.3.2]: Number of individuals participating in USG food security programs [IM-level]	People	40*	187	N/A	N/A
31	[GNDR-2]: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level]	Percentage	30%*	26.2%	N/A	N/A
32	[YOUTH-3]: Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29) [IM-level]	Percentage	20%*	16.04%	N/A	N/A
33	[EG.12-4] Amount of investment mobilized for clean energy as supported by USG assistance	USD M	8.00	5.022	10.00	5,295

* Indicators with annual, non-cumulative targets



I TRADE AND INVESTMENT PROMOTED

The quarter closed with confirmation of \$7 million in foreign direct investment from a South Korean and an Indian company, which are both in the textile industry. This year, the Project attracted investments of \$115 million and generated 1,024 jobs. To date, the team has attracted FDI worth \$151.01 million, which have created 1,305 jobs in the departments of Guatemala, Retalhuleu, and San Marcos. The foreign companies that have invested are from Mexico (\$57.96 million), Spain (\$40 million), South Korea (\$32 million), Japan (\$17.50 million), the United Kingdom (\$2.50 million), India (\$1 million), and El Salvador (\$0.05 million). They belong to the light manufacturing sectors of electrical components, apparel and textiles, pharmaceutical services, and processed food and beverages. Of the total accumulated to date, \$90.50 million is a result of nearshoring strategies.



Nearshoring for Textiles, Apparel and Electric Components

The team received a Letter of Intent this quarter from a Brazilian firm to invest \$5 million and create 200 direct jobs in a modern textile factory. This quarter, the Project generated four (4) investment prospects in its pipeline with a total of 10 prospects for the year from eight (8) countries, in addition to the 19 prospects from the previous year, with a total accumulated of 29 prospects from 13 countries to date.

The team organized and accompanied four (4) investment agendas this quarter to continue exploring business opportunities and supporting schemes for investment projects. The Project continued to support the Guatemalan Textile and Apparel Association (VESTEX) to strengthen FDI support services and coordinate joint activities to continuously promote Guatemala as an investment destination.

The Project continued to provide support and information to the Japanese company that manufactures electrical harnesses for the automotive industry, which inaugurated its plant in Ayutla in February this year and began exporting to the United States in March. This company has generated 956 jobs, making it the FDI-supported company that has generated the most permanent jobs.

Business Enabling Environment

The Project continues to support institutions of the Executive Branch and Municipalities to promote simplification and automation of construction licenses, the promotion of renewable energy production and the transition to electronic government of entities related to foreign trade. This year, the team completed training for labor inspectors, business owners and judges in the correct application of International Labor Organization (ILO) Convention 175. The team developed a proposal to improve regulations for visas and residency for foreigners, and also an improved system of construction licenses for the Municipality of Quetzaltenango and a streamlined system to obtain Category A and B environmental licenses from the Ministry of the Environment and Natural Resources.

In addition, this quarter, the team completed support activities for the Ministry of Labor (MINTRAB), including financing of temporary personnel, transfer of methodologies and information from the Seasonal Labor Program to the International Organization for Migration (IOM) and technical assistance for attracting new employers, as well as participation in international events.



Feed the Future

There are no Feed the Future activities to report this quarter or this year.



Clean Energy

The team is developing a proposal to modify the Technical Norms for the Connection, Operation, Control and Commercialization of Renewable Distributed Generation and Self-producing Users with Energy Surplus (NTGDR) and regulations related to the electricity market. This effort aims to develop the concept of "Simple Co-generator," as a user with options to liquidate surplus electricity it injects into the distribution or transmission system (which is excess to its own consumption), without such injection negatively affecting the quality standards of service in the distribution network. So far, the team has advanced in technical studies but has not yet initiated a draft of a proposal for regulatory reform; both issues will be finalized in Year 7.

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS FROM THE QUARTER AND YEAR:

IN THE QUARTER:

- This quarter 2,480 workers traveled to new jobs, including 1,226 youth. Of these, 2,270 traveled to the United States, 201 traveled to Canada, five to Italy and four to Germany.
- This quarter 115 new jobs were generated at the *Ciudad Reformadores* project in Villa Nueva.
- Authorization of the regulation that allows Mexican cargo trucks to enter a 30-kilometer radius of the Guatemala-Mexico border will promote investment in the area and contribute to improved logistics processes.
- Organization of three (3) tailored in-person work agendas for the Japanese electrical harness company, addressing trade and customs issues between Mexico and Guatemala.
- Organization of one (1) in-person investment agenda for a Colombian company which distributes spare parts and manufactures auto parts for electric and combustion-engine powered vehicles.

- Identified 20 potential investors while participating in the *Expo INA PAACE Automechanika* trade fair in Mexico City.

IN THE YEAR

- This year 4,611 workers traveled to new jobs, including 2,223 youth. Of these, 349 traveled to Canada, four to Germany, eight to Italy, and 4,250 to the United States.
- This year 584 new jobs were generated through the *Ciudad Reformadores* project in Villa Nueva.
- Organization and management of five (5) investment agendas for two (2) Mexican and one (1) Japanese company in the financial services, processed food and electrical components manufacturing sectors.

Table 2 Expected and Achieved Results for Year 6 – Component 1 Trade and Investment Promoted

Core Component FY6 Target Results	Expected	Achieved
Number of full-time equivalent (FTE) jobs created	1,686	1,608
Amount of Foreign Direct Investment (FDI) mobilized (USD MM)	37	115
Number of youths with new or better employment	650	2,223

1.1 SUPPORT FOREIGN AND DOMESTIC INVESTMENT PROMOTION

This quarter, the Project continued to accompany foreign companies interested in investing in Guatemala, providing them with information and coordinating virtual and in-person meetings, especially with legal, tax, logistics, customs and real estate service providers. The team facilitated three (3) work agendas for the Japanese company that manufactures electrical harnesses for the automotive industry, with key players in the areas of electrical service, logistics, customs, human resources and visits to sites, including industrial parks in Quetzaltenango, Retalhuleu and Escuintla to select the location of a second plant. The team also provided advisory services to two Colombian companies, one in the chemical sector and the other in the automotive sector. But the political situation has led them to postpone their decisions for the time being.

At the beginning of Year 6, the Project had an active pipeline of 35 FDI opportunities worth \$228.4 million dollars which could generate up to 10,131 potential jobs; at the end of the year, the team has an active pipeline of 53 investment opportunities worth \$281.3 million dollars which could generate up to 9,352 direct jobs.

To date, foreign companies from Mexico, Spain, South Korea, Japan, the United Kingdom, El Salvador and India have invested \$151.01 million in Guatemala as a result of Project support, in light manufacturing of electrical components, apparel and textile, pharmaceutical service, and processed food and beverage sectors.

1.1.1 DEFINE AND IMPLEMENT AN INSTITUTIONAL FRAMEWORK FOR INVESTMENT PROMOTION

In the quarter, the Project prepared information to meet requirements of the investment promotion team and other institutional partners, to respond to potential investor queries as they evaluate Guatemala as an investment destination. The team prepared profiles of six countries: Malaysia, United Arab Emirates, Germany, Japan, Ireland and the Republic of Korea. As part of its participation in the Interinstitutional Investment Intelligence Roundtable, the Project prepared an infographic on the beverage industries and collaborated in the revision of infographics for pharmaceutical manufacturing, food, apparel and textiles, Information Technology Outsourcing (ITO) with data on foreign trade and economic competitiveness.

The Project continued to prospect for new leads, especially identifying opportunities in manufacturing of electrical and electronic parts for the automotive industry. As a result of this work, the team prepared

profiles on 12 companies, all of which were identified during the *INA PAACE Automechanika* trade fair in Mexico City. The companies are mostly from the manufacturing sector and in some cases from the auto parts sector, from countries such as Mexico, Brazil, Korea and Germany.

In the quarter, the team advanced in analyzing specific categories of the Medical Technology industry, which includes priority sectors such as the manufacture of medical and electronic devices, as well as IT services. The team implemented this analysis, which is set out in a document, in collaboration with the Ministry of Economy's Economic Policy and Analysis Department (DAE).

Finally, this quarter the team responded to requests for information on salaries, real estate supply and other specific queries. In addition, the team prepared information inputs in excel tables with demographic and economic information (EAP, total population, disaggregated by sex, age groups, disaggregated by prioritized departments), to support an initiative to build a human talent information system for the ITO-electronics sector, with the AGEXPORT ITO Commission, the Municipality of Guatemala and *Guatemala No Se Detiene* (GNSD).

In Year 6, the Project completed 24 country profiles and six (6) Business Climate reports and created an infographic on the manufacture of electronic devices which was translated into English and Mandarin. In prospecting for new leads, the team identified 52 companies and prepared 47 company profiles. The team presented analysis of opportunities in the Hitech industry to FDI partner institutions, including MINECO/PRONACOM, the Ministry of Foreign Affairs, the Municipality of Guatemala and the Private Investment Agency/AGEXPORT.

To date, the team has prepared 42 Business Climate reports and country profiles for 14 countries to help investment promotion efforts which include prioritized sectors in manufacturing and services. In prospecting, the investment intelligence team identified 198 foreign companies, which were investigated, resulting in 103 company profiles. In terms of sectoral information, the team prepared four (4) sectoral profiles and created 15 infographics including on logistics and special economic zones, electronics manufacturing and benchmarking of apparel and textiles.

1.1.2 DEVELOP, MANAGE AND FACILITATE A PIPELINE OF INVESTMENT OPPORTUNITIES

The Project received two Letters of Confirmation this quarter. The first came from a company from Korea for an additional \$6 million investment to develop a new All-in-One vertical complex in the *Michatoya Pacifico Industrial Park*. The second came from an Indian company for a \$1 million investment made in a garment factory in Sacatepéquez, which could generate up to 500 jobs by July 2024. The Project provided comprehensive due diligence support during the last 16 months, organized multiple visits to Guatemala, and helped the investor adapt to language barriers, time differences, legislation, labor skills and availability, and doing business in Guatemala. The Project has signed a Non-Disclosure Agreement for the investment project, which expects to invest up to \$2 million more in the future, generating up to 1,000 direct jobs.

The Project also received a Letter of Intention to Invest from a vertically integrated textile company headquartered in Brazil, to implement a modern textile factory with a projected \$5 million investment to create 200 jobs for Guatemalans.

The team managed in-person work agendas with key stakeholders to improve conditions and operations of a Japanese automotive electrical harness manufacturer in Ayutla, San Marcos, which while focused on analysis of options to install a second plant, also included analysis of electricity costs, logistics efficiency, customs processes and labor training to expand two new production lines. In the 25 months supporting this Japanese company, the Project has leveraged investment of \$17.5 million which has created 956 jobs, which makes it the main generator of permanent employment in the department of San Marcos. This has been possible thanks to the specialized investor services provided by the team, and support is currently

being provided to select a location to install a second plant in southwestern Guatemala, which will significantly increase both investment and employment.

Year 6 began with a portfolio of 35 active projects, of which four (4) completed their investments. Of the remaining 31, 14 are no longer in the active pipeline: three (3) British companies will no longer continue their evaluations; four (4) companies are no longer responding to communications;⁴ a Mexican firm has determined not to invest here; and two (2) apparel and textile investors will postpone decisions for the time being. The FDI portfolio at the end of the year has 53 companies interested in investing in Guatemala. Of these, 21 are in an active process of investment intention and there is information on the amount of potential investment and employment generation for Year 7 and after the life of the project. The remaining 32 companies are still in the process of evaluating Guatemala as a potential investment destination.

The team continues to participate in the FDI attraction coordination roundtable of the *Guatemala No Se Detiene* Initiative, which includes representatives of the Private Investment Agency, the Municipality of Guatemala, MINECO, PRONACOM, and the Ministry of Foreign Affairs. The current sector of focus is the manufacture of electronic devices. In these meetings the Project has sought to identify and seek support to solve the main challenges in softlanding issues and highlight success stories and lessons learned.

The team organized and accompanied four (4) investment agendas this quarter to support investment opportunities and also continued to support the Guatemalan Apparel and Textile Association (VESTEX), to strengthen FDI support services and coordinate joint activities to continuously promote Guatemala as an investment destination.

During this period the team provided soft-landing services to multiple investment projects on a continuous basis, including in the following areas: development of cost structures based on Guatemalan services and labor costs, and concluding with FOB prices, evaluation of fabric structures that can comply with the Central American Free Trade Agreement (CAFTA) rules of origin, identification of infrastructure (industrial parks, free zones, greenfield land) available in Guatemala suitable for manufacturing facilities, construction permits, environmental regulations compliance, work permits for key personnel, B2B links with possible local strategic partners to venture into potential Joint Ventures and share capacities, know-how and technology transfer, coordination of multiple visits with key investor’s personnel to Guatemala and accompaniment to interviews with public and private sector entities to learn administrative procedures to implement FDI.

The following table shows data for the 25 projects that have advanced in their investment process: four (4) have completed their investments; 21 have investment and employment generation projections for Year 7, as well as for the years beyond the Life of the Project:

Table 3 Key FDI Projects – Achievements and Projections

#	Country	Industry	Confirmed		Pending FY7 (jun-24)		After LOP	
			Investment (\$ million)	jobs	Investment (\$ million)	jobs	Investment (\$ million)	jobs
Projects with Investments Consolidated								
1	UK	Laboratory services	2.5	20	n/a		n/a	n/a
2	Mexico	Food and beverages	52.72	206	9 ⁵		n/a	n/a
3	Mexico	Logistics	5	102	0		n/a	n/a
4	Mexico	Retail	0.24	21	n/a		n/a	n/a
Projects with Projected Investments								
5	El Salvador	Food and Beverages	0.05	0	0		n/a	n/a

⁴ One each from Germany, Belgium, Holland and France

⁵ This company had additional investments before June 2023.

#	Country	Industry	Confirmed		Pending FY7 (jun-24)		After LOP	
			Investment (\$ million)	jobs	Investment (\$ million)	jobs	Investment (\$ million)	jobs
Projects with Investments Consolidated								
6	Japan	Manufacturing (nearshoring)	17.5	1146	0	585	57.5	3,772
7	Denmark	Medical product manufacturing	.	0	1	0	10.8	760
8	Poland	Food and Beverages		0	1	21	1.5	58
9	UK	Medical Devices	2.5	0	0.8	8	1.7	21
10	Colombia	Chemical Manufacturing		0	3	5	22	72
11	Mexico	Electrical Manufacturing		0	0		0.5	16
12	Mexico	Food and Beverages			0	0	50	98
13	Sri Lanka	Apparel and textiles		0	0		5	500
14	Taiwan	Apparel and textiles		0	0		5	500
15	South Korea	Apparel and textiles	32	0	15	275	253	2,000
16	India	Apparel and textiles	1	0	0	687	2	687
17	India	Apparel and textiles	0	0	0.5	275	0.5	275
18	Colombia	Apparel and textiles	0	0	2	687	8	500
19	Colombia	Apparel and textiles	0	0	2	0	58	618
20	South Korea	Apparel and textiles	0	0	11	69	59	824
21	Spain	Apparel and textiles	40	0	0	343	7	700
22	Korea	Apparel and textiles	0	0	0	0	200	300
23	Vietnam	Apparel and textiles	0	0	0	0	2	500
24	Korea	Apparel and textiles	0	0	0	0	6	500
25	Colombia	Apparel and textiles	0	0	1.5	137	1	137
	Total		153.51	1,495	46.8	3,092	750.5	12,838
	Nearshoring total		90.50	1,146	32.0	3,058	664	11,813
	Apparel and Textiles Total		73.0	0	32.0	2,473	606.5	8,041

1.1.1 SUPPORT DEVELOPMENT OF INDUSTRIAL ZONES AS INVESTMENT DESTINATIONS

The Project continued to follow up and support the real estate group located in Villa Nueva, which is developing the *Ciudad Reformadores* project. This quarter, Phase I - construction of the Metropolitan Civic Center -- generated 115 jobs. Significant domestic investment is expected to be reported next quarter.

This year, the team concluded support to the real estate group in seeking a favorable opinion from the National Coordination for the Mitigation of Disasters (CONRED) for an environmental permit which will allow urban development in an area along a river bordering the property. This year, the project created 584 jobs and to date, 918 jobs.

I.2 IMPROVE THE ENABLING ENVIRONMENT

The team has been working in three key areas to strengthen the business enabling environment: 1) development and promotion of public policies and regulatory frameworks; 2) simplification and automation of construction licensing procedures; and 3) strengthening the Ministry of Labor Seasonal Labor Program. Within this framework, the team actively supported public and private sector efforts to formulate favorable public policies and improve processes conducive to a competitive environment, fostering economic growth and investment in Guatemala.

This quarter, the team continued to provide technical assistance to the following institutions: (a) to the Ministry of Economy (MINECO) to identify barriers hindering the transition to e-government for eight institutions responsible for issuing foreign trade permits; (b) Guatemalan Migration Institute (IGM) to develop a proposal to modify migration procedures for visas and residency for foreigners; (c) the National Electricity Commission (CNEE) to update electricity standards to promote the use of renewable energy sources; and (d) the Municipality of Guatemala and the Municipal Water Company to develop construction licensing and permitting systems related to water.

This year, the Project achieved the following goals: (a) supporting the Ministry of Labor and Social Welfare (MINTRAB) to implement workshops for employers, labor inspectors and judges on correct application of the International Labor Organization's Convention 175 on part-time contracting, with 180 participants; (b) completing a streamlined system of Category A and B construction licenses for the Ministry of the Environment and Natural Resources (MARN); (c) completing a streamlined system of construction licenses for the Municipality of Quetzaltenango; and, (d) completing a streamlined system of construction licenses for the Municipality of Huehuetenango.

In addition, this quarter, 2,480 Guatemalans traveled to temporary jobs abroad. Including, 2270 to the United States; 201 to Canada, five to Italy and 4 to Germany. Of the 2480, 1226 are young people (127 young women). The jobs are mainly in gardening, agriculture, carnival, cleaning, packing, hotel, nursing and construction.

This year, 4,611 Guatemalans traveled to temporary jobs abroad, including 4,250 to the United States, 349 to Canada, eight to Italy and four to Germany. Of these, 2,223 are young people (239 young women). To date, 7,830 Guatemalans have traveled to a temporary job abroad, including 3,939 youth and 479 young women. Of those who travelled in Year 6, 7,066 went to work in the United States, 752 in Canada, eight in Italy and four in Germany.

I.2.1 PROVIDE TARGETED TECHNICAL ASSISTANCE TO SUPPORT POLICY DEVELOPMENT AND REFORMS

This quarter, the company began working with the National Electric Energy Commission (CNEE) to develop and implement new policies or standards to encourage adoption of energy efficiency and renewable energy technologies in public and private institutions. The main goal is to develop a national policy reform that promotes investment in renewable energy. As a result, the sale of surplus energy injected into the grid by any user and the integration of renewable energy sources into the national energy supply will be allowed. The team has progressed in the technical work and will finalize this stage and develop a proposal for regulatory reform next year.

Also, this quarter, the team concluded a study on the market structure of the telecommunications, banking and construction sectors, to determine the general conditions of competition in Guatemala, in support of the National Business Council (CNE). Key conclusions include that Guatemalan legislation has not been able to adequately develop a legal framework to comply with international obligations to ensure competition. The analysis will serve as a basis for CNE to continue a process of discussion and analysis to lead to development of such legal framework.

The team continued working with MINECO to evaluate implementation of e-government practices in the administrative procedures of eight entities related to international trade. The goal is to assess the effectiveness of eight government agencies in adopting systems that facilitate electronic documentation, electronic payments and connectivity to improve administrative procedures related to import and export processes. In addition, the assessment will include examining the agencies' capabilities to adopt and use electronic platforms to streamline international trade permitting processes. So far, the team has evaluated five (5) out of eight (8) entities; the last three will be evaluated in Year 7.

This year, the team has been working with MINECO's Vice-Ministry of Integration and Foreign Trade to prepare a draft proposal for a Governmental Agreement which would regulate attributions and organizational structure of a new PRONACOM positioned as an Investment Promotion Agency (API). As a result, the team submitted a proposal to the Vice Minister of Investment and Competition, which must be endorsed by MINECO and presented to the President of the Republic for final approval.

The team finalized workshops on the correct application of ILO Convention 175, aimed at labor inspectors, employers and judges, which included discussions on how to identify a job that can be performed part-time, the rights of part-time workers, obligations of employers, drafting of contracts and regulations applicable.

Finally, the team concluded its work with the Guatemalan Migration Institute (IGM) and prepared a first draft of a modification to facilitate administrative procedures for work visas and residence permits for foreigners. Next year, the team will work on its approval and future implementation.

1.2.2 BUILD GOG CAPACITY AROUND GUATECOMPRAS

This activity was completed during the first quarter of the year. In partnership with the Ministry of Economy, the team promoted new SMEs as government contractors, especially through courses on Guatecompras and the General State Procurement Registry (RGAE) and personalized assistance to interested SMEs. The team implemented a three-module diploma course for SME owners and managers focused on preparing SMEs to register and bid for government contracts, with eight (8) virtual training sessions of two (2) hours each. Content included: general considerations of the state contract market; purchasing options; creation and implementation of an effective commercial strategy; mapping of opportunities; and reading and interpretation of terms of reference published in *Guatecompras.gt*. As a result, the Project prepared 46 companies to develop strategies to bid for government contracts. To date, these courses have helped 189 companies prepare strategies for State contracting, including digital marketing and e-commerce, finance and business planning.

1.2.3 SIMPLIFY GOG PROCEDURES TO PROMOTE SME ACCESS TO SERVICES

The team made significant progress in simplifying and automating procedures to obtain water-related permits, environmental licenses and construction licenses, to the benefit of the following entities:

Ministry of Environment (MARN):

This quarter, the team completed development of the Environmental Licensing System for Category A, B1 and B2 licenses, which allows online interaction with users and provides for a 60% reduction in the time required to obtain a license. In addition, this year, the Project worked to include an advanced electronic signature in the system, development of a payment gateway that facilitates online payment for this and other MARN systems, development of system manuals, staff training, and developing a source code to MARN's IT team. The team followed up on the launch of the system and provided technical support under warranty, correcting any computer errors that were reported up to September 2023.

Guatemala Municipal Water Company (EMPAGUA):

This quarter, the team continued development of the system for EMPAGUA. This year, the team was able to prepare and validate the Software Specifications, Requirements and Acceptance Criteria (DERCAS) document and began development of the water and sewerage permit system. Next year, the team will implement additions and enhancements requested by EMPAGUA that aims to facilitate administrative procedures associated with water use, wastewater management and water connections, benefiting municipal users. In addition, the team will work on the interconnection of the system with the Agile Construction Window (VAC).

Municipality of Guatemala:

This quarter, the team continued development of the Construction Licensing System for the Municipality. This year, the team was able to prepare and validate the Software Specifications, Requirements and Acceptance Criteria (DERCAS) document and began development of the construction licensing system. Next year, the team will implement additions and improvements requested by the Municipal Department of Territorial Control to facilitate online issuance of construction permits, reducing the number of steps and time required to obtain a construction license; the system will also be linked to ADOBE's BIM technology and the system will be integrated into the Agile Construction Window (VAC).

Municipality of Quetzaltenango:

This quarter, the team completed development of the Construction Licensing System for the Municipality of Quetzaltenango, which will allow developers to apply for their license online and is expected to reduce the time required by 50%. This year, the team validated the Software Specifications, Requirements and Acceptance Criteria (DERCAS) document, developed the construction licensing system, trained officials, prepared the system's procedures manuals, and developed source code for the Municipality of Quetzaltenango IT team. The team followed up on the launching of the system and provided technical support in accordance with the guarantee provided, correcting any computer errors that were reported up to the end of September 2023.

1.2.4 SUPPORT THE MINTRAB SEASONAL LABOR PROGRAM

This quarter, 2,480 Guatemalans traveled to a temporary job abroad, including, 2,270 to the United States; 201 to Canada, five to Italy and 4 to Germany. Of these, 1,226 are youth (127 young women) and they travelled to work in gardening, agriculture, carnival, cleaning, packing, hotel, nursing and construction. This year, 4,611 Guatemalans traveled to a temporary job abroad, including 4,250 to the United States, 349 to Canada, eight to Italy and four to Germany, including 2,223 youth (239 young women). To date, 7,830 Guatemalans have traveled to temporary work abroad, including, 7,066 to the United States, 752 to Canada, eight (8) to Italy and four (4) to Germany. Of the total to date, 3,939 are youth (479 young women) and they travelled to work in jobs including in gardening, agriculture, carnivals, packaging, construction, cooking and telecommunications.

The team continued to support MINTRAB's Seasonal Labor Program, including the following:

- **Program Promotion and Recruitment of New Employers:** this quarter, the team concluded its program to promote the Ministry program to employers and associations in the United States and encourage them to apply for Guatemalan workers for their seasonal labor needs. In the year, the team contacted more than 200 companies which requested more than 7,500 workers under H2A and H2B visa programs.
- **Promotion of the Program through International Positioning Activities.** This quarter the team participated in the *Farwest Show* in Portland, Oregon, in which there were 4,000 participants August 23-

25. It is the largest green industry show in the western US. This year, the Project attended seven events⁶ that will result in concluding the year with more than 5,000 Guatemalan workers placed in seasonal work abroad.

- **Train Youth according to Technical Requirements of Employers:** This quarter, the team began to train a group of 40 Guatemalans in basic conversational English, to support job placement abroad in alliance with the Technical Institute for Training and Capacity Building (INTECAP). This training will end next quarter.
- **Development and Implementation of a Proposal for Improved Processes:** This quarter, the team began development of automated processes in the Department of Labor Mobility to reduce the time to process worker applications to 15 days. The team developed the workplan and the Software Specifications, Requirements and Acceptance Criteria (DERCAS) document. This will serve as a starting point to develop the different modules of the Labor Mobility system. This activity will end at the beginning of year 7. This year, the team implemented an analysis of the Labor Mobility Department and developed a proposal to make the program more effective in its daily operation and response capacity.
- **Production of Promotional videos for Seasonal Labor Program:** This quarter, the team began creating a series of four animated videos and interviews with beneficiaries of the program, to promote the program to Guatemalans and to overseas business owners. This activity will end at the beginning of year 7.
- **Office and Personnel:** This quarter, the team concluded support to the Labor Mobility Office of hiring 15 temporary staff. Nevertheless, financing of the office will continue until December 2023.
- **Follow-up and monitoring of data:** This quarter the team continued follow-up on current processes with employers, to keep track of the flow of Guatemalans requested, processed, and sent abroad. These reports will continue until the beginning of Year 7. In addition, during the quarter the team completed the transition and transfer of methodologies, materials and activities to International Organization of Migration (IOM) for the long-term continuity of support to strengthen the Seasonal Labor Program.

Table 4 Guatemalans Participating in the Seasonal Labor Program

Year		United States	Canada	Italy	Germany	Total
2019 (Aug -Dec)	No. of people	0	15	0	0	15
	Women	0	0	0	0	0
	Youth	0	6	0	0	6
	Indigenous	0	3	0	0	3
2020	No. of people	39	80	0	0	119
	Women	0	6	0	0	6
	Youth	19	40	0	0	59
	Indigenous	13	15	0	0	28
2021	No. of people	699	219	0	0	918
	Women	80	51	0	0	131

⁶ 1) Department of State H2 Stakeholder Conference, in Washington, DC; 2) California Association of Farm Labor Contractors in Visalia, CA; 3) Seasonal Employment Alliance H2B Summit in El Salvador; 4) National Council of Agricultural Employers, in Las Vegas, NV; 5) Great Lakes Expo 2022 in Grand Rapid, MI. 6) 2023 American Farm Bureau Convention in Puerto Rico; 7) 2023 WAFLA Annual H-2A Summit in Wenatchee, Washington, and 7) Farwest Show, 4,000 attendees August 23-25, 2023

Year		United States	Canada	Italy	Germany	Total
2022	Youth	433	118	0	0	551
	Indigenous	150	68	0	0	218
	No. of people	2,078	89	0	0	2,167
	Women	303	0	0	0	303
2023 (Q1-Q4 FY6)	Youth	1,058	42	0	0	1,100
	Indigenous	483	46	0	0	529
	No. of people	4,250	349	8	4	4,611
	Women	490	26	2	1	519
Total	Youth	2,035	181	6	1	2,223
	Indigenous	463	73	2	0	538
	No. of people	7,066	752	8	4	7,830
	Women	873	83	2	1	959
	Youth	3,545	387	6	1	3,939
	Indigenous	1,109	205	2	0	1,316



2 FINANCIAL SERVICES MOBILIZED

The implementation of five strategies⁷ to improve access to finance for MSMEs contributed to the mobilization of \$16.85 million in financing this quarter for Project-allied companies. This year, the team mobilized \$20.60 million in financing, mainly for micro and small enterprises, including agricultural enterprises. To date, the team has mobilized \$95.48 million in financing for more than 2,000 micro, small and medium-size enterprises, marking significant progress in its commitment to strengthen the country's business fabric and surpassing the goal initially proposed for this indicator in the Project.

Project support for company expansion and growth also led to an annual increase in sales of \$1.34 million this quarter, mainly from service sector companies in the department of Guatemala. This year, sales by Project-assisted firms reached \$43.73 million. To date, Project-assisted sales have reached \$151.17 million.

In the quarter, the team completed implementation of its Large-Scale Financial Education Strategy which trained 3,212 people in financial topics this year, including recipients of family remittances. The program mobilized more than \$800,000 in productive financing for micro and small enterprises in Huehuetenango,

⁷ (1) promoting financial education through large-scale financial education program to increase financial inclusion; (2) creating new financing channels for SMEs including FINTECH platforms; (3) supporting financial institutions to access financing and guarantees from Development Finance Corporation (DFC) and *GuatelInvierte* to encourage the banking system to expand its SME credit portfolio, including to agricultural SMEs; (4) expanding access to financing to build social housing to generate new jobs; and (5) specialized technical assistance to help companies improve their business and financial performance to gain access to financing.

as well as \$1.32 million in savings and more than \$700,000 in financing for remittance recipients, thus contributing directly to improving the levels of financial inclusion in the country during the quarter.

In the quarter, the team mobilized \$2.12 million in savings and \$1.21 million in financing for family remittance recipients. To date, the Project has helped mobilize \$8.07 million in productive financing for recipients of family remittances, as well as \$10.29 million in incremental savings by this same segment of the population.

In the quarter, the Project mobilized \$6.61 million through social housing programs, generating 615 jobs in construction and helping 239 families in the departments of Totonicapán and Huehuetenango build their own homes. This year, social housing programs mobilized \$39.03 million in financing, generating more than 3,609 construction jobs and helping 1,219 families to own their own homes. To date, these programs have mobilized \$40.77 million in financing for 1,264 families, creating 4,003 construction jobs. This mechanism is one of a set of five strategies aimed at improving economic and financial conditions of small and medium-size enterprises and families through access to sources of financing suited to their needs. It also aims to improve employment opportunities at the local level.

The Project has generated 855 new jobs in the quarter under the strategies of this component, during the year 7,278 were generated, accumulating a total of 13,889 jobs in the life of the project, mainly in the department of Guatemala.

The support provided to financial institutions to diversify financial products and services aimed at supporting SMEs and social housing, through the search for new sources of financing and guarantees, allowed the DFC (Development Finance Corporation) to complete the due diligence process with three financial institutions during the quarter, including a savings and credit cooperative that is part of the MICOPE system. Together, these three entities are seeking financing totaling \$85.0 million to expand their loan portfolios for SMEs and social housing projects. This support from the Project will strengthen the capacity of these institutions to offer greater financial support to key sectors of the economy, such as construction and SMEs.

Table 5 Expected and Achieved Results for Year 6 – Component 2 Financial Resources Mobilized

Core Component Indicator	Expected	Achieved
Number of full-time equivalent (FTE) jobs created	6,165 People	7,278 people
Amount of Foreign Direct Investment (FDI) mobilized (\$ MM)	\$15 million	\$15.37 million
Number of people receiving training on financial topics	2,500 People	3,392 people
Number of SMEs participating in the financial sector	40 Companies	46 companies
Value of financing and services provided to SMEs (\$ MM)	\$18.5 million	\$20.6 million
Value of financing and services provided to remittance recipients (\$ MM)	\$1.0 million	\$1.21 million
Remittance value (\$) directed towards investments and productive purposes	\$1 million	\$2.12 million
[EG.5-1] Value of new non-agricultural sales generated by firms receiving assistance (\$ MM)	\$40 million	\$43.73 million



FTF

FTF Projects have three (3) annual indicators. Project-assisted companies that incorporate agricultural chains into their production process mobilized \$6.80 million in the year, including \$1.80 million through the *GuatelInvierte* program, which provides access to financing for agricultural micro-entrepreneurs. For the other two (2) indicators, this year, companies reported \$2.56 million in sales and investments of \$5.0 million.



Clean Energy

This quarter, Project-assisted partners reported \$342,397 in investments as a result of the promotion to develop and implement three (3) projects with sustainable construction and energy efficiency. These projects were the *Laranda Lofts* and *María Bonita* projects; Vecindario Salomé and Chemical Products Warehouse and Logistics Center, and the team provided technical assistance in alliance with the Guatemala Green Building Council (GGBC), for different types of green certifications. This assistance also contributed to an annual energy saving of 51,500 Kwt derived from adaptation of infrastructure designs. Implementation of these sustainable energy efficiency systems will contribute to avoiding greenhouse gas emissions equivalent to 132.48 tons CO₂eq per year. This year, these companies made FTF investments of \$443,455.

This quarter, the Project began identifying SMEs in the renewable energy chain, identifying companies that require financing and which intend to change their current energy matrix to a renewable one, or companies that provide services or sell inputs to the renewable energy chain, such as those that transport energy or sell energy or inputs. The team has implemented preparatory activities (ordering of financial information) to manage financing with two of these companies, one selling solar panels and consulting services in renewable energy and another company that transports electricity.

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS FROM THE QUARTER AND YEAR:

IN THE QUARTER

- \$15.0 million in foreign investment mobilized for the Pomona Investment Fund.
- 5.85 million in capital investment by companies.
- 115 people trained in financial education in financial fairs.

IN THE YEAR

- \$15.0 million in foreign investment in the Pomona Investment Fund, reaching \$30.04 million to date.
- \$8.11 million in capital investment by companies in the departments of Guatemala and Huehuetenango.
- \$11.16 million in domestic investment mobilized by companies located in the departments of Guatemala, Quetzaltenango, Huehuetenango and Quiché. Reaching \$55.88 million to date.

- 115 people trained in financial education during financial fairs; 1,759 people trained to date.

2.1 INCREASED ACCESS TO FINANCIAL SERVICES THROUGH FINANCIAL EDUCATION IN TARGET GEOGRAPHIES

The Project promoted the Large-Scale Financial Education Strategy to enhance economic opportunities for Guatemalans and the initiative is aimed not only at micro, small and medium-sized entrepreneurs, but also at key financial personnel in companies and recipients of family remittances. The strategy provided advice on topics including the relevance of savings, budgeting and budget management, and the proper use of financial tools, including credit and insurance.

2.1.1 INCREASE ACCESS TO FINANCIAL SERVICES THROUGH FINANCIAL EDUCATION

The Large-Scale Financial Education Strategy was developed and implemented in alliance with three financial institutions, *Banco Industrial*, *Cooperativa Salcajá* and *Cooperativa Encarnación*, institutions that have a strong presence in the Western Highlands. It was implemented in three phases:

1. Financial counseling, focusing on recipients of family remittances.
2. Technical assistance to micro and small enterprises (MSEs) in the Western Highlands.
3. Facilitating access to and use of financial products and services for those receiving advice.

Phase I focused on financial counseling, which was successfully completed in December 2022. This year, the program provided counselling to 3,212 people. To date, 31,691 people received financial information in this program, including 15,451 recipients of family remittances, 19,961 women and 5,977 youth. These figures not only reflect the successful scope of the financial education and inclusion strategy, but also its focus on supporting key population groups, such as women and youth, promoting financial inclusion and education to traditionally underserved sectors of the population.

Also, this year, under Phase 2 of the Strategy, the Project provided financial advisory services to 105 MSEs to optimize their financial operations. Most of these companies operate in the commercial sector and, except one company in the department of Guatemala, all are in the Western Highlands.

This quarter, the program completed Phase 3 which focused on facilitating access to and use of financial products and services by the 105 MSEs trained in Phase 2. Participating financial institutions mobilized \$845,205 in productive financing for assisted companies. In addition, the Program mobilized \$2.12 million in savings and \$1.21 million in financing for recipients of family remittances this quarter, and year. Overall, the activities to train people in financial topics have surpassed the goal of 9,100 people planned for the life of the Project – the number to date is 38,902 people trained. The program has contributed to mobilize 8.07 million in productive financing for family remittance recipients to date, as well as \$10.29 million in incremental savings by this same segment of the population.

"The advisory services provided not only benefited our clients by strengthening their understanding of the proper management of their financial resources, access to digital tools and the use of insurance, but also allowed the Bank to provide a more personalized service. This, in turn, helped increase our client base...."

Ricardo Morales

*Gerente de Agencia de Banco Industrial,
Huehuetenango*

2.2 INCREASE THE NUMBER OF SMES PARTICIPATING IN THE FORMAL FINANCIAL SECTOR

One of the main goals of the Project is to enhance SME access to financing. To achieve this, the Project has implemented activities including strengthening knowledge and skills of partner IFIs to meet SME financing needs, organizing Regional Financial Fairs; incorporating advanced financial technologies, known as FINTECH, to be able to respond to demand for financing; identifying and developing new financing channels and partial credit guarantees to motivate financial operators to expand their credit offerings to SMEs, including those engaged in agriculture.

2.2.1 BUILD FINANCIAL INSTITUTIONS' CAPACITY TO FINANCE SMES

Within the framework of the Financial Fairs, during the quarter, the team implemented a training program aimed at both business owners and key personnel from in which 115 people participated. This training addressed topics including digital transformation of SMEs, new trends, as well as innovative financial products and services now available in the Guatemalan financial sector for them, such as digital factoring. This training sought to provide participants with the tools and knowledge necessary to make informed decisions and take advantage of opportunities offered by the country's dynamic financial market. To date, the Project has provided training of this type in the framework of the financial fairs to 1,759 people.

The Financial Fairs were consolidated as an effective instrument that facilitated direct interaction between financial institutions and SMEs and, in turn, promoted healthy competition among IFIs. As a result, companies could access more favorable financial conditions, achieving better terms, more competitive interest rates and even diversification of guarantees.

The Project has demonstrated that working together with the private sector allows for the creation of solid foundations for economic and social development of Guatemala and guarantees the sustainability of these positive impacts. Along these lines, and as part of the follow-up to the long-term results of the digital transformation program implemented with MICOOPE to develop its digital platform of services, this year, the Project mobilized \$9.21 million in financing for microenterprises, as well as \$512,949 in financing and \$801,443 in savings for family remittance recipients. To date, the results under this grant mobilized \$12.77 million in productive financing for microenterprises; \$1.18 million in financing and \$2.0 million in savings were mobilized with family remittance recipients, all through digital financial products.

Re-engineering of the *GuatelInvierte* Guarantee Trust Fund (MAGA)

This quarter, the Project concluded two years of technical assistance provided to MAGA for *GuatelInvierte*. The team delivered two revised and updated documents to the Auxiliary Committee of the Board of Directors and *GuatelInvierte's* Internal Technical Committee: Guarantee Service Regulations; and a Warranty Service Procedures manual. This year the team developed and delivered 21 documents which are pending final approval and implementation by Trust Fund authorities.⁸

⁸ 1) Strategic Policy; 2) Guarantee Service Regulations; 3) Request for opinion from Superintendency of Banks, on acceptance of the *GuatelInvierte* Guarantee in banking, to take into account in computation of reserves for bad debts of banks; 4) Design of digital process of granting guarantees to develop a digital application to allow *GuatelInvierte* to grant guarantees in a transactional platform and in real time. 5) Guarantee Service Procedures Manual; 6) Guarantee Service Procedures Manual; 6) Insurance Support Regulations; 7) Insurance Support Procedures Manual; 8) Pre-investment Studies and Technical Assistance Support Regulations; 9) Accounting Instructions Manual; 10) Internal Work Regulations for Technical Unit personnel; 11) Investment Regulations; 12) Investment Procedures Manual; 13)

These regulatory and operational instruments for *GuatelInvierte* should allow current or new authorities of MAGA and *GuatelInvierte* to relaunch to the financial market (banks, finance companies, cooperatives, microfinance companies, FinTech and AgTech). This renewed and innovative instrument of partial credit guarantee, which can be relaunched to the market with a capital greater than the initial one (\$100 million against the proposed \$223 million). This guarantee mechanism is a very useful mechanism for accessing financing for small agricultural producers and also for rural MSMEs in the handicrafts and tourism sectors.

Reengineering and Modification of the MSME Trust Fund (MINECO)

At the request of MINECO, USAID provided technical assistance to modify the Micro, Small and Medium-sized Enterprise (MSME) Development Trust Fund contract which is being administered by Banco de los Trabajadores (BANTRAB). The Trust is initially a first-tier credit fund, which has ceased to operate (providing credit directly to MSMEs) and a second-tier credit fund, which is operating (providing credit through associations, foundations and microfinance cooperatives). It was established in 1987 and has undergone five (5) modifications in the last 36 years, with a constituent capital of \$65.8 million (Q500 million), which is about to be exceeded due to the capitalizations to be made. The last capital increase will expire in November 2037; the Trust has as Trustor the Ministry of Finance, on behalf of the Government of Guatemala.

This quarter, Project-led technical assistance supported development of a proposal and a process to modify the contract with the Trustee, including the need to update six (6) regulations and six (6) manuals that govern the Trust's credit and guarantee operations. In addition, the proposal recommends incorporating digital technology to the Trust's processes, which would allow the Trust to provide credit and guarantee services to financial operators through a digital platform, allowing greater efficiency, reducing time, operating costs and eliminating discretion in processes. This process will be parallel to the process of updating the regulatory framework mentioned above.

Modification of the Trust Administration contract should allow for the following changes: a) Change of the Trustor from the Ministry of Finance (MINFIN) to the Ministry of Economy (MINECO) in order to comply with Congressional Decree 16-2021. b) Increase of the Trust Patrimony from Q500.0 million to Q1,500.0 million, by means of the Trust's profits registered to date; by means of annually programmed budget allocations and opening the Trust to Adherent Trustors, where private and public institutions, bilateral and multilateral international organizations, can put into administration or donate credit or guarantee funds, with the same goals (MSMEs and Entrepreneurs) and/or with sectoral priorities such as energy, gender, entrepreneurship c) Expansion of destinations of the Trust, the amounts of the Credit Fund are reallocated to Q1,000 Million and the Guarantee Fund would be increased to Q500 Million; coming from Trust profits. d) A Competitive Incentive Fund for Business Development Services or Technical Assistance (SDE) is added to current destinations. e) Trust beneficiaries (of the credit and guarantee funds) are expanded, specifically including Entrepreneurs including in initial, growing and consolidated stages. f) Legal entities that promote innovative digital products such as factoring and leasing or others, for the benefit of the MSME sector and to encourage digital financial services, with a view to contributing to greater financial inclusion, are included as Executing Entities of the Trust Fund to Banks,

Procurement and Contracting Manual; 14) SIGA Design and Technical Specifications Manual; 15) Technology and Systems Plan; 16) Communication and Marketing Strategy; 17) Communication and Marketing Operational Plan; 18) Strategy for Patrimonial Growth; 19) Regulations for Adherent Trustors; 20) Manual for Adherent Trustors; 21) Strategy for Fundraising

Finance Companies, FinTech and Impact Funds. This will expand the type and number of financial services entities that will provide credit and credit guarantees to entrepreneurs and the MSME and Entrepreneur sector.

These modifications to the administration contract, the process reengineering, and updating of the Trust's technological regulations, are expected to generate results including: 1) Growth of the Trust's capital from \$64.9 to \$110.3 million, representing a 70% increase in the first 10 years of the Trust's expansion and modification, through capital increases from the State and adherent Trustors. 2) The Credit Fund would disburse more than \$500 million (Q4 billion) in loans to MSMEs and Entrepreneurs through Banks, Finance Companies, Cooperatives, Microfinance Companies, FinTech and Impact Funds between the years 2024-2033, compared to the years 2017 to 2022, which disbursed in loans an amount of Q 940,883,254, which would mean an increase in loan disbursements of 320%. 3) The Trust's portfolio of loans to MSMEs and Entrepreneurs will grow by at least 63% with respect to the current portfolio through 54,699 new credit operations.

Strengthening of Parametric Catastrophic Agricultural Insurance for Small Farmers (MAGA)

The Project provided technical assistance to MAGA to design and implement the Parametric Catastrophic Insurance for Excess Rainfall and Drought for Small Agricultural Producers. The design and pilot test phase reached 6,600 small agricultural producers associated with MAGA and included definition of the insurance company *Credito Hipotecarios Nacional* (CHN), the form of payment to possible beneficiaries and financing of the policy cost by MAGA. The second phase was to scale up the model tested in the pilot stage reaching 40,000 small farmers, which covered two agricultural cycles in the 2022/2023 agricultural year and benefited 10,000 small farmers affected by excess rain and drought throughout the country. During Phase 3, in crop year 2023/2024, the Project did not have access to official information.

This quarter, in September, the Ministry of Agriculture Vice-Ministry of Rural Economic Development – (VIDER) and the Department of Agricultural Reconversion, in charge of Catastrophic Agricultural Insurance, have taken up again the request for USAID technical assistance, and the response to this request is pending.

2.2.2 IDENTIFY AND SUPPORT DEVELOPMENT OF NEW MARKET OPPORTUNITIES

During the quarter, the Project provided technical assistance to 17 new enterprises, strengthening their administrative strategies and financial management. This year, the team provided technical assistance to 159 new companies including micro and small enterprises, in the design and implementation of their expansion plans and to date, the team has supported 465 companies. Of this last total, 265 are in the Western Highlands.

Project support contributed to mobilizing \$16.85 million this quarter and, this year, \$20.60 million. To date the Project has helped SMEs access financing worth \$95.48 million, benefiting more than 2,000 micro, small, and medium-size enterprises. This total includes 1,477 microenterprises assisted in collaboration with MICOPE and 355 companies supported by *GuatelInvierte* Guarantee Fund restructuring.

Banks, finance companies, cooperatives and FINTECH companies have been the main providers of this financing, demonstrating the success of the strategic mechanisms designed to provide SMEs with access to financing.

Technical assistance and increased access to financing have been catalysts for companies to continue their expansion plans, generating 855 new jobs this quarter (806 from the social housing program). To date, Project financing strategies have helped generate 13,889 jobs, strengthening socioeconomic development in Project geographies.

This quarter, the Project continued to provide technical assistance to five financial institutions, facilitating their financing arrangements and partial credit guarantee programs with the United States International Development Finance Corporation (DFC). Three Project-supported entities seeking financing or guarantee programs completed the process of submitting financial information and reviewing terms of reference of the contract and are awaiting approval by the DFC Committee and the signing of contracts. A fourth financial entity that is initiating the application process for a guarantee with the DFC is awaiting assignment of the operations officer to continue with the process.

This year, a fifth entity closed a \$12.5 million partial loan guarantee program, which will increase its portfolio of financing for SMEs in the Western Highlands. Altogether, the portfolio of projects with the DFC totals \$127.5 million. This anticipates an estimated investment of \$200.0 million in the country and the generation of at least 9,100 new jobs.



Due diligence visit with DFC officials this year to COSAMI Cooperative in Totonicapán

Table 6 Allied Companies which Received Support during the Quarter and Year

Companies	Guatemala Region		Western Highlands		Total	
	Q4	Y6	Q4	Y6	Q4	Y6
New	14	31	3	128	17	159
Continuing	0	22	0	25	0	47
Total	14	53	3	153	17	206

2.3 INCREASE THE VALUE OF FINANCING AND FINANCIAL SERVICES EXTENDED TO SMES

The Project continued to promote grant projects to channel resources from financial institutions to initiatives with economic and social impact, such as financing for social housing. The team designed these activities to promote economic development and growth in Project geographies, not only to strengthen economic infrastructure, but also to improve the quality of life of the inhabitants. These efforts demonstrate that private sector collaboration can create a solid foundation for economic and social development.

2.3.1 DEVELOP AND DEPLOY FINANCIAL INCENTIVES TO STIMULATE ACCESS TO FINANCE

The program to develop innovative financing mechanisms for social housing implemented by four financial institutions (Credicorp Bank; COSAMI Cooperative; Yaman Kutx Savings and Loan Cooperative and Banrural) has achieved important results. Two of these programs are completed – Credicorp Bank and COSAMI – and two are still being implemented – Yaman Kutx and Banrural.

This quarter, the *Yaman Kutx* and *COSAMI* cooperatives mobilized \$6.61 million that benefited 239 families in the Tonicapán and Huehuetenango and generated 615 direct construction jobs, boosting local economies. The *Yaman Kutx* grant mobilized \$1.6 million this quarter to build 70 homes in Huehuetenango, generating 200 direct jobs. *COSAMI* reported a total of \$4.97 million in financing for social housing that will support 169 families and the creation of 415 direct jobs.

This year, the social housing programs mobilized \$39.03 million in financing to 1,219 families through, generating 3,609 direct jobs. Partner *COSAMI*, which concluded the program with the Project in April, continues to advance its own program, granting additional financing of \$2.7 million for 74 families, generating 172 direct jobs. *COSAMI* also created 33 jobs in its own organization to attend to members' demand for the program. *Credicorp Bank* mobilized \$7.4 million for 169 families in the municipalities of Palencia, San Jose Pinula and Fraijanes in Guatemala and almost half of these households – 80 – are headed by women who have more obstacles to obtaining financing. *Banrural* continues to implement its program but reported mobilizing \$19.5 million this year to help 600 families build or renovate homes, generating 1,792 jobs in different departments.

To date, these four programs have mobilized \$40.77 million to finance 1,264 homes for families, generating 4,003 direct jobs. See the table below for details.

Decent Homes Help Guatemalans Build Long-term Futures

Luis Fernando Quiñonez, 30 years old, graduated from High School as a primary school teacher, but was unable to find work in education. He eventually found a job in a workshop making metal structures for doors and gates.

When COVID hit, and life got complicated, he thought perhaps migrating north like so many others before him, was the answer. He got as far as Veracruz in Mexico before being sent back to Guatemala.

Upon returning, he heard his bank – *Yaman Kutx Coop* – had started this financing program for housing. He asked for information right away and discovered that, even as his limited salary, he was accepted.

So now he has the home of his dreams, with an 8% mortgage and 15-year term.



Table 7 Yaman Kutx Member Satisfied with Social Housing Program

Allied Partner	Results (Expected/ Actual)	Direct Jobs	Financing (\$ millions)	Number of loans made
Banco Credicorp	Expected Results	660	5.0	162
	Actual Results	1,014	7.4	169
Cosami	Expected Results	705	5.0	130
	Actual Results	898	10.0	346
Banrural	Expected Results	4,000	25.0	650
	Results to date	1,792	19.5	600
Yaman Kutx	Expected Results	660	5.0	160
	Results to date	299	3.9	149
Results (Actual and To Date)		4,003	40.8	1,264

2.3.2 SUPPORT THE ESTABLISHMENT AND EXPANSION OF INVESTMENT FUNDS AND FINANCIAL INSTITUTIONS

The Project has played an important role in strengthening and developing the ecosystem of impact investment funds in Guatemala, considering them a vital financing alternative for small and medium-sized enterprises and entrepreneurs in the expansion stage, particularly those focused on social and environmental impact projects. Recognizing the importance of strategic collaboration, the Project is once again working with organizers of the Volcano Summit in Antigua Guatemala to organize an impact investment event, which will serve as a platform to connect Project allied companies with both local and international investors.

2.3.3 CAPITALIZE IMPACT INVESTMENT FUNDS

The Project, with a vision of strengthening investment mechanisms with social and environmental impact, has played a fundamental role in the development of impact investment fund ecosystem in Guatemala. The team has provided advice and support to develop the Pomona Impact Fund II, which, this quarter, closed its second capital raising at \$15.0 million, consolidating the launch of its fund focused on financing and supporting social and environmental ventures in the expansion phase.

In addition to support in the initial stage and in the strategic management of the Pomona fund, the Project contributed specialized technical assistance for the legal and operational constitution of the fund in Guatemala.



3 PRODUCTIVE INFRASTRUCTURE UPGRADED

The Project leveraged \$164.84 million this quarter from seven (7) productive infrastructure projects including three (3) FTF projects and two (2) clean energy projects. In addition to leveraging investment, the projects under construction generated 14,662 new jobs. In addition, the team completed feasibility studies for three projects, which completes all pending feasibility studies and brings to 30 the number of projects for which feasibility studies were prepared.

In the year, the Project provided technical assistance to 22 projects: implemented feasibility projects for 10 projects; supporting different stages of implementation for 12 projects. As a result, the team completed feasibility studies for 9 projects⁹; 12 under construction leveraged \$196.49 million; and five (5) under construction generated 16,103 new jobs.

To date the Project has completed 30 feasibility studies, leveraged investments of \$235.2 million, and generated 19,441 jobs.

⁹ One project was withdrawn from the portfolio this year – the *La Democracia* market in Quetzaltenango – because it was not considered viable.

Table 8 Expected and Achieved Results for Year 6– Component 3 Productive Infrastructure Upgraded

Core Component Indicator	Expected	Achieved
Number of full-time equivalent (FTE) jobs created	6,335	16,103
Amount of total public and private dollars leveraged for information and communications technology (ICT) and other infrastructure projects (USD MM)	\$102.75	\$196.49
Number of people benefiting from improved ICT and other infrastructure services (People)	200,692	611,460



FTF

This quarter, the team provided technical assistance, follow-up and monitoring to FTF infrastructure projects which are expected to improve transportation conditions between rural agricultural producers and urban markets. Of 11 projects in the FTF portfolio, three leveraged investments of \$156.74 million and generated 13,979 jobs: i) Southern Ring Road, Phase 2, Huehuetenango; ii) BYPASS SUR and iii) RD-GUA-04 between San Antonio Las Flores, Chinautla and San Raymundo, Chuarrancho.

In the year, the team leveraged an investment of \$176.43 million dollars and generated 14,172 new jobs in FTF projects. To date, FTF productive infrastructure projects have leveraged \$196.57 million, including \$190.73 million from four road and highway projects and \$5.84 million from advances in construction at the *Kaibil Balam* market in Huehuetenango. In addition, three (3) projects generated 15,492 new jobs.



Clean Energy

This quarter, the team provided technical assistance, follow-up and monitoring to six (6) clean energy projects, which are expected to improve electrical generation and distribution in ways that contribute to energy savings and reduction of greenhouse gas emissions. Of the projects in the clean energy portfolio, two (2) leveraged investment of \$1.76 million: i) Street-light upgrade in Guatemala City; and ii) Repowering of the Huehuetenango municipal electricity grid. In addition, the team completed feasibility studies for the project to repower the Quetzaltenango municipal electricity grid.

In the year, five (5) projects leveraged \$3.96 million, generating 13 new jobs, and the team completed feasibility studies for three projects in Quetzaltenango. To date, these clean energy projects have leveraged investments of \$4.23 million and generated 13 new jobs.

In addition, the team has provided follow-up and technical assistance to the clean energy initiatives of the other components of the project.

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS FROM THE QUARTER AND YEAR:

IN THE QUARTER

- Clean energy projects reported savings of 110 MWh per year and avoided emissions of 156 tons of CO₂ per year.

IN THE YEAR

- Clean energy projects reported a reduction of 12,611 MWh per year; avoiding emission of 5,160 tons of CO₂ per year.

3.1 COMPLETE FEASIBILITY STUDIES IN PROCESS

In the quarter, the team completed feasibility studies for three projects: 1) Waste collection, transportation, treatment, and disposal services, BIOTRASH, 2) Border Port Tecún Umán II, Ayutla, San Marcos, and 3) Repowering of the Quetzaltenango municipal electricity grid.

In the year, the team completed nine (9) feasibility studies; thus, to date, the team has completed 30 feasibility studies. See ANNEX O for details.

Table 9 Feasibility Studies in Process this Quarter

Projected Completion Dates for Productive Infrastructure Feasibility Studies						
#	Project	Investment (\$ millions)	Jobs (FTE)	Beneficiaries	Partner	Expected Completion Date
Productive Infrastructure Projects						
1	Border Port Tecún Umán II, Ayutla, San Marcos	NA ¹⁰	NA	NA	SAT	Jul 2023
2	Waste collection, transportation, treatment and disposal services BIOTRASH	2.5	166	43,192	BIOTRASH	Aug 2023
Clean Energy Projects						
3	Repowering of the Quetzaltenango Municipal Electricity Grid EEMQ	1.25	0	17,000	Municipality of Quetzaltenango	Aug 2023
	Totals	3.75	166	60,192		

3.2 SUPPORT TO IMPLEMENT PRODUCTIVE INFRASTRUCTURE PROJECT

During the quarter, the Project leveraged investments of \$164.84 million from seven (7) projects and three projects generated 14,662 new jobs. This year, the Project leveraged \$196.49 million through 12 projects, including five (5) FTF projects and five (5) clean energy projects. In addition, Project-assisted productive infrastructure projects generated 16,103 jobs. To date, the team has leveraged \$235.19 million and generated 19,441 jobs.

The quarterly, annual and year-to-date results of the projects that reported during year 6 are as follows:

Productive Infrastructure Projects

- 1) **BIOTRASH Waste Collection and Treatment Project:** Construction of the waste treatment and management plant in Escuintla and adjustments to the transfer center in Quetzaltenango leveraged \$1.04 million in the quarter and generated 108 new jobs. In the year, the project leveraged investment of \$2.41 million and 416 jobs. To date, the project has leveraged \$3.22 million and 469 jobs. (Studies completed in Q4FY6).

¹⁰ Projects with NA (not applicable) indicate investment, jobs and/or beneficiaries with a low probability of starting construction or operation during the Life of the Project, therefore the values are not included.

- 2) **Puerta del Istmo Master Plan**, San Marcos: Adaptation and construction of an additional 10,000 square meters for warehouse use, including preliminary work and urbanization leveraged \$5.31 million and generated 575 jobs. In the year and to date, the project has leveraged \$13.05 million and generated 1,466 jobs. (Studies completed in Q3FY6).
- 3) **Strategic Road Interconnections Phase 1**, Quetzaltenango: There was no progress in the quarter. This year, the project leveraged \$318,316, and to date the project has mobilized \$7.11 million in investment. (Studies completed in Q4FY2).



FTF Productive Infrastructure Projects

- 4) **Southern Ring Road, Phase 2, Huehuetenango**: contracting of construction for the road improvement between Canxac Street and the cemetery, Huehuetenango which leveraged \$191,281 this quarter. In the year, the project leveraged \$1.94 million. And to date, \$2.18 million (Studies completed in Q3FY5).
- 5) **BYPASS SUR South Coast Private Toll Road**: with acquisition of land and preliminary work, and contracting to build roads and bridges, the project leveraged \$156.54 million and generated 13,979 new jobs this quarter. In the year, the project leveraged \$168.98 million and generated 14,172 new jobs. To date, the project leveraged \$176.36 million and generated 14,323 new jobs (Studies completed in Q3FY5).
- 6) **RD-GUA-04 Highway Improvement between San Antonio Las Flores, Chinautla and San Raymundo, Chuarrancho**: With the extension of work this quarter, the project leveraged \$5,729. In the year, the project leveraged \$727,360 and to date, the project leveraged \$4.79 million and generated 382 new jobs (Studies completed in Q4FY2).
- 7) **Kaibil Balam market, Huehuetenango**: There was no progress this quarter. This year, the project has leveraged \$4.16 million and to date the project has mobilized \$5.84 million (Studies completed in Q3FY5)
- 8) **Strategic Road Interconnections Phase 2, Quetzaltenango**: This quarter, the project reported no progress. This year, the project leveraged \$1.14 million in investments and to date, \$8.66 million and generated 869 new jobs. (Studies completed in Q3FY5).

Clean Energy

- 9) **Hydroelectric upgrade, Zunil, Quetzaltenango**: This quarter, the project reported no progress. In the year, the project has leveraged investment of \$115,909 and generated 13 jobs. (Studies completed in Q1FY6).
- 10) **Streetlight upgrade, Huehuetenango**: This quarter, the project has not reported any progress. This year, the project has leveraged investment of \$26,678 and to date, the project has leveraged \$98,896. (Studies completed in Q1FY5).
- 11) **Repowering of the Huehuetenango municipal electricity grid**: With acquisition of electrical material and equipment to extend circuits and improve the electrical grid, the municipality leveraged \$84,115. This year, the project mobilized \$290,000. (Studies completed in Q4FY5).
- 12) **Upgrading Streetlights to LED, Guatemala**: In the quarter, the municipality leveraged investments of \$1.67 million. This year, the project generated investments of \$3.33 million, and to date, \$3.64 million (Studies completed in Q4FY4)

The following table shows the status of the 30 projects with completed feasibility studies and their projected investments, jobs and beneficiaries:

Table 10 Projects with Feasibility Studies Completed and In Implementation

Projects Pending Implementation (Projections)						
#	Project	Investment (\$ Millions)	Jobs (FTE)	Beneficiaries	Partner	Status
Productive Infrastructure Projects						
1	Strategic Road Interconnections for Mobility, Phase I	Already reported	Already reported	Already reported	Municipality of Quetzaltenango	Under construction - 14 pieces in operation; 1 under construction; 2 pending financing
2	Plan Smart City, Salcajá, Quetzaltenango	Already reported ¹¹	Already reported	Already reported	Municipality of Salcajá	Under construction - 13 pieces in operation; 3 under construction
3	Chiquilajá bridge and ancillary work, Quetzaltenango	Already reported	Already reported	Already reported	Municipality of Quetzaltenango	In operation
4	URL Campus Salcajá, Quetzaltenango	NA	NA	NA ¹²	Private	Being put out to bid
5	Overpass El Muñecón, Guatemala	NA	NA	NA	Municipality of Guatemala	Pending financing
6	Overpass 24th Street and Seventh Avenue, zona 4, Guatemala	NA	NA	NA	Municipality of Guatemala	Being put out to bid
7	Overpass, 24th Street and Blvd Atanasio Tzul, Guatemala	NA	NA	NA	Municipality of Guatemala	Being put out to bid
8	Central Customs Bldg, GRC-SAT, Lavarreda zona 17, Guatemala	13.7	910	NA	SAT	Being put out to bid
9	Regional Ring Road, RN-05, San Juan Sacatepéquez, Guatemala – San Raymundo –Sanarate El Progreso	NA	NA	NA	Highways Department	Pending financing
10	Huehuetenango Airport	Already reported	Already reported	6,855	Civil Aviation Authority	In operation
11	Plan Maestro de la Zona Libre Puerta del Istmo	Already reported	Already reported	200,000	Puerta del Istmo (PDI)	Under construction

¹¹ Investment and/or employment results have been reported in previous quarters.

¹² Projects with NA (not applicable) indicate investment, jobs and/or beneficiaries with a low probability of starting construction or operation during the Life of the Project, therefore values are not included.

Projects Pending Implementation (Projections)						
12	Waste collection, transportation, treatment and disposal services, BIOTRASH	0.04	Already reported	43,192	BIOTRASH	Under construction
13	Border Port Tecún Umán II, Ayutla, San Marcos	NA	NA	NA	SAT	Pending financing
Productive Infrastructure Totals		13.74	910	250,047		
FTF Projects						
14	2 Bridges: Cocol and Caquil, Joyabaj, Quiché (FTF)	NA	NA	NA	Highways Department	Pending financing
15	La Vega de Godínez Bridge, Pachalum, Quiché (FTF)	NA	NA	NA	Highways Department	Pending financing
16	Strategic Road Interconnections for Mobility, Phase 2, Quetzaltenango	Already reported	Already reported	Already reported	Municipality of Quetzaltenango	Under construction: 3 pieces in operation; 5 under construction
17	Southern Ring Road, Phase 2, Huehuetenango	Already reported	45	10500	Municipality of Huehuetenango	Under construction: 1 piece in operation; 2 under construction; 1 pending financing
18	Kaibil Balam market, Huehuetenango	Already reported	371	NA	Municipality of Huehuetenango	Under construction
19	BYPASS SUR	Already reported	Already reported	NA	IDC	Under construction
20	Highway improvement RD-QUI-02: Pachalum to Joyabaj, Quiché	6.21	413	NA	Highways Department	Pending construction
21	Alternate piece, Northern Ring Road, Zona 4, Huehuetenango	NA	NA	NA	Municipality of Huehuetenango	Pending financing
22	Third (ascending) lane on Retalhuleu to Quetzaltenango highway (CITO 180), Quetzaltenango	NA	NA	NA	Highways Department	Pending financing
23	Ruta Agrícola rural de conexión Llanos del Pinal-CITO 180, Aldea Las Majadas	1.56	103	NA	Municipality of Quetzaltenango	Pending financing
24	RD-GUA-04 San Antonio Las Flores, to junction with San	Already reported	Already reported	50,000	Highways Department	Under construction

Projects Pending Implementation (Projections)						
	Raymundo. Guatemala					
FTF Total		7.77	932	60,500		
Clean Energy Projects						
25	Streetlight upgrade, Huehuetenango	Already reported	0	Already Reported	Municipality of Huehuetenango	Under construction
26	Street-light upgrade in Guatemala City.	Already reported	0	Already reported	Municipality of Guatemala	Under construction
27	Repowering of the Huehuetenango electrical network EEMH	0.61	0	0	Municipality of Huehuetenango	Under construction
28	Zunil Hydro-electric Upgrade	3.08	151	NA	EEMQ	Pending financing
29	Xelajú I Photovoltaic Power Plant (2.0 Mw)	1.0	51	NA	EEMQ	Pending financing
30	Repowering of the Quetzaltenango electrical network EEMQ (energy)	1.25	64	13,600	EEMQ	Pending financing
Clean Energy Total		5.94	266	13,600		
Grand Total		27.38 ¹³	2,108	324,147		

- **FTF Productive Infrastructure Projects**

During the quarter, the team followed up and monitored FTF infrastructure projects, including three (3) which leveraged \$156.74 million and generated 13,979 new jobs. This year, five projects leveraged \$176.43 million and generated 14,172 new jobs, and to date, \$196.57 million and 15,492 new jobs respectively. Details are shown in the following table.

Table 11 Status of FTF Productive Infrastructure Projects

#	Project FTF infrastructure	Achievement			Achievement		
		Leveraged Investment (\$ million)			Jobs		
		Q4FY6	FY6	To date	Q4FY6	FY6	To date
I	Strategic Road Interconnections for Mobility, Phase 2, Quetzaltenango	0	1.14	8.66	0	0	869

¹³ Investment estimates included here are for the Life of the Project. Many of these projects will continue to leverage investment beyond June 2024.

#	Project FTF infrastructure	Achievement			Achievement		
		Leveraged Investment (\$ million)			Jobs		
		Q4FY6	FY6	To date	Q4FY6	FY6	To date
2	Southern Ring Road, Phase 2, Huehuetenango	0.19	1.94	1.94	0	0	0
3	Kaibil Balam market, Huehuetenango	0	4.16	5.84	0	0	0
4	BYPASS SUR	156.54	168.98	175.87	13,979	14,172	14,241
5	RD-GUA-04 San Antonio Las Flores to intersection to San Raymundo, Guatemala	0.006	0.20	4.26	0	0	382
Totals		156.74	176.42	196.57	13,979	14,172	15,492

Clean Energy Projects

The Clean Energy portfolio is comprised of 18 projects (see Annex N pipeline of clean energy projects), which are divided into the following categories:

Table 12 Classification of Clean Energy Portfolio Projects

Classification	Description
A) Public Sector Clean Energy Infrastructure projects	All clean energy projects to be implemented by the central government or municipal governments.
B.1) Public Sector Projects with actions and activities to reduce GHG emissions	Infrastructure projects that include in their design actions and activities for the reduction of CO2 emissions; and are executed by the central government or municipal governments.
B.2). Private Sector Projects with actions and activities to reduce GHG emissions	These are projects whose design includes actions and activities for the reduction of CO2 emissions, and are developed by the private sector.
B.3) Private Sector actions and activities to reduce GHG emissions	These are private sector companies that carry out actions or activities to reduce CO2 emissions in their operations.

This quarter, the team provided technical assistance, follow-up and monitoring of projects included in the following categories:

Public Sector Clean Energy Infrastructure projects: The team completed feasibility studies for the Quetzaltenango Municipal Electricity Grid improvement project and also follow-up and monitoring continued for four projects under construction: 1) Change of street lighting in Guatemala City; 2) Change of street lighting in Huehuetenango; 3) Improvements to the Huehuetenango municipal electricity grid; and 4) Repowering of the Zunil Hydroelectric Plant in Quetzaltenango.

Public Sector Projects with activities to reduce GHG emissions: The *Lavarreda Central Customs* project in zone 17, Guatemala, was not awarded due to lack of experience of bidders; therefore, a new date will be set to ask for bids. In addition, the team completed the feasibility study for the *Tecún Úman II Border Port* project in San Marcos.

Private Sector Project with activities to reduce GHG emissions: The team provided technical assistance to the *San Nicolas del Bosque* project to determine impacts and benefits of using LED technology in its lighting systems (details in component 4, section "Clean Energy"). In addition, the team provided technical assistance to the following projects: i) Apartment Building *Laranda Lofts* (12) and *Maria Bonita* (1) to determine energy savings and emissions reduction to obtain EDGE certification; ii) Apartment Building *Vecindario Salomé* to determine energy savings and emissions reduction to obtain CASA sustainable building certification; and iii) Warehouse and Logistics Center to determine energy savings and emissions reduction to obtain LEED sustainable building certification (details in components 2 and 4, "Clean Energy" section").

This year, Clean Energy projects have leveraged investment of \$5.02 million and generated 13 jobs. To date they have leveraged investment of \$5.30 million and generated 13 new jobs, as shown in the table below:

Table 13 Clean Energy Project Results to Date, This Quarter

#	Proyecto	Reported to Q4Y6			
		Leveraged Investment (\$ million)	Energy Saved (Mwh)	CO2 Emissions (Ton)	CO2 Emissions (CLEER)
A. Public Sector Clean Energy Infrastructure					
1	Streetlight upgrade Huehuetenango	0.10	2,799.73	1,119.72	1,644.67
2	Streetlight upgrade Guatemala City.	3.64	33.15	13.00	19.47
3	Huehuetenango Electricity Grid upgrade EEMH	0.29	5,810.00	2,325.45	3,413.03
4	Zunil Hydro-electric Upgrade	0.12	3,960.00	1,584.99	2,326.26
B. Adoption of energy efficiency measures in projects of institutions, municipalities, and companies.					
B.1. Public Sector Projects with actions and activities to reduce GHG emissions					
5	Strategic Interconnections Phase 2 Quetzaltenango	0.07	0.00	0.00	0.00
B.2. Private Sector Projects with actions and activities to reduce GHG emissions					
6	Plan Maestro de la Zona Libre Puerta del Istmo	0.01	1.55	1	0.91
7	Warehouse and Distribution Center COMOC de Guatemala S.A.	0.005	0.04	0.02	0.03
8	Apartment Building Laranda Lofts (12) and Maria Bonita (1)	0.04	7.96	3.18	4.68
9	Apartment Building Vecindario Salomé	0.08	2.74	100.40	147.36
10	Warehouse and Logistics Center PROQUIRSA	0.22	40.81	28.90	42.42
11	San Nicolas del Bosque	0.01	59.04	23.63	34.68
B.3 Private Sector actions and activities to reduce GHG emissions					
7	Casa Solar	0.58	0	0	0
8	Enérgica Solar	0.13	0	0	0
Totals		5.295	12,715.02	5,200.29	7,633.51



4 PRIVATE SECTOR COMPETITIVENESS IMPROVED

The Project provides technical assistance to allied companies to help them implement growth plans, including strengthening their business model in terms of administrative and financial management, boosting market and commercial strategies, supporting digital transformation including applications of Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) modules. The result of tailored and specialized technical assistance is that companies improve their operations, increase productivity and increase sales, producing the need to increase employment.

One of the key activities of the team is to implement specialized technical assistance for allied partners, including both new allied partners and partners from previous quarters and years. This quarter, the Project strengthened 27 new companies and 48 companies that continue to receive advisory services from previous years, for a total of 75 companies, including 16 from the Western Highlands. Of this total, 31 belong to companies in the Women-Led SME programs and five (5) to companies in agricultural value chains. This year, the team provided technical assistance to 55 new allied companies including 47 (85%) in the department of Guatemala. 50 (91%) are SMEs, and 152 companies from previous years continue to implement their expansion plans, for a total of 207 allied companies receiving technical assistance.

Investment is a key measure for business growth. This quarter, allied companies invested \$8.85 million to implement their growth plans, including \$1.47 million in the Western Highlands. In the year, this figure was \$113.2 million, including \$48.31 million in the Western Highlands. To date, as a result of technical assistance, allied companies have invested \$357.46 million in their growth plans.

Technical assistance and investment lead to increased production and sales. In the quarter, companies reported incremental sales of \$20 million, including \$4.02 million in the Western Highlands, and this year, \$152.15 million, including \$69.34 million in the Western Highlands. This annual figure includes new sales

to the State of \$9.48 million by 102 partner companies, which is the result of Project support to register companies in the General Register for State Procurement (RGAE). This year, the team helped 23 companies register to bid for State contracts and provided specialized technical assistance to another 23 companies to identify opportunities on the RGAE platform. To date, as a result of this range of support to allied partners, companies increased their sales by \$504.32 million.

Finally, after growth has begun, companies begin to expand their employee base to continue to grow. In the quarter, partner companies generated 1,263 new jobs, including 574 in the Western Highlands, including 45 women and 68 youth. In year 6, company growth generated 9,829 new jobs, including 615 for women, 1,037 for youth and 1,985 in the Western Highlands. To date, this support has contributed to allied companies generating 34,541 new jobs.

The Project promotes activities and programs which are conducive to expansion plans: including through events which permit strengthened businesses to engage with others to access new markets and/or finance. This quarter, the Project implemented the Third National Showroom for Women-led and Commercial Chains for 65 allied women-led businesses and representatives of 33 national commercial chains, including supermarkets, restaurants and hotels. In addition, the Project implemented two events to present results to allied partners, the first in the city of Huehuetenango September 7 and the second in Guatemala City September 19, which shared results to date of more than five years of collaboration, and featured a panel of three business owners sharing their perspectives on how the Project helped them expand their businesses. This year, the Project held six events to allow businesses to engage with one another and with financial institutions, which support implementation of their expansion plans. (details in section 4.2.1 below).

The Project completed a social housing project implemented with Torbar S.A to build 500 housing units in zone 3 of Guatemala City. The team supported feasibility studies for the project and developed commercial strategies to help boost sales. These activities resulted in generating 342 new jobs, \$5.5 million in new sales, and \$2.44 million in new investments.

Finally, the team works with allied partners specializing in supporting youth to train and find new or better work. The team completed scheduled activities to promote youth workforce development last quarter. This year, the Project trained 1,918 youth, including 686 in the Western Highlands, and supported 958 to find new or better employment, including 674 in the Western Highlands. To date, the Project has trained 16,086 youth and helped 7,783 find new or better jobs.

Table 14 Expected and Achieved Results for Year 6– Private Sector Competitiveness Improved

Core Component Indicator	Expected	Achieved
Number of full-time equivalent (FTE) jobs created	7,732 people	9,829 people
Amount of domestic investment mobilized (USD MM)	\$89 million	\$113.20 million
Value of capital invested in SMEs (USD MM)	\$44.5 million	\$38.85 million
Value of sales generated by SMEs selling goods and services directly to the GOG, per year (USD MM)	\$9.1 million	\$9.48 million
Number of youths participating in workforce development initiatives	1,678 youth	1,918 youth
[EG.5-1] Value of new non-agricultural sales generated by firms receiving assistance (USD MM)	\$119 million	\$152.15 million
[EG.6-1] Number of youths with new or better employment following completion of USG- assisted workforce development programs	986 youth	958 youth



This quarter, the Project provided technical assistance to five (5) companies in agricultural value chains through development of administrative instruments, including organizational and procedural manuals, internal work regulations and plans to expand commercial activities overseas. In the year, the team provided technical assistance to 36 companies in agricultural value chains, which received technical assistance to promote their growth, generating benefits for local producers and suppliers. As a result, 17 companies recorded incremental sales of \$2.17 million and 25 companies reported \$4.85 million in new investments.



Clean Energy

This quarter, the Project leveraged \$11,771 in clean energy investments. The team supported *San Nicolás del Bosque* real estate development in the municipality of Mixco in the department of Guatemala, to obtain annual energy savings of 59,038.90 Kwh as a result of a design that helps optimize lighting systems by 40%. Likewise, implementation of an efficient lighting system will prevent emission of 23.63 tons of CO2e per year. This year, the team reported investments of \$613,281 from clean energy projects of allied partners.

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS FROM THE QUARTER AND YEAR:

IN THE QUARTER

- \$4.96 million in equity investments in SMEs, including \$380,000 in the Western Highlands.
- 64 companies implemented better business practices as a result of Project support, including 23 in the Western Highlands.

IN THE YEAR

- \$38.85 million in equity investments in SMEs, including \$16.85 million in the Western Highlands. To date, SMEs have reported \$128.48 million in investments, including \$46.96 million in the Western Highlands.
- \$9.48 million in SME sales to the State, including \$6.80 million in the Western Highlands (annual target, not cumulative).
- 112 companies implemented better business practices, including 46 in the Western Highlands. To date, more than 601 companies have implemented better business practices as a result of Project technical assistance.
- 10 alliances formed to develop workforce development activities, including seven (7) in the Western Highlands. To date, the Project has formed 427 alliances to implement youth workforce development initiatives.
- 6 job fairs or kiosks implemented including three (3) in the Western Highlands. To date, the Project has implemented 82 job fairs or kiosks.

4.1 DEVELOP AND IMPLEMENT PRIVATE SECTOR ALLIANCES

In this last quarter of the year, the Project provided technical assistance to 75 allied companies, including 27 new allied partners and 48 which have received technical assistance in previous quarters to implement their expansion plans. This year, the Project provided specialized technical assistance to 207 allied companies, including 55 new partners and 152 which have been partners from previous years.

4.1.1 PROVIDE TECHNICAL ASSISTANCE TO FIRMS

This quarter, the Project helped improve competitiveness in 75 companies, including 31 which participated in two Women-led SME programs. Of these 75 companies, 27 are new allied partners. During the year, the team provided technical assistance to 207 companies, including 55 new partners as shown in the table below.

Table 15 Allied Partner Companies which received support during the quarter and the year.

Companies	Guatemala Region		Western Highlands		Total	
	Q4	Y6	Q4	Y6	Q4	Y6
New	25	47	2	8	27	55
Continuing	34	85	14	67	48	152
Total	59	132	16	75	75	207

As a result of improved competitiveness, allied companies generated 1,263 new jobs this quarter, including 574 (45%) in the Western Highlands, 45 jobs for women, 68 for youth and 16 for indigenous people. Allie companies made \$8.85 million in new investments, including \$1.47 million in the Western Highlands; and \$20 million in new sales, including \$4.02 million in the Western Highlands. Most of these allies are in the manufacturing, commerce, and services sectors, including construction, and are mostly Small and Medium-sized Enterprises.

In the year, allied companies generated 9,829 new jobs, including 7,844 (80%) in Guatemala and 1,985 (20%) in the Western Highlands. They made \$113.20 million in new investments, including \$48.31 million (43%) in the Western Highlands, and increased sales by \$152.15 million, including by \$69.34 million (46%) in the Western Highlands. To date, the total number of jobs generated through this support is 34,541 (9,347 in the Western Highlands); increased sales, \$504.32 million (\$214.42 million in the Western Highlands) and new investments, \$347.46 million (\$182.91 in the Western Highlands)

Key areas of technical assistance which supported this growth include:




- **Brand Relaunch Strategy:** The team helps companies analyze and adapt brands to position the company in new markets that support the company's growth plans and enable it to achieve its goals. The team helped a driving school in Quetzaltenango improve its market positioning by relaunching its brand in digital media including Facebook and Instagram. This campaign supported with guides and material templates developed by the Project, helped the company reach 66,821 users on Facebook and 23,791 users on Instagram; leading to more than 8,000 interactions on Facebook. In this way, the Company found new media to reach its target audience and increase sales.
- **Digital Transformation:** The team helps allied partners implement and adapt easy-to-use computer programs to improve business operations. The Project worked with a real estate development company in Guatemala City to develop and implement an Enterprise Resource Management (ERP) module to improve human resources management. This helped the firm improve efficiency in personnel administration and produce information that supports correct and timely decision making.
- **Strengthening the Business Model:** The team supports companies to identify new strategies in the operational, administrative, financial-accounting, and labor areas which make the company more efficient and effective. The team worked with an allied firm in Quetzaltenango that produces, imports,

and markets paints and varnishes to analyze existing strategies and develop new ones that enable it to implement its growth plan in an orderly and sustainable manner.

- **Standards and Procedures Manuals:** The team helps develop these guides to standard operating procedures which many SMEs do not have. This complicates all aspects of operations. The team worked with a relatively young company based in Quetzaltenango, which provides wireless internet services for residential and commercial use in western Guatemala. The Project worked with the firm to understand actual procedures and processes and then developed a guide to ensure that the same processes and procedures were implemented in the same way, each time, by each employee. This standardization brought order to their operations and increased their efficiency.

During this quarter, the partner companies made investments as part of their growth plan supported by the Project through the technical assistance provided. The following table shows some of these investments:

Table 16 Examples of Project Support Helping Companies Grow

Company		
 Quetzaltenango company which markets computers and computer accessories	 Regional savings and loan cooperative, based in Totonicapán	 Real estate development firm in the capital city
Investment and Growth as a Result		
<p>Since 2019, the team helped the company develop a commercial strategy to implement its expansion plan, as well as to design a Merchandising manual to standardize how it presents its brand in each of its sales rooms across the country. This has allowed the company to continue growing and positioning itself in the national technology market. As a result, in July 2023 the company invested \$180,000 to open a new point of sale in San Marcos, creating four new direct jobs. To date, this allied partner has invested \$18.48 million in its company, increased sales by \$5.64 million and created 91 new jobs (72 direct jobs and 19 jobs in its value chain).</p>	<p>The team has provided technical assistance to this cooperative since 2019 to develop a technological application for field credit management, re-structure the organization and develop a manual of processes and procedures for the credit and purchasing departments. As a result, the institution has consolidated its growth plan in the national financial market and opened its 33rd agency, this one in Totonicapán. To date, the cooperative has invested \$2.08 million, increased sales by \$23.88 million and created 305 new jobs (194 direct jobs and 111 jobs in its value chain).</p>	<p>The team has supported this company since 2019 in the architectural designs of one of its real estate projects, and also to develop a name, logo and brand concept. As a result, construction has begun for this development which includes 82 two and three-level homes. This quarter the company reported investment of \$1,651,076 and to date, has invested \$24.65 million, generating new sales \$26.75 million and creating 2,833 new jobs (2,177 temporary direct jobs in construction and 656 jobs in its value chain).</p>

The Project helped this company – which operates dental clinics in the capital city – develop a functional and organizational structure, as well as process and operations manuals.

The team developed a commercial strategy that identified how to continue positioning the company in the market, including how to develop customer loyalty to increase sales over time.

"We can now grow in a more orderly fashion and we have some tools to help us make better administrative and operational decisions," said the owner.

To date, the company has generated three (3) new jobs. Soon the corporation plans to open two new clinics: in Quetzaltenango and in Totonicapán.



- **FTF-Assisted Companies**

This quarter, the team supported five (5) companies that are part of agricultural value chains, to improve business management and promote company growth including through the following kinds of technical assistance:

- **Strategic Planning.** The team helped companies prepare strategic plans for the coming year and identify clear goals and activities, and how to turn decisions into actions. The team provided 50 hours of individualized counseling to ensure that plans were tailored to specific company needs.
- **Internationalization Process.** The team also supported companies to strengthen their understanding and adoption of good negotiation practices, as part of a process to improve their abilities to market internationally. This included tailored support to prepare a template of their product portfolios and key data which they would need in any negotiation with different buyers.

This year, the Project provided technical assistance to 36 companies with agricultural value chains. As a result, 17 companies increased sales by \$2.17 million and 25 companies invested \$4.85 million in their firms.

4.2 PROMOTE MARKET LINKAGES

This quarter, the Project held one B2B event – the National Showroom; in Guatemala City September 26 - between SMEs and commercial chains to help SMEs access new market opportunities to support their growth goals and enable them to increase their operations and generate new jobs. This year, the team held six more B2B events, which provided spaces in which SME partners could show off their products and strengthened negotiation skills to increase opportunities to access new markets.

4.2.1 SUPPORT PARTICIPATION IN NATIONAL BUSINESS-TO-BUSINESS EXCHANGES

The Project implemented its Third National Showroom for Women-led and Commercial Businesses September 26 in the capital city, attended by representatives of 65 partner SMEs, and 33 commercial chains, including supermarkets, hotels, and restaurants. SMEs participated in an average of four business meetings each, with potential buyers. Results will be monitored in coming months.



Other B2B events implemented this year:

1. Second National Showroom for Women-led and Commercial Businesses – October 18, 2022

The Project implemented its second B2B event especially for allied partners in its expanded Women-led SME programs, after the success of the first event in Year 5. At this event, 65 companies participated and representatives of 29 retail companies, including supermarket chains, retail distributors, convenience stores, cafeterias, restaurants and hotels. As a result, participants engaged in 385 business appointments and to date 17 companies have gone on to sign contracts with monthly sales between \$750 and \$2,400.

2. Regional Financial Fair, Guatemala – January 25

The team implemented another of its financial fairs, which have been seen to be a successful space in which SME partners can shop around for financing options, and also hear about trends and innovations like leasing and factoring. This engagement encourages competition and helps SME partners find the best opportunities for financing their business expansion plans. Thirty-one SMEs and 11 Financial Institutions participated in the event and there were 250 business appointments. The team implemented a series of activities prior to the event to ensure smooth and effective participation, including training in the use of virtual tools for meetings.

3. Regional Commercial and Financial Fair, Quetzaltenango – March 22, 23

This event in the capital city brought together representatives of 41 SMEs and 15 Financial Institutions from the departments of Quetzaltenango, San Marcos and Totonicapán to engage in a total of 373 business appointments (191 commercial, 182 financial). SMEs reported that they were negotiating commercial sales of about \$298,688; Financial Institutions identified negotiations of \$5.8 million in potential financing for SMEs.

4. Regional Commercial Fair, Guatemala – April 20

This event included participation of 77 SMEs who engaged in 285 business appointments during the day. They reported negotiations for potential sales of about \$812,156.

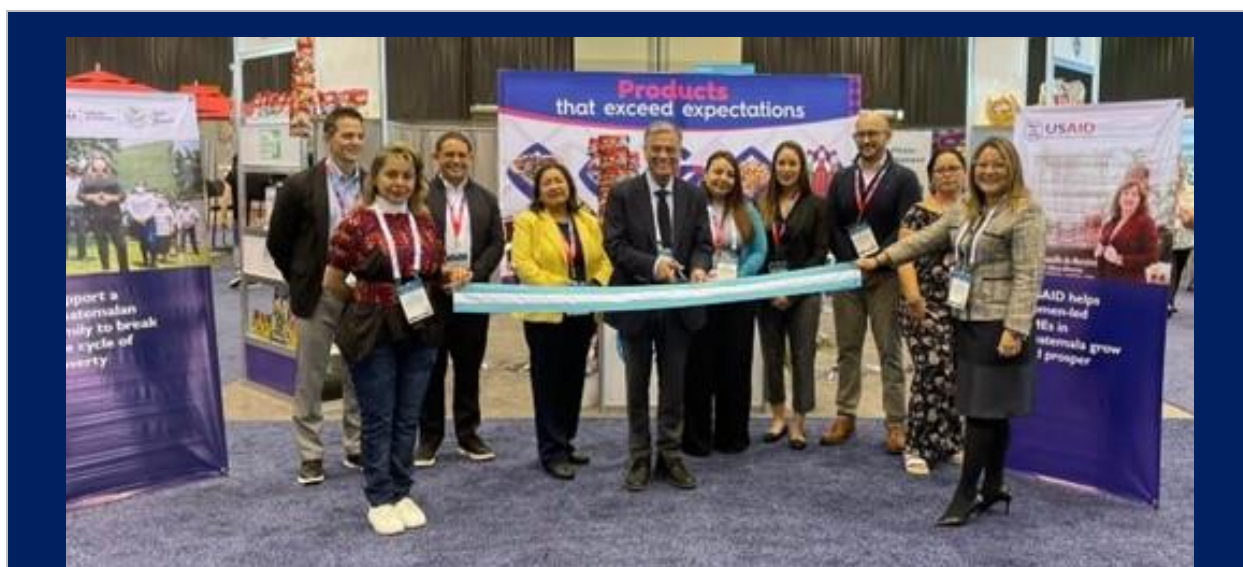
5. Regional Commercial and Financial Fair, Huehuetenango – May 18,19

This event in the Huehuetenango brought together representatives of 29 SMEs and 13 IFIS from the departments of Huehuetenango and Quiché who engaged in a total of 225 business appointments (139 commercial; 86 financial). SMEs reported negotiations for potential sales of about \$3.83 million; Financial Institutions reported negotiations for potential SME financing of about \$14.44 million.

6. Participation in the National Restaurant Association Show, Chicago, Illinois.

In partnership with the Ministry of Economy (MINECO), the team supported participation of six (6) allied partner companies in the US National Restaurant Association Show 2023 in Chicago, Illinois, from May 19 to 23. The goal of this event was to help Guatemalan businesses engage with potential customers in the hotel, restaurant, cafeteria and related industries and suppliers. During the exhibition, more than 400

people visited the Guatemalan national stand, including representatives of restaurant chains, bars, retail distribution stores, catering services and casinos. As a result, SMEs made more than 30 potential contacts which are being followed up.



Chicago Illinois – The Project supported participation of six women-led allied partner Small and Medium-sized Enterprises, at the National Restaurant Association Show between May 20 and 23. The show is one of the largest trade shows for hospitality in the US and included thousands of national retail restaurant and hotel operators and intermediary buyers, seeking new products for their clients. The six SMEs at the Guatemala National Pavilion produce and sell food products including pickled vegetables, sauces, plantains, soft drinks, and coffee.

Other events implemented in the year for Allied Partners

7. Presentation of Opportunity for Franchise, MINISO - November 10

The Project implemented an event to promote and disseminate the MINISO franchise as an alternative for business growth and generation of jobs and sales. The company markets a range of goods including cosmetics, toys, textiles and electronic goods including global brands like Marvel and Disney. Representatives of 62 companies participated in this presentation.

8. Presentation of the *Puerta Del Istmo* project - April 13

Allied partner *Puerta del Istmo* which implementing its Master Plan at its Special Public Development Zone (ZOLIC in Spanish) site in Pajapita, San Marcos, led a special virtual presentation of its project April 13 to allow a range of potential clients to know about its expanded and improved facilities close to the Mexican border at Tecun Uman. Representatives of 58 companies participated in this presentation.

4.2.2 LEVERAGE TECHNOLOGY TO FACILITATE MARKET LINKAGES

This quarter, the Project provided technical assistance to six (6) allied companies to implement technologies including to improve their engagement with their markets. These technologies include Enterprise Resources Planning (ERPs), Customer Relationship Management (CRMs), virtual promotion platforms and accounting control systems. This year, the team helped eight (8) companies implement these systems to improve their business management and growth.

In addition, the team continued to monitor the GuateCompras platform, in which 102 Project-supported SMEs made sales to the State of \$9.48 million, including \$6.80 million by SMEs in the Western Highlands.

4.3 DEVELOP A COMPETITIVE WORKFORCE

The Project completed Workforce Development activities last quarter. This year, the team followed up on ongoing and new private sector partnerships to help youth find new or better employment, including through training courses aimed at youth development of soft skills and specific technical requirements which allied business partners require. The goal is therefore to help youth meet the requirements of potential employers when they find an opportunity.

Training for youth this year included communication, teamwork, customer service and sales, as well as technical training in information technology (ICT). The Project implemented a diploma course in four subjects: Community Manager, Microsoft Excel, Cisco Certified Networking Associate (CCNA), and Web Developer with JavaScript. As a result, the team formed 10 new alliances with private sector companies; trained 1,918 youth (1,001 young women and 359 indigenous youth); helped 958 youth find new or better jobs (369 young women and 117 indigenous youth); and implemented six (6) kiosks/fairs to bring together employers seeking staff and youth seeking work.

To date, the Project has formed 427 alliances to promote youth training and employment; trained 16,086 youth (9,647 young women and 4,871 indigenous youth); helped 7,783 youth find new or better work (3,411 young women and 2,008 indigenous youth); and implemented 82 employment kiosks/fairs.

Table 17 Youth with New or Better Jobs to date

Departments	Total	Women	Men	Unknown Gender	Non-Indigenous	Indigenous
Guatemala	3,322	1,107	2,126	89	3,095	227
Quetzaltenango	2,506	1,299	1,207	0	1,779	727
San Marcos	152	23	129	0	142	10
Totonicapán	589	416	173	0	32	557
Huehuetenango	793	332	461	0	626	167
Quiché	421	234	187	0	101	320
Total	7,783	3,411	4,283	89	5,775	2,008

4.3.1 DEVELOP AND LEVERAGE ALLIANCES TO SUPPORT WORK FORCE DEVELOPMENT

This year, the Project signed 10 new alliances with private sector companies to implement workforce development activities, including six (6) companies in the service sector and four (4) in commerce. Of these 10 firms, seven (7) are in the Western Highlands. To date, the Project has formed signed 427 alliances, including 186 with companies in the Western Highlands.

4.3.2 HOST AND IMPROVE THE EFFECTIVENESS OF JOB FAIRS IN TARGET GEOGRAPHIES

This year, the team, in alliance with private sector organizations and companies, implemented six (6) job fairs to create spaces in which labor supply and demand could engage for the benefit of youth. During the fairs, 38 companies participated, seeking to fill 374 positions, including cooks, drivers, accountants, and sales staff. A total of 951 youth participated in these events in the departments of Huehuetenango and Guatemala.

4.3.3 DEVELOP AND IMPLEMENT A FORMAL EMPLOYMENT OPPORTUNITY PROGRAM FOR OUT-OF-SCHOOL YOUTH

In the year, the Project trained 1,918 youth, including 1,001 young women and 359 indigenous youth, in soft skills including communication and teamwork and technical skills including customer service and sales. The team implemented diploma programs in information technology (ICT) with four different diplomas: in Community Manager, Microsoft Excel, Cisco Certified Networking Associate (CCNA) and Web Developer with Javascript. Some 332 young people completed the courses and 228 were certified in one of these competencies. In addition, the Project offered a 45-hour course in basic English language skills, to facilitate participation in the technology courses. To date, 21 have already found a job with their new diplomas, including nine (9) women.

This year, the team helped 958 youth find new or better employment, including 369 young women and 117 indigenous youth. To date, the Project trained 16,086 youth and helped 7,783 find new or better jobs, including 3,411 young women and 2,008 indigenous youth.

5 CROSS-CUTTING ACTIVITIES

5.1 INTEGRATE GENDER EQUALITY, SOCIAL INCLUSION, AND CONFLICT SENSITIVITY INTO PROJECT ACTIVITIES

This quarter, the Project focused on systematizing best practices and identifying lessons learned from partner companies that implemented Diversity and Inclusion Policies between Year 2 and June this year. The team implemented a participatory methodology, with emphasis on qualitative analysis. Thirty-two partner companies in all six departments of implementation participated freely in sharing their experiences and good practices in adapting diversity and inclusion policies, implementation plans, codes of ethics, and implementing workshops, with technical assistance provided by the Project.

Key good practices identified include: Designation of the responsibility to promote an inclusive and egalitarian organizational culture to Personnel or Human Resources Department; promotion of training, development of tools fomenting the importance of an inclusive and egalitarian organizational culture in the company; training of new personnel on these issues; acknowledging that women and men can take advantage of job opportunities within the company regardless of age, ethnicity, disability, learning style; diversity and Inclusion policies are a first step to implement sustainability and social participation with employees, promoting equal opportunities without distinction of sex, age, or ethnic group.

“It was an innovative process that allowed us to identify unconscious biases.”

It gave us regulations that help to generate principles, values and obligations to have safe spaces, improve the business work environment, and retain staff.”

Participants identified lessons learned including: companies need specialized technical assistance to address gender inequalities and gaps in the organizational structure and achieve diversity and inclusion; companies can handle gender and inclusion issues, but they face challenges to transfer concepts to employees so that it becomes part of the organizational culture; tools like the Code of Ethics and Road Map to deal with workplace discrimination and harassment, are instruments that in isolation do not solve all gender inequalities and corporate diversity.

This quarter, the Project trained eight (8) employees of a company in Huehuetenango on internal communication and advertising free of stereotypes and the importance of equality in human resources manuals and regulations. The team provided support to adopt and implement one (1) Diversity and Inclusion Policy to one (1) partner company in the Department of Guatemala. This year, the team provided technical assistance to seven (7) companies to adopt and implement Diversity and Inclusion Policies in the departments of Guatemala and Totonicapán; and trained 601 people through virtual workshops: 38% women; 5% indigenous peoples; 48% under 30 years of age.

Table 18 Project-supported Allied Partner Personnel Trained in Gender and Inclusion in Q4, Year 6

Participants in Gender, Diversity and Inclusion Workshops Year 6									
	Total	Gender		Ethnicity		Disability		Age	
		Female	Male	Indig.	Non-indig.	Yes	No	Over 30	Under 30
Q1FY6	210	107	103	9	201	1	209	136	74

Participants in Gender, Diversity and Inclusion Workshops Year 6									
Q2FY6	278	64	214	19	259	5	273	138	140
Q3FY6	105	56	49	3	102	3	102	31	74
Q4FY6	8	4	4	0	8	0	8	8	0
Total	601	231	370	31	570	9	592	313	288

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS FROM THE QUARTER AND YEAR:
IN THE QUARTER

- One (1) Diversity and Inclusion Policy was adopted and implemented.
- 8 people trained in gender, diversity and inclusion.
- Documentation of good practices and lessons learned completed.

IN THE YEAR

- Seven (7) Diversity and Inclusion policies adopted.
- 601 people trained in gender, diversity and inclusion issues.

Women-led SME Programs

Women-led SMEs and Value Chains III programs

This quarter, the Project provided specialized technical assistance to 31 companies in two groups of the Women-led SME program, including nine (9) in the Western Highlands.

Support included the following topics:

- **Strategic Planning.** The team helped companies prepare annual strategic plans and create road maps to achieve their goals and establish means to transform decisions into actions. The team provided 50 hours of individualized counseling to companies to ensure they understood key terms and were able to develop a strategic plan which suited their needs.
- **Internationalization Process.** The team helped companies prepare portfolios on good negotiation practices, as part of a process to enter international markets. The Project provided a

"Our company can now better maintain communication with our clients, identify where there is still an opportunity to attract new customers and establish new routes. This will help us increase sales,"
owner of La Esperanza Tren de Aseo
Women-Led SME Program.

The company, which collects trash from homes and businesses in Quiche, implemented modules of Customer Relationship Management (CRM) software, which helped them digitize more than 1,000 clients in their database and also keep better control of payments for services.

Results: Investments of \$15,538 and new sales of \$9,392.



template and shared information so that companies could develop and have to-hand key data in any B2B hold B2B meetings.

- **Manuals and internal work regulations.** The team helped companies improve their management and administrative capabilities by preparing and implementing manuals that regulate their proper functioning and improve operations. The team helped create six (6) Standards and Procedures Manuals and seven (7) Internal Work Regulations, as well as one (1) Organizational and Functional Manual.

In the year, the team provided technical assistance to 69 allied companies, including 19 in the Western Highlands. The team supported companies in the development of their business management skills through training on topics including marketing, finance, administrative tools, product labeling and health permits. Training and technical assistance included 50 workshops with 100 hours of actual training and 405 hours of individualized counseling. Other results include: 24 function and procedure manuals prepared, 15 corporations incorporated, 20 strategic plans prepared, 17 internal regulations prepared, 33 commercial and institutional image changes and/or updates made.

In addition, and to allow participating firms to practice what they learned, the team facilitated the participation of women-led businesses in the Second National Showroom for Women-led and National Retail Businesses in Guatemala City on October 18, 2022. A total of 69 companies and 29 representatives of buyers participated and engaged in 376 business appointments. As a result, 17 companies negotiated with retail companies and won contracts worth average monthly sales of between \$700 and \$2,400.

On May 20-23, six Project-supported companies from these programs participated in the National Restaurant Association Show in Chicago, Illinois, showing produce including seeds, fried cassava, plantain and malanga, chipotle dressing sauces, soft drinks, horchata, hearts of palm and pickles, and gourmet ground coffee. As a result, three (3) companies are in negotiations with US-based buyers in the Chicago and Boston areas to export their products.

Biodistribuidora manufactures amaranth-based snacks under its *Quilali* brand. Result: Participation in the 2022 National Showroom led to negotiations with Pricemart and a contract which increased sales by 50%.

This meant the company had to buy more amaranth from its women-producers in Quiché. That included Ruth Tercero, a 45-year-old farmer, and mother of 5 children who used to grow corn and beans for family consumption.

In 2018 she started growing amaranth on a 0.04 hectare plot of land (one *cuerda*) and produced 200 pounds per harvest, twice a year, which generated an income of 3,960.

With new orders from *Biodistribuidora*, and investment in an irrigation system, Ruth can now lease 3 *cuerdas* of land and grow even more amaranth three times per year. Her income is now Q17,800 which allows her to provide education and health for her family.



This quarter, the Project provided technical assistance to a company in the Feed the Future Program to implement a Diversity and Inclusion Policy. To date, 12 companies have benefited from knowledge about diversity and inclusion within the framework of corporate social responsibility and their line of business.

5.2 MANAGE COMMUNICATIONS, OUTREACH, AND KNOWLEDGE MANAGEMENT

The Communications team continues to support public activities, ensuring USAID visibility at the activities and through USAID social media and websites.

This quarter, the team supported production of materials for two events to present Projects results to allied company partners, one in Huehuetenango and the other in Guatemala City, and supported the Third National Showroom for Women-led and National Retail Businesses.

This year, the team helped organize USAID visibility at the inauguration of the Yazaki automotive harness in Ayutla in February, including managing national and international press coverage.

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS FROM THE QUARTER AND YEAR:

IN THE QUARTER

- Trained 2 consultants in one workshop on marking and communication.
- Supported development of materials for nine (9) program activities
- Produced six (6) social media posts; USAID re-posted two others about the Project.

IN THE YEAR

- Trained 42 people, including consultants, contractors, and new staff, on marking and communications in 17 workshops.
- Supported development of materials for more than 45 program activities, including 21 public (virtual and in-person) events
- Produced 61 social media posts of which USAID published 38.

5.2.1 MANAGE GENERAL PROGRAM COMMUNICATIONS FOR THE PROJECT

This quarter, the team helped prepare for and implement six (6) program activities, including the Third National Showroom for Women-led Businesses, two regional events with allied partners and a private meeting between USAID, State Department officials and three allied company representatives.

This year, the team supported development of materials for more than 45 program activities, including 21 public (virtual and in-person) events. Highlights include the opening of the new Yazaki factory in Ayutla in February, two Showroom events – one in October 2022 and the other in September 2023 – and four Commercial and Financial Fairs. Communications supported presentations of results for key grants programs, including from CrediCorp, COSAMI and Yaman Kutx for social housing projects, and Puerta del Istmo and Biotrash for their infrastructure expansion projects.

5.2.2 MAINTAIN COORDINATION AND COLLABORATION WITH OTHER USAID/DONOR PROGRAMS AND STAKEHOLDERS

In the quarter, the team trained two consultants in two workshops on marking and communication. The team produced six (6) social media posts for the Presentation of Results in Huehuetenango and updated a story on women-led business, BICICASA, for USAID publication.

This year, the team trained 42 people, including consultants, contractors, and new staff, on marking and communications in 17 workshops. The team produced 61 posts for 19 events and activities, of which USAID published 38. USAID also re-posted 31 publications. This year, the team shared eight success

stories for the website and developed one new story on women-led business, Makia, for the Young Women's Empowerment Initiative (YWWEI) in May as well as updating the BICICASA story.

5.2.3 MANAGE DISSEMINATION OF COMMUNICATION TO KEY STAKEHOLDERS

This quarter, the team prepared materials for two of three activities to present results to allied business partners: one in Huehuetenango September 7 and one in Guatemala City September 19. The team created presentations of logos and photos of allied partners and captured the perspectives of business leaders during a Conversation to reflect on USAID support and lessons learned. The third event is set for October 18 in Quetzaltenango. The team also began to work on producing five short videos to promote the Ministry of Labor Seasonal Labor Program.

This year, the team produced video and photographic material for the inauguration of the Yazaki automotive harness factory in Ayutla, San Marcos February 15, bringing three foreign press journalists to the event and supporting a press conference between 12 national media and US and Japanese officials.

5.3 COMPLIANCE WITH USAID ENVIRONMENTAL PROCEDURES

The Project followed up on four (4) technical documents with environmental considerations for designs and studies of ongoing infrastructure projects and activities initiated in previous quarters that are still in force. No environmental documents were prepared for new activities this quarter.

The team strengthened capacities of Project personnel and partner companies through training or induction sessions on important environmental issues, including knowledge of and compliance with national environmental standards¹⁴, importance of considering regulation 22 -CFR-216 and technical guidelines of the GEMS guidelines for planning activities¹⁵, and, specifically, consideration of the mitigation measures formulated in internal environmental documents. The Project implemented 6-hour sessions for a total of 14 people. Each induction and follow-up session on environmental issues lasted up to 1 hour with participation of representatives of partner companies, consultants hired for the studies and Project specialists or technical advisors.

This quarter the team tracked one (1) environmental review (umbrella EMMPs) as a Categorical Exclusion, per official guidance in Federal Regulations Title 22, Part 216 (22 CFR 216 or Reg. 216 for partner activities that are implemented with grant funds (see Annex B)).¹⁶

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS FROM THE QUARTER AND YEAR:

IN THE QUARTER

- Follow-up on 4 internal documents with environmental considerations for studies and activities in execution that were previously begun and are currently in effect.
- Follow-up on 1 environmental review (umbrella EMMPs) as a Categorical Exclusion for infrastructure planning activities with grant funds.¹⁷

¹⁴ Municipal construction licenses, EIAs, environmental licenses, food safety licenses, health licenses, forestry licenses, IDAEH licenses, licenses in Protected Areas, PROBOSQUE.

¹⁵ Preparation of designs and planning of civil works, technical studies that consider any potential environmental impact, EIAs, DABIs, improvement/expansion of facilities for industrial processes (meat, textiles, leather, coffee, hazardous waste, among others), use of PPE and protocols for COVID-19. www.usaidgems.org/sectorGuidelines.htm.

¹⁶ a medical services company and a real estate development company

¹⁷ a medical services company and a real estate development company

IN THE YEAR

- 4 internal documents were prepared with environmental considerations for studies and new activities implemented during the fiscal year.¹⁸
- Follow-up of 11 internal documents with environmental considerations recommended in Project-supported studies.¹⁹
- Approval of 5 EMMP Umbrella as Categorical Exclusion for grant funded activities.

6 PROGRAM MANAGEMENT AND OPERATIONS.

This quarter, the Project executed \$2,302,609 and during the year \$12,691,334 consolidating its participation and support to companies through subcontracts, consultancies, and grants.

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS FROM THE QUARTER AND YEAR:

IN THE QUARTER

- \$368,410 paid to local fixed price subcontractors and \$170,228 to local consultants.
- 12 new fixed price subcontracts with local businesses signed, in the amount of \$343,739.
- \$175,989 was paid to major subcontractors (AGEXPORT and FUNDESA).
- \$114,454 was paid to local grantees.

IN THE YEAR

- \$2,257,674 paid to local fixed price subcontractors and \$608,928 to local consultants.
- 49 new fixed price subcontracts with local businesses signed, in the amount of \$2,317,143.
- \$990,692 paid to major subcontractors (AGEXPORT and FUNDESA).
- \$1,437,685 paid to local grantees.

6.1 MANAGE MECHANISMS FOR COLLABORATION AND STRATEGY CONSENSUS

6.1.1 ORGANIZE AND ADMINISTER A NATIONAL KEY STAKEHOLDERS' COMMITTEE

This quarter the team held meetings with key public sector stakeholders, including representatives of the Ministry of Labor and Social Security, and the Municipality of Quetzaltenango. During the year, the team met with the Minister of Labor and Social Security, the Minister of Economy, the Vice Minister of Investment and Competition, as well as the mayors of the municipalities of Huehuetenango and Quetzaltenango to present progress and results achieved on agenda topics, as well as to help ensure that completed topics are successfully implemented, thus guaranteeing sustainability over time.

Also, this quarter, the team identified key stakeholders of the next government to coordinate technical meetings in order to inform, socialize and establish a link that will allow sustainability of developed topics

¹⁸ Details can be shared. In the case of two other partner firms, the team formulated environmental plans, but partners did NOT continue their relationship with the Project.

¹⁹ Follow-up to partners with internal documents with environmental considerations formulated. For list of businesses, request from team.

and their correct application. For example, the computer systems developed within the framework of the Agile Construction Window and the proposed Investment Attraction Agency.

6.2 DEVELOP AND MANAGE ANNUAL WORK PLANS AND REPORTING

Every other week, the Project holds general management meetings with the leadership and technical teams to address issues related to results and activities and their progress, as well as to identify opportunities and propose solutions to challenges that have arisen, among other important topics related to effective implementation. In addition, technical teams hold weekly meetings to discuss component progress. Senior leadership schedules additional ad-hoc meetings based on technical requirements each week. The team meets weekly to discuss progress on grants.

6.3 MOBILIZE, MANAGE, AND DEVELOP PROJECT PERSONNEL

At the end of this period, the Project has thirty-four (34) direct staff members and eight (8) staff members hired through subcontractors. During the fourth quarter, eight (8) employment agreements were terminated and accepted one (1) resignation. Throughout the fiscal year, forty-one (41) employment agreements were terminated and six (6) resignations were accepted. The Project also developed a plan for staffing during the last year.

Table 19 Status of Staffing by Consortium Partner and Office

Staff type	Location	Number
Palladium		
TCN	Guatemala City	1
CCN	Guatemala City	30
CCN	Quetzaltenango	2
CCN	Huehuetenango	1
AGEXPORT		
CCN	Guatemala City	3
CCN	Quetzaltenango	1
FUNDESA		
CCN	Guatemala City	4
Total		42

6.4 MANAGE PROJECT OPERATIONS, INFRASTRUCTURE, AND PROCUREMENT

6.4.1 PROVIDE HOME OFFICE SUPPORT AND OVERSIGHT

During the last quarter, the Project Director conducted an onsite visit participating in a quarterly update for USAID and work planning and budgeting discussions for Project Year 7. In coordination with the COP and DCOP, the Project Director will continue to periodically provide direct support to technical and operations teams, maintain momentum on implementation of approved Work Plan activities, and troubleshoot technical and operational challenges. Members of the Project operations team from the

home office will also monitor quality and compliance, provide training as needs are identified, and provide surge capacity in times of high procurement and contracting volume.

6.4.2 SET UP AND MANAGE PHYSICAL AND IT INFRASTRUCTURE

This year, the Project reduced the size of its office and moved to a new, smaller office in zone 10 of Guatemala City. Additionally, the Project is supporting the Ministry of Labor's Seasonal Labor Program with office space rent and utilities to implement the program; program activities' media advertisements for vacancies and program benefits; and hiring of fifteen (15) temporary support staff during the year.

6.4.3 IMPLEMENT GRANTS UNDER CONTRACT

This quarter, one (1) grant for a real estate project implemented with partner Torbar, was completed. This grant exceeded results established: generating 342 jobs (177 expected), and co-investing \$1,547,110. This year, the Project completed five grants: (1) Asociación CDRO, (2) Banco Credicorp, (3) Cooperativa COSAMI, (4) Puerta del Istmo and (5) Torbar. To date, eight grants have been completed out of 12 awarded for a total of \$3,119,499. The summary of grants awarded is in ANNEX G.

6.5 MANAGE PROJECT MONITORING, EVALUATION, AND LEARNING APPROACH

The Project continues to present quarterly information on the progress of indicators through the Dashboard, which is the official source of information on results. This quarter, the team completed reporting of indicator information on the "Information for Development Solution" (DIS) platform, including quarterly data from Ukraine. Since the second quarter of Year 5, the team continues to update quarterly geo-referenced data on technical assistance processes, training events and infrastructure projects, as required by the GIS/USAID pilot test.

In compliance with the Data Quality Standards (DQS) review process, the team completed the review, verification and update of the internal Data Quality Assessment (DQA) of the DFL subcomponent that responds to indicators 21, 23, 24 and 25 this quarter. The DQA also includes verification of the review process to ensure compliance with data quality standards according to the Performance Indicator Reference Sheet (PIRS) for each indicator in the ME&L Plan, in which the means of verification and documentation of the physical and digital ME&L files are reviewed.

At the end of the year, the team also completed the DQA of the FDI indicators, as well as those of indicators 1, 15 and 18 of component C4. This activity is being implemented in parallel with the internal audit of ME&L documentation and technical assistance for physical and digital files, which is part of the creation of the Project's implementation information repository; therefore, it has taken longer than expected. As stated in the plan for Year 7, work will continue to complete indicators for components 1, 2, 4 and the clean energy indicator in the coming months.

In addition, in March, USAID conducted the biannual DQA measurement, which took into account standard indicators 18, 24 and 33 (see table below). During this measurement, field visits were also made to interview owners and leaders of some of the companies and projects that were part of the sample for these three indicators. The interviews were fundamental to understand reporting mechanisms, the flow of information and the quality of the data provided by our partners for indicator reporting.

Table 20 Update of Standard Indicators for the Project

Indicator CEO- ID	Standard Indicator Title	Unit of Measure	Lop target
18	Number of private sector firms that have improved management practices or technologies [*Fcode EG.5.2-2]	Unit	275
24	Number of youth with new or better employment following completion of USG- assisted workforce development programs [*Fcode EG.6-1]	Youth	8,000
33	Amount of investment mobilized for clean energy as supported by USG assistance [*Fcode EG.12-4]	USD MM	10.0

This quarter the indicator "EG.3-2 Number of individuals participating in USG food security programs" was again reported in the Quarterly Ukraine report in the "Development Information Solution" (DIS) platform.

The Project complemented the following annual reports: (a) Public-Private Partnerships (PPP), (b) Performance Plan and Report (PPR), and finally the quarterly reports: (c) Root Cause Strategy (RCS) Indicator Quarterly Report, (d) Collaborative Migration Management Strategy (CMMS); and (e) IndicatorResultCollection DIS UKRAINE EG3-2.

USAID has conducted a series of workshops, part of the Monitoring, Evaluation, Collaboration, Learning and Adaptation Community of Practice (MECLA). During the quarter, the Project's MEL team attended the "Inclusive Monitoring" workshop, on August 30, 2023. The workshop provided information on the new requirements in terms of gender, age and population group disaggregation.

This year, the team also participated in the following MECLA workshops:

- Qualitative Research, on July 27, which expanded concepts and different techniques and tools of qualitative measurement; and how this complements the quantitative information of projects.
- Launch of MECLA and K'at Communities of Practice, on April 25. The goals of the workshop were to: 1) Launch the MECLA and Indigenous Peoples Communities of Practice; 2) Create a space for specialists to share knowledge and network; and 3) Offer training and provide 2023 updates. The following items of interest were presented: Communities of Practice Governance Proposal, "MECLA 101" Information, "Activity Location Data Workshop" Information, "K'at Community of Practice Definition" Information, <https://sites.google.com/usa.gov/guatemaladatahub> to USAID/Guatemala Data Hub, Draft List of "Indigenous Peoples Indicators". The following documents were also shared: Activity Location Data Policy, List of Locations, Learning from Working with Indigenous Peoples.
- The Project is developing best practice documents, including methodologies and case studies on innovation and strategic collaboration, continuous learning and adaptive management. The Project expects to complete these by the end of Year 6, which ran through January 2024; however, due to the latest Project time extension, this activity continues in Year 7.

7 LESSONS LEARNED

- The experience of working with partner companies and confirmation of the added value that external technical assistance can generate in strengthening business management resulted in creation of a culture of contracting business development services (BDS) by allied companies after

Project support is completed. As a result of this change in the valuation of BDS, BDS providers have expanded their markets, strengthened their work teams by hiring new personnel, and broadened their areas of expertise to offer more comprehensive services in line with their clients' needs. Internal competencies of BDS providers improved as a result of working with the Project, including: reaching markets in new geographic areas; learning about business context in different regions; improving communication and integration skills in different cultural contexts; strengthening competencies to report results; and improving organization and operations.

- The internal competencies of the BDS providers improved as a result of working with the Project, including reaching markets in geographic areas to which they did not have access by their own means; they learned about business context in different regions; they improved communication and integration skills in new cultural contexts; they strengthened competencies for reporting results; and they improved their organization and operation. Therefore, their experience working with the Project was an opportunity for growth, professionally, organizationally and economically.
- The transition to electronic and simplified processes applied to different permits issued by local or central government entities must be led internally by the highest authority and middle management of agencies involved, ensuring that there is a willingness to adopt change. Leaders of the process must have a communication strategy to mitigate the risk of resistance on the part of the employees who will use the information systems. Resistance to change can be reduced by showing the benefits of the system and the facilities it offers to public officials. A project of this type must take into account that there will always be resistance from one or more officials, so a strategy of communication between project and agency stakeholders must be established.
- Project support to financial institutions through social housing grants has proven to be a powerful catalyst in the financial market and local economies. These grants have been instrumental in fostering development of innovative financial products, especially designed for middle- and low-income families. This has not only facilitated access to financing to build new, decent homes, but has also generated employment, boosted local economies and strengthened the basis for greater financial inclusion. The scope of this type of grant has long-term possibilities, as financial institutions continue to promote and invest in social housing financing.

8 CHALLENGES, RISKS, AND OPPORTUNITIES

8.1 CHALLENGES

- The lack of a government agency specialized in investment attraction and subject to constant changes in government authorities make it difficult to transfer capabilities to continue developing Foreign Direct Investment (FDI) opportunities in the future. Additionally, the change of government, starting in January 2024, will delay identification of stakeholders who would be receiving the Project's investment portfolio, and this creates uncertainty about the efficiency of the process and timing for an effective transition. The Project should include private partners in the investment attraction process to mitigate risks of transferring capacities and the investment portfolio, taking into consideration the Project's limited timeframe.

8.2 RISKS

- Political instability in Guatemala in the last few months has triggered a series of risk perceptions that directly impact economic development, such as a decrease in foreign direct and domestic direct

investment, affecting generation of employment and infrastructure development. In addition, banks and other financial institutions could adopt more restrictive credit policies in the face of a volatile political environment, making it more difficult for companies and individuals to access financing.

8.3 OPPORTUNITIES

- With the establishment of companies as a result of FDI, demand for products and services in areas surrounding their centers of operation is boosted. Additionally, these investors can consider other types of investment, like in the case of an automotive electrical harness manufacturer which identified other areas of investment opportunity to diversify its business: cultivation and transformation of bamboo, telemetry development and renewable energy generation.
- Banks are increasingly recognizing the relevance of tailoring financial products and services to specific SME clients, including women, entrepreneurs and SMEs linked to sustainable energy. This trend not only reflects a more inclusive and diversified vision on the part of the financial sector, but also represents a significant opportunity. The Project has worked hard to promote and facilitate access to more and better financing options for these clients. This growing awareness and adaptability by banks and cooperatives can be consolidated to ensure sustainability of Project efforts. It is essential that, at this juncture, collaboration between banks, cooperatives and cooperative projects be strengthened to ensure that the benefits translate into real and lasting impact for these sectors.

ANNEX A ACTIVITY TABLES

Task/ Inputs

COMPONENT I - TRADE AND INVESTMENT PROMOTED

Task/ Inputs Table I. 1 Support Foreign and Domestic Investment Promotion

Task No.	Task/Input Description	Est. Start	Est. End.	Outcome/ Results	Status
1.1.1 Define and Implement an Institutional Framework for Investment Promotion					
I.01.01-01	Collect and organize strategic market information for an information system to facilitate investment.	Oct-22	Oct-23	Information collected and organized for investors and to include in the portal.	24 country profiles. 6 Business Climate reports. 2 infographics, Medtech analysis. 47 prospecting company profiles.
I.01.01-02	Documentation of the investment process in all its phases to strengthen the practical capacity of FDI promotion activities.	oct-22	June-23	Practical guide for the promotion and attraction of foreign direct investment.	Completed. Lessons learned from Project experience in FDI activities documented.
I.01.01-03	Dissemination of document detailing procedures with greatest impact on soft landing for foreign companies seeking to set up in Guatemala.	Oct-22	June-23	2 discussion events on the characteristics and complexity of soft landing in the country.	Completed. Softlanding document developed and disseminated to an audience of 43 people representing institutions that implement FDI activities.
I.01.01-04	Design and implementation of ad hoc training program for the transition of project promotion activities to the relevant entities.	Oct-22	Sept-23	20 people trained in the investment attraction process based on the project experience.	Pending. It was rescheduled for Year 7 because of the change in Government.
I.01.01-05	Foreign Direct Investment portfolio is transferred to public and/or private entities for follow-up according to priority sectors and markets.	Oct-22	Oct-23	Public and/or private entities in charge of FDI, have received all the elements to continue with the process of attention required by the investment portfolio.	Pending. It was rescheduled for Year 7 because of the change in Government.
1.1.2 Develop, Manage and Facilitate a Pipeline of Investment Opportunities					
I.01.02-01	Attention and soft landing of investment opportunities in active pipeline and nearshoring in Guatemala.	oct-22	Oct-23	Follow-up on a portfolio of 35 investment opportunities.	Completed. 53 opportunities in the investment portfolio.
I.01.02-02	Facilitate and manage 8 investment agendas (face-to-face and/or virtual) for priority markets and sectors.	oct-22	Oct-23	Completed investment of at least \$37 million ²⁰ .	Completed. \$115 million confirmed investment.
1.1.3 Support Development of Industrial Zones as Investment Destinations					
I.01.03-02	Support for the <i>Ciudad Reformadores</i> Project to implement its Master Plan, including technical assistance to develop the Metropolitan Civic Center and Transportation Transfer Center.	Oct-22	Dec-22	Generation of at least 390 direct jobs and \$3 million in domestic investment.	Completed. This quarter, 115 jobs generated. 448 direct jobs generated this year.

²⁰ This is the total expected FDI to be realized in Year 6, with FDI and Nearshoring projects.

Task/ Inputs Table I. 2 Support the Enabling Environment

Task No.	Task/ Input Description	Est. Start	Est. End.	Outcome/ Results	Status
I.2.1 Provide Targeted Technical Assistance to Support Policy Development and Reforms					
I.2.01-01	Develop public policy tools/instruments to promote an improved business climate with a direct impact on the country's economic growth.	Sep-22	Mar-23	Analysis of strategic sector market structures and impact on economic development as inputs for a draft law to promote competition.	Completed
I.02.01-02	Promote correct application of International Labor Organization (ILO) Convention 175 through training on part-time contracting.	Jul-22	Mar-23	Training for public and private sector stakeholders.	Completed. 180 trained
I.02.01-03	Develop/implement policies or standards to promote use of energy efficiency or renewable energy technologies in private and public institutions.	Jan-23	Jun-23	Guide to facilitate investment in the country's electric power system developed and delivered	In process. Technical proposal in construction. Legal proposal pending.
I.02.01-04	Evaluate the current status of implementation of electronic government related to administrative procedures for international commerce.	Apr-23	Sep-23	Document with recommendations evaluating effectiveness of implementation of systems that facilitate electronic documentation, payments, and connectivity in 8 government agencies.	In process. 5 of 8 institutions have been analyzed.
I.2.2 Build GoG Capacity around GuateCompras					
I.02.02-01	Support MINECO to implement a diploma course to help companies generate first sales and/or increase sales to the State.	Aug-22	Mar-23	At least 40 SME representatives trained.	Completed. 46 people trained.
I.2.3 Simplify GoG Procedures to Promote SME Access to Services					
I.02.03-02	Provide technical assistance for the automation of category A and B environmental licenses for MARN.	Oct-21	Mar-23	Software development and implementation, staff training.	Completed.
I.02.03-03	Support EMPAGUA in process simplification, design, DERCAS generation and software development.	Nov-22	Sep-23	DERCAS review and software development	In process. Software development is ongoing.
I.02.03-04	Support to the Municipality of Guatemala to streamline processes by developing specialized software	Abr-22	Sept-23	Development of DERCAS, Specialized Software Development	In process. Software development is ongoing.
I.02.03-05	Support Municipality of Quetzaltenango to expedite construction license procedures at the Territorial Management Department.	Abr-22	Abr-23	System developed and personnel trained in its use	Completed.
I.02.03-06	Support Municipality of Huehuetenango to expedite construction permit procedures.	Mar-22	Feb-23	System developed and personnel trained in its use	Completed.
I.02.03-07	Support simplification of visa and residency procedures for foreigners.	Jul-22	Sept-23	Technical and legal review of regulations and procedures to create a final proposal. Promotion and implementation of final proposal.	Completed.
I.2.4 Support MINTRAB'S Seasonal Labor Program					
I.02.04-01	Support development and implementation of improved processes in MINTRAB's Labor Mobility Department.	Sep-22	Dec-23	Improved Processes Proposal developed and submitted to MINTRAB	In process. Began development of automated process.
I.02.04-02	Support MINTRAB's Seasonal Labor Program in terms of logistics, administration, and communication, as well as engaging with U.S. companies.	Nov-22	Dec-23	At least 2,500 Guatemalan workers placed in opportunities in the U.S.	Completed. 4,611 workers traveled this year.

Task No.	Task/Input Description	Est. Start	Est. End.	Outcome/ Results	Status
1.02.04-03	Support MINTRAB's Seasonal Labor Program to participate in international conferences/meetings to promote the program.	Oct-22	Oct-23	Participation in at least five international events during the year	Completed. To date, the team has participated in 8 events.
1.02.04-04	Support technical preparation of Guatemalans under MINTRAB's Seasonal Labor Program, including H2A, H2B and C1/D visas.	Oct-22	Dec-23	At least 150 technically prepared temporary workers.	In process. English preparation began.

COMPONENT 2 – FINANCIAL SERVICES MOBILIZED

Task/ Inputs Table 2. 1 Increase Access to Financial Services through Financial Education

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
2.1.1 Increase access to financial services through financial education					
2.01.01-01	Develop training programs on financial topics within the Financial Fairs.	Oct-22	Sep-23	At least 250 people trained.	115 people trained.
2.01.01-02	Complete implementing the financial and digital education program on a large scale in alliance with the IFI partners of the Project.	Oct-22	Mar-23	At least 2,250 people trained.	Completed 3,212 people trained

Task/ Inputs Table 2. 2 Increase Number of SMEs Participating in the Financial Sector

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
2.2.1 Build Capacity of Financial Institutions to promote Access to Financing for SMEs					
2.02.01-01	Lead up to 3 Financial Services Fairs to link supply and demand of financial services and products.	Oct-22	Jun-23	40 new businesses participating in the financial system.	Completed 14 SMEs participating for the first time in the financial system. 46 this year.
2.02.01-02	Follow-up to activities under the FINTECH strategy (Continued from year 4)	Oct-22	Mar-23	\$1.0 million in savings from remittance recipients \$1.0 million in financing for remittance recipients \$3.5 million in mobilization of SME financing. 400 jobs.	Completed \$2.12 million in savings from remittance recipients this quarter and year. \$1.21 million in financing for remittance recipients this quarter and year. \$10.05 million in SME financing mobilized this quarter; \$11.68 million in the year. 761 new jobs from Fintech and Financial Inclusion Strategies in the year.
2.02.01-03	Continue supporting the Government in the implementation of Guate Invierte and the Credit Guarantee Fund and in the design of Catastrophic Agricultural Insurance for small farmers.	Oct-22	Oct-23	Support the Ministry of Agriculture, Livestock and Food in implementing the redesign of the credit guarantee fund and the implementation of catastrophic insurance. 1.0 million mobilization of partial credit guarantees.	Completed \$1.80 million financing mobilization with partial credit guarantees.

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
2.2.2 Identify and Support the Development of New Market Opportunities					
2.02.02-01	Provide technical assistance and/or business development services to the enterprises assisted by the Project in order to increase their financial soundness and ability to access financing from IFIs.	Oct-22	Jun-23	Facilitate the mobilization of at least \$14.0 million in financing to the enterprises assisted by the Project.	In process ²¹ \$5.0 million in financing to assisted enterprises this quarter. \$7.13 million this year
2.02.02-02	Support companies and financial institutions with access to credit, guarantees and investment from international financial institutions (DFCs) and development banks.	Oct-22	Oct-23	Facilitate the mobilization of at least \$15.0 million in financing to the enterprises assisted by the Project.	Completed In the quarter \$7.5 million equity investment. \$12.5 million Partial Guaranty Loan Program.

Task/ Inputs Table 2. 3 Increase the Value of Financing and Financial Services Extended to SMEs

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
2.3.1 Develop and Deploy Financial Incentives to Stimulate Access to Finance					
2.03.01-01	Continue working with Allied IFIs to develop and implement specific incentive mechanisms to stimulate financing for social housing.	Oct-22	Jul-23	\$35.0 million mobilized from IFIs for social housing and the creation of 3,694 direct jobs.	Completed \$6.61 million mobilized from IFIs for social housing this quarter; \$39.03 million this year. 615 direct jobs this quarter; 3,609 this year.
2.3.2 Support the Establishment and Expansion of Impact Investment Funds and Financial Institution					
2.03.02-01	Promote awareness of Impact Fund investing among family offices and high net worth individuals (Cont. from year 2)	Oct-22	Sep-23	Stimulate the flow of capital to impact funds and ventures.	On going
2.3.3 Capitalize Impact Investment Funds					
2.03.03-01	Attract national and international investors to impact funds through meetings, roundtables, and participation in national and international events such as FLII and VOLCANO.	Oct-22	Nov-23	Stimulate the flow of capital to impact funds and ventures.	Completed

COMPONENT 3 – PRODUCTIVE INFRASTRUCTURE UPGRADED

Task/ Inputs Table 3. 1 Identify and Prioritize High Impact Productive Infrastructure Projects

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
3.1. Complete Pending Feasibility Studies					
3.01.01-01	Develop studies for infrastructure (including those impacting the agriculture sector), energy, and Communications technology projects	Oct-22	Apr-23	Feasibility studies for nine projects completed.	Completed: Q4: 3 completed. FY6: 9 completed
3.2. Follow-up Implementation of Projects with Completed Feasibility Studies					
3.02.01-01		Oct-22	Sep-23	Construction initiated for 12 projects	Completed: 12 under construction

²¹ The difference in meeting the goal in this activity (2.02.02-01) is achieved with the results of activity 2.02.01-02, so that the annual amount of funding mobilized was \$20.6 million, exceeding the proposed goal of \$18.5 million.

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
	Support implementation of construction projects including those impacting the agriculture sector			\$102.75 million in leveraged investment	Completed: Q4: \$164.84 millones FY6: \$196.49 millones
\$8 million ²² in investments in renewable energy				In Process: Q4: \$1.76 million FY6: \$5.02 million	
13,155 new jobs				Completed: Q4: 14,662 FY6: 16,103 new jobs	
200,692 beneficiaries				Completed: Q4: 383,345 FY6: 611,460	

COMPONENT 4 – PRIVATE SECTOR COMPETITIVENESS IMPROVED

Task/ Inputs Table 4. 1 Develop and Implement Anchor Firm Alliances

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
4.1.1 Provide technical assistance to firms under alliances					
4.01.02-01	Provide STTA and/or BDS services to high potential SMEs to increase competitiveness including Grants Program	oct-22	Sept-23	145 businesses implement best business practices, of which 15 are new. In Year 6, the Project expects to generate 7,732 new jobs, \$119 million in new sales \$89 million in new investment.	Completed

Task/ Inputs Table 4. 2 Promote Market Linkages

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
4.2.1 Support Participation in National B2B Exchanges					
4.02.01-01	Select cohort of companies to participate in B2B exchanges	Oct-22	Sep-23	75 allied business participating in B2B activities	Completed in Year 6. 162 companies participated in B2B events.
4.2.2 Leverage Technology to Facilitate Market linkages.					
4.03.02-01	Support SMEs to utilize technology to support growth plans	Oct-22	Sep-23	Monitoring of sales on the Guatecompras platform of at least 75 companies registered in RGAE during Y1-Y5, and sales to the State are expected to reach \$9.1 million.	Completed In Year 6, 102 companies sold \$9.48 million. to the State

Task/ Inputs Table 4. 3 Develop a Competitive Workforce

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
4.3.1 Develop and leverage alliances to support workforce development.					
4.03.01-02	Identify companies for WDF in potential sectors including commerce, service, among others to formalize alliances.	Oct-22	Mar-23	9 alliances formalized.	Completed. 10 alliances formalized
4.3.2 Host and improve the effectiveness of job fairs in target geographies					

²² According to the MEL plan, the goal for the year is \$8 million.

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
4.03.02-01	Help youth trained in or certified for job skills to be placed in work, according to vacancies available	Oct-22	Mar-23	986 youth find new or better work	Completed 958 youth ²³
4.3.3 Develop and implement a formal employment opportunity program for out of school youth					
4.03.03-01	Train and/or certify youth in labor force competencies; according to market demand to facilitate obtaining new or better work.	Oct-21	Mar-23	1,678 youth trained or certified in workforce competencies.	Completed. 1918 youth trained

COMPONENT 5 – CROSS-CUTTING ACTIVITIES

Task/ Inputs Table 5. 1 Integrate Gender Equality and Social Inclusion into Project Activities

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
5.1.1 Support Gender and Social Inclusion Strategies for Allied Businesses					
5.01.01-01	Assist allied companies in adopting and implementing a general Diversity and Inclusion Policy as part of their business model	Oct-22	Jun-23	5 Diversity and Inclusion Policies adopted and implemented by each partner.	Completed 7 Policies
5.01.01-02	Implement social inclusion and harassment training for allied companies, as part of implementation of the Diversity and Inclusion Policy.	Oct-22	Jun-23	50 people with improved understanding of harassment and inclusion	Completed 601 trained
5.01.01-03	Provide technical assistance to women led MSMEs to improve their competitiveness (Business receive TA through Component 4)	Oct-22	Jun-23	55 businesses receive technical assistance in business development services to improve their management. Will cover companies in Guatemala and Western Highlands.	Completed 66 business
5.01.01-04	Documentation of experiences adopting Gender and Social Inclusion policies by partner companies	Oct-22	Jun-23	1 document ready to be shared with allied companies and stakeholders.	Completed 1 Document

Task/ Inputs Table 5. 2 Manage Communications, Outreach and Knowledge Management

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
5.2.1 Manage General Program Communications and Outreach					
5.02.01-01	Produce communication materials for project activities	Oct-21	Sep-22	All Project materials produced according to USAID requirements and standards.	Completed
5.2.2 Maintain Coordination and Collaboration with Other USAID/ Donor Programs and Stakeholders					
5.02.02-01	Build project team capacity in terms of branding and visibility management.	Oct-22	Sep-23	All project members (new staff, contractors, consultants and grant holders) are trained in project branding and visibility.	Completed 17 workshops for 42 people this year
5.02.02-02	Produce communications deliverables	Oct-22	Sep-23	All Weeklies, Quarterlies, Success Stories and Calendars delivered on-time and with high quality	Ongoing.
5.02.02-03	Produce communication materials for key stakeholders	Oct-22	Sep-23	Produce at least 24 social media posts and 8 publications per year on the Project's website.	Completed 61 social media posts; 10 stories shared
5.2.3 Manage dissemination of communication to key stakeholders					
5.02.03-01	Manage audiovisual material to capture beneficiaries' experiences for social networks.	Dec 22	Aug 23	Two series of audiovisual products in the year (6 testimonials at a time)	In process 10 testimonials for Yazaki inauguration; 5

²³ The indicator was achieved during Q1FY6 and the DFL strategy finalized implementation of its Grants in Q3FY6.

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
					MINTRAB videos in process
5.02.03-0	Helping to conduct results presentations with partners	Mar 23	Sep 23	At least 3 public activities to present results to key audiences.	In process Two events completed; one pending

Task/ Inputs Table 5. 3 Manage Project Environmental Monitoring Approach

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
Annex C. Manage Project Environmental Monitoring approach					
C.01.	Conduct workshops, meetings, virtual or face-to-face training.	oct-22	jun-23	10 companies/institutions or partners understanding the application of 22 CFR 216 and national environmental legislation.	Completed. 10 companies / institutions
C.02.	Formulate environmental review documents (internal) for the Project.	oct-22	ene-23	6 new partners ²⁴ with environmental mitigation plans.	Completed. 4 new partners
C.03.	Develop environmental review documents for approved grants.	oct-22	dic-22	2 new partners ²⁵ environmental mitigation plans for each new Grant	Completed 2 new partners
C.04.	Monitoring and reporting to environmental mitigation plans (includes last quarter 2021-2023 report).	dic-21	Jun-23	11 companies/ institutions ²⁶ mitigation efforts considered in their plan	Completed 11 companies / institutions

COMPONENT 6 – PROGRAM MANAGEMENT AND OPERATIONS

Task/ Inputs Table 6. 1 Organize and Administer a National Key Stakeholders' Committee

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
6.1 Organize and Administer a National Key Stakeholders Committee					
6.01.01-01	Organize, conduct, and report on periodic meetings of the KSC	Oct-22	Sep-23	Continued communication and collaboration with Key GOG Stakeholders	On Going.

Task/ Inputs Table 6. 2 Develop and Manage Annual Work Plans and Reporting

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
6.2.1 Develop and Manage Annual Work Plans and Reporting					
6.02.00-01	Implement periodic discussions on lessons learned to incorporate any needed changes in implementation.	Oct-22	Sep-23	Regular inputs and lessons learned to make needed implementation adjustments	Ongoing

Task/ Inputs Table 6. 3 Mobilize, Manage and Develop Project Personnel

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
6.3 Mobilize, Manage, and Develop Project Personnel					
6.03.00-01	Continue to reduce staffing levels as implementation activities are scaled back.	Oct-22	Sep-23	Efficient and effective Project close	Ongoing

²⁴ Request full list which includes private sector partners.

²⁵ BANRURAL and Puerta del Istmo. Update of 5 EMMPs for grant projects in approval process with USAID.

²⁶ Request full list, which includes private sector partners.

Task/ Inputs Table 6. 4 Manage Project Operations, Infrastructure and Procurement

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
6.4.1 Provide Home Office Support and Oversight					
6.04.01-01	Provide direct PD support in country to technical and operations teams, Work Plan activities, and troubleshoot technical and operational challenges	Oct-22	Sep-23	Operational support and physical and human resources are provided for the efficient execution of the Work Plan.	Ongoing
6.4.2 Setup and Manage Physical and IT Infrastructure					
6.04.02-01	Maintain physical structure and IT in project offices, including satellite office supporting MINTRAB	Oct-22	Sep-23	Office structures and IT supported	Ongoing
6.04.02-02	Support all project staff working from home, and staff working directly with MINTRAB	Oct-22	Sep-23	IT supported	Ongoing
6.4.3 Implement Grants under Contract					
6.04.03-01	Implement grants under contract including providing training as needed to potential and ongoing grantees	Oct-22	Sep-23	Close out all awarded grants	Ongoing

Task/ Inputs Table 6. 5 Manage Project Monitoring, Evaluation and Learning Approach

Task No.	Task/Input Description	Est. Start	Est. End	Outcome/ Results	Status
6.5.1 Manage Project Monitoring, Evaluation and Learning Approach					
6.05.01-01	Conduct routine internal DQA evaluation	Oct-22	Apr-23	Documented and completed DQA for a total of indicators defined by ME&L Plan	In process: C4, C2 y C1 Completed: C3, DFL y FDI
6.05.01-02	Document Lessons Learned	Ene-23	Jun-23	Document on best practices including methodologies and case studies of innovation and strategic collaboration, continuous learning, and adaptive management.	In process. Producing final documents.
6.05.01-03	Develop Quarterly reports	Dec-22	Sep-23	Quarterly Reports submitted to USAID	Ongoing
6.05.01-04	Conduct review and analysis sessions on results reported during the quarter.	Jan-23	Oct-23	Team meetings to review and discuss achievements	Ongoing
6.05.01-05	Close-out ME&L activities	Oct-22	Nov-23	Internal audit of ME&L documentation of physical and digital files. Registration of trainings of 16 hours or more on the USAID Teams site	In process: C4, C2 y C1 Completed: C3, DFL

ANNEX B ORGANIZATIONAL CHARTS (UPDATE MARCH 2023)

Figure 9 Guatemala City Program Staff

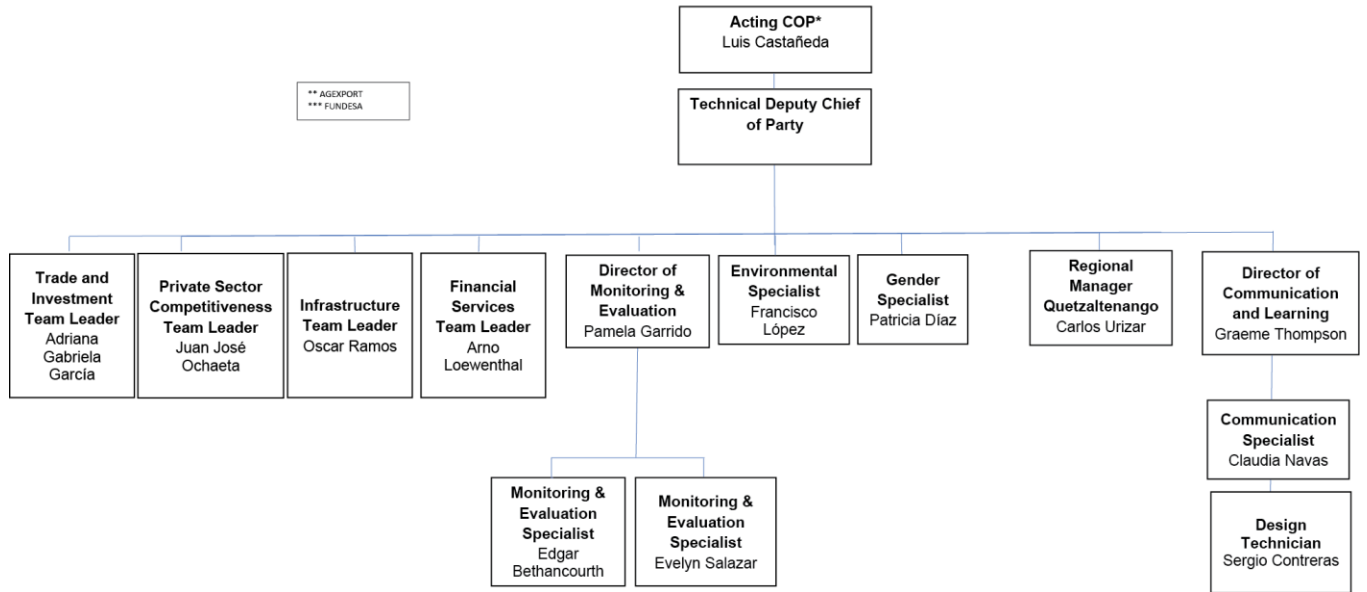


Figure 10 Guatemala City Administrative Staff

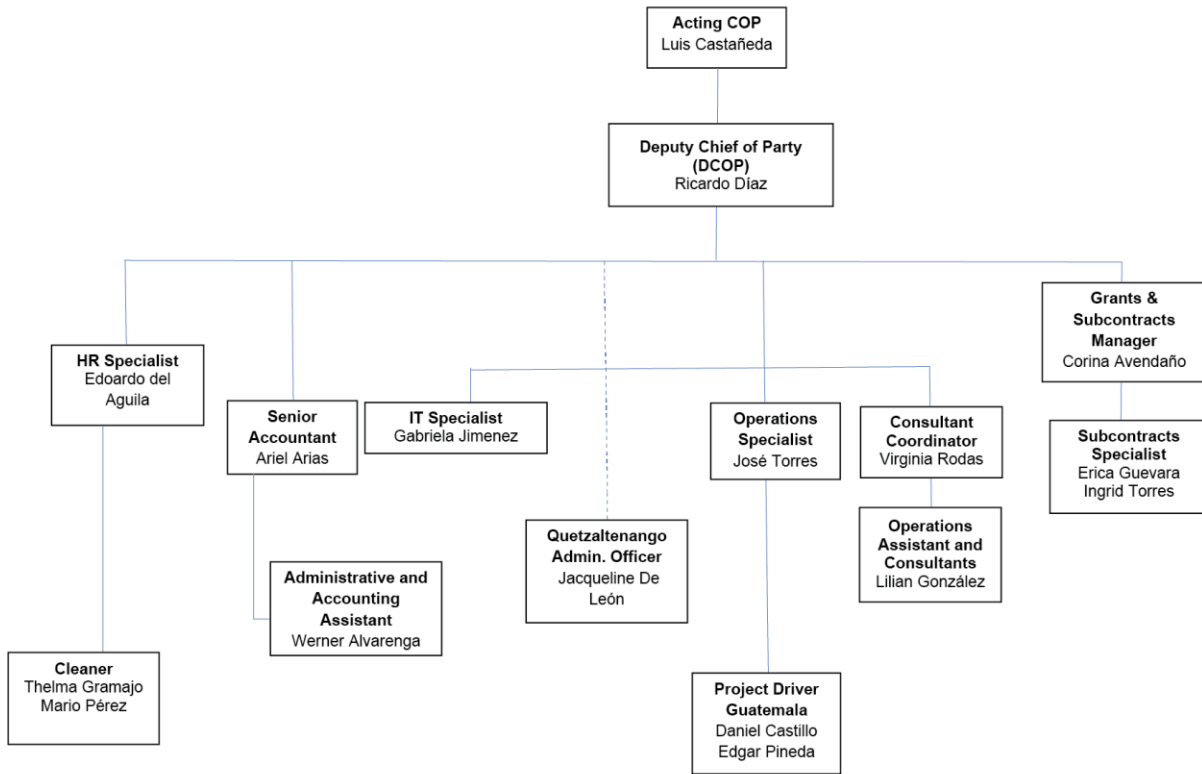


Figure 11 Guatemala City Component I Team

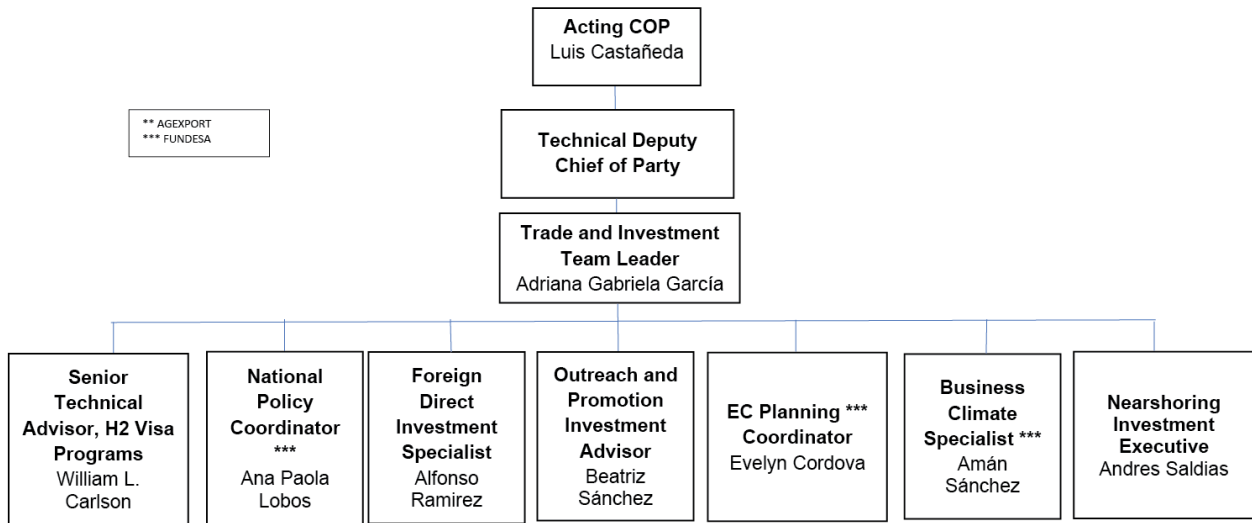


Figure 12 Guatemala City Component 2 Team

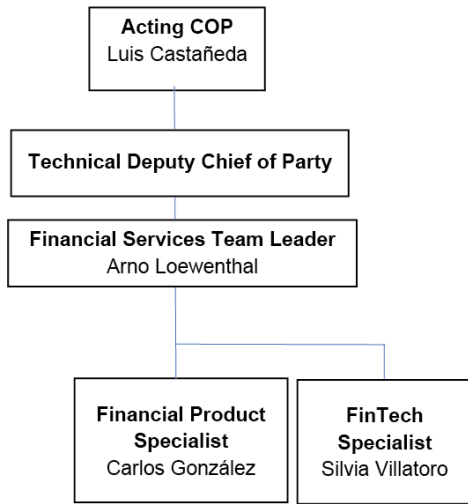


Figure 13 Guatemala City Component 3 Team

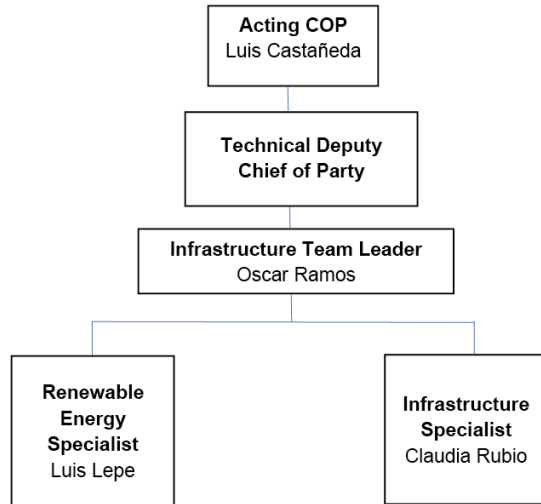


Figure 14 Guatemala Component 4 Team

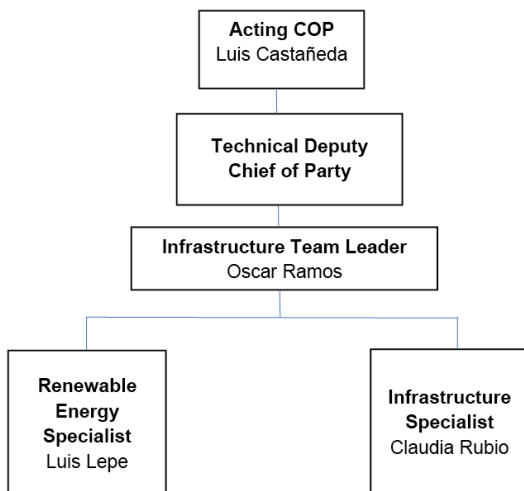


Figure 15 Quetzaltenango Office Staff

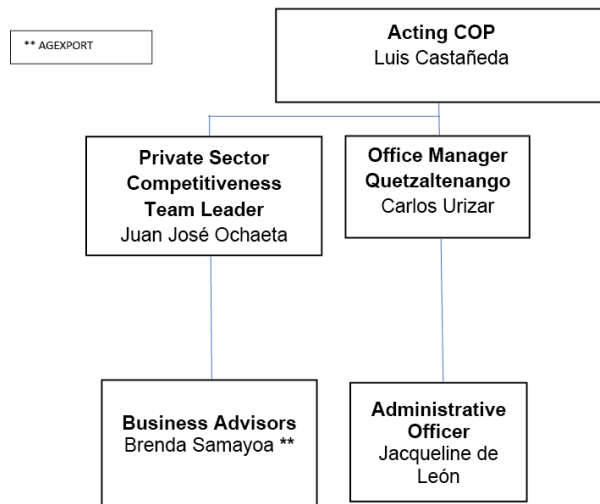
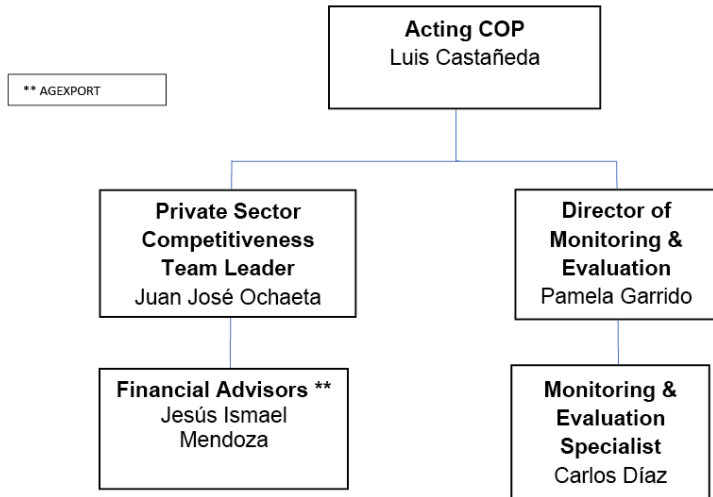


Figure 16 Huehuetenango Office Staff



ANNEX C USAID ENVIRONMENTAL COMPLIANCE

Four (4) internal documents with environmental considerations for previously initiated studies and activities that are in effect during the current quarter.

Table 21 Follow-up to Environmental Reviews Developed in Previous Quarters²⁷

#	Name of the Environmental Review	Location	Component
1	Environmental considerations for the formulation of studies and detailed engineering, design, technical, economic and environmental evaluation for the Xelajú I Solar Plant, Quetzaltenango.	Quetzaltenango.	C3
2	Environmental considerations for detailed electrical engineering studies for the Repowering and Improvement of the Distribution System of the Quetzaltenango Power Grid.	Quetzaltenango, Quetzaltenango	C3
3	Environmental considerations for the architectural and detailed engineering studies for an apartment project, Guatemala, Guatemala.	Guatemala, Guatemala	C4
4	Environmental considerations for the project to expand collection, transportation, treatment, and final disposal of hazardous and non-hazardous recyclable waste in the Western Highlands and Guatemala.	Guatemala, Escuintla, Quetzaltenango	C3

Table 22 Environmental Reviews Developed in FY6

#	Name of the Environmental Review	Location	Component
1	Environmental considerations for the design of the Master Plan of the El Pilar housing project, Fraijanes, Guatemala.	Fraijanes, Guatemala	C4
2	Environmental considerations for the design of the Preliminary Architectural Design of an Educational and Postgraduate Center in Fraijanes, Guatemala. Completed.	Fraijanes, Guatemala	C4
3	Environmental considerations for the formulation of studies and detailed engineering, design, technical, economic and environmental evaluation for the Xelajú I Solar Plant, Quetzaltenango.	Quetzaltenango.	C3
4	Environmental considerations for architectural studies, structural analysis, detailed engineering design and technical, economic, environmental and risk assessment for <i>La Democracia</i> market, Quetzaltenango"	Quetzaltenango	C3

²⁷ Follow-up to partners with internal documents with environmental considerations formulated: 1) 2 projects for the Municipality of Quetzaltenango and EEMQ (photovoltaic park and electrical network); 2) Torbar S. A., 3) BIOTRASH S. A.

Follow-up on 1 environmental review document (umbrella EMMPs) approved and recategorized as Categorical Exclusion for grant activities in effect for the current quarter, described in the table below:

Table 23 Follow-up to EMMP to Grants Programs in Previous Quarters²⁸

#	Name of the Environmental Review	Location	Component
1	Environmental considerations in the formulation of studies and designs for productive infrastructure projects in the project intervention area. Categorical Exclusion.	Guatemala, Escuintla, Quetzaltenango y San Marcos	C3 Grant

For the current year, five (5) environmental reviews (umbrella EMMPs) recategorized as Categorical Exclusion were formulated and approved in accordance with the official guidance of Federal Regulations Title 22, Part 216 (22 CFR 216 or Reg. 216) for activities funded with grant funds, as described in the table below: (see Anexo G for more details)

Table 24 Environmental Reviews in Grants Programs Approved in FY6²⁹

#	Name of the Environmental Review	Location	Component
1	Environmental considerations for the FinTech Development Investment Incentive Mechanism (MIFINTECH). Categorical Exclusion.	Project geographies	C2 Grant
2	Environmental considerations for the strengthening of the youth labor force in the action area of the project -FUELAB-. Categorical Exclusion.	Project geographies	C4 Grant
3	Environmental considerations for the Incentive Mechanism for the Generation of Jobs through the Financing of Social Housing -GEVISO. Categorical Exclusion.	Project geographies	C2 Grant
4	Environmental considerations in the formulation of complementary studies for the project: "South Bypass, Suchitepéquez and Retalhuleu". Categorical Exclusion. *	Suchitepéquez and Retalhuleu	C3 Grant
5	Environmental considerations in the formulation of studies and designs for productive infrastructure projects in the project intervention area. Categorical Exclusion. *	Guatemala, Escuintla, Quetzaltenango y San Marcos	C3 Grant

* Active grants this quarter.

²⁸ Partner companies with EMMPs approved: 1) a medical services company and Torbar S. A.

²⁹ Partner companies with EMMPs approved: 1) Sincronía and MICOOPE; 2) CDRO-ASOBED and CONECTATE; 3) CREDICORP S. A., COSAMI R. L.; YAMAN KUTX R. L. and BANRURAL S.A.; 4) IDC. S. A.; 5) y Torbar S. A., Biotrash and Puerta del Istmo.

USAID’s Creating Economic Opportunities Project works with both financial institutions and businesses like Piedra Santa to help them get better terms for loans, which spur business expansion. But the Project also combines a variety of technical assistance tailored to each business and geared to help implement individual business growth plans.

In this case, financial experts worked with Piedra Santa managers to analyze their accounting and financial systems and documents which the banks would use to make their offers. The analysis identified opportunities to improve the presentation of company value: improving the presentation of financial statements; investing in audited financial information, which banks trust; and including formal evaluations of property. Their own bank knew the value of their new headquarters, but they needed a formal evaluation to present to other banks. Also, Piedra Santa needed a Finance Manager, someone who had more training than their accountant, and who knew that the actual financial market in Guatemala included many institutions, each one of which had different customs and policies which affected the rates and terms they offered.

‘Shopping around’ for the best offer was something that had not really occurred at this old family firm that had always worked with the same bank. The result was that another institution offered to double their term and lower their rate – giving them immediate monthly cash savings of about 40% on their loan.

This new liquidity gave them what Piedra Santa needed to approach another bank to borrow a lower sum to implement their new project: a digital online sales and training platform.

The Project also provided key technical assistance to boost sales on this new platform, given that Piedra Santa had a huge inventory of valuable literature and materials which it wanted to offer to clients, especially teachers, parents and students in the education system. USAID developed a catalogue of materials and organized the content of the platform so clients could find what they wanted and get quick replies to enquiries about books, prices and expected delivery times.

“The analysis helped us see things differently,” Tobar said. “We could see there were new opportunities that would not have occurred to us before and that we could not have accessed.”

As a result of this integrated approach to company support – finding better financing; strengthening sales growth - Piedra Santa has been able to put into action an expansion plan that has been pending for years and will expand its reach in the educational community.

So far, sales have increased 39%. The company has hired 52 staff – boosting the sales department from five to 12 and increasing the production staff.



Janeth Rivera and Daniel Contreras work on the layout of textbooks and other educational materials that Piedra Santa updates and produces each year for schools in Guatemala.

"This support was fundamental," Tobar concluded. "We were able to obtain better credit conditions and start growing as we had dreamed of."

- 590 words -



USAID has been my strategic partner," says Brenda Colop general manager of Bicicasa. Above, Brenda Colop on the left and daughter Jesica Colop are showing off one of their Orbea brand bicycles at the recent celebration of International Day without Cars in Quetzaltenango.

USAID SUPPORT HELPS BUSINESSES LEARN TO ADAPT TO MARKET CONDITIONS

QUETZALTENANGO-BASED BICYCLE FIRM LEVERAGES ORBEA BRAND, TO GROW

Quetzaltenango – Thousands of people – men, women, children, families - got on their bikes September 24 to ride around the center of this second-largest city in Guatemala and celebrate International Day without Cars with a bracing cycle through a Colonial city perched beneath the Santa Maria Volcano.

This is one of two dozen social and community events that local bicycle chain Bicicasa supports throughout the year – a chance to help the cycling community which it serves but also a chance to be seen.

"Promoting the use of bicycles as a means of transportation and improving the environment and traffic is one of the goals of these activities," says Brenda Colop, general manager of Bicicasa. "But so is creating a community that enjoys doing activities that often have a social purpose."

BICICASA also had a chance to showcase its new Spanish-made Orbea bicycles. They became national distributors this year, part of their USAID-supported marketing strategy to boost their sales. USAID had supported the company in the wake of the COVID pandemic in 2022/2021, helping them think differently about their products and services, and also studying opportunities to expand their business.

Colop, whose father Israel, is a well-known local racing cyclist from the 1990s, and whose family runs the chain had always dreamed of setting up her own factory to produce bicycles. But the costs were high.

With USAID-support, and a marketing study, a new idea emerged: focus on the new interest of a younger population in mountain bicycles and higher-end bikes, which includes a market for accessories – from helmets to shorts and water bottles; identify where the markets are growing; and find an opportunity to represent another brand which has the quality people are looking for at an economical price which they need.

Orbea fits that description: the company has a wide range of high-quality, stylish bikes, and can be semi-assembled in Guatemala, providing more employment here and lowering costs to consumers.

"We began to position the brand in Quetzaltenango," said Giovanni Gomez, Orbea representative in Guatemala. "But we needed a company to help us market a wider range of options including children's bikes, exercise bikes, mountain bikes and their accessories."

Bicicasa, with 30 years in the market, high visibility in the cycling community through their support for two dozen events like the International Day without Cars and five shops in three cities: Quetzaltenango, Huehuetenango and Retalhuleu – the company was a perfect fit for Orbea.

USAID helped Colop and her team review business and financial administration and make changes which helped the company show a better bottom line, and access credit from a local bank to negotiate the representation with Orbea.

USAID also implemented a marketing study which showed that growth in the industry was coming from a younger, more professional population, ready to spend more money to enjoy cycling on and off the road. The study also identified 10 western municipalities where this population was growing fastest and identified competitors in each city.

"After seeing the recommendations in the market study, we thought it was prudent to begin with distributors," Colop said. "To date we have 10 distributors in places like Quiché, Coatepeque, Chiquimula, San Marcos, Sololá and Guatemala.

"But we are also opening a new store in Cuatro Caminos, which the study said was a good opportunity."



Giovanni Gomez, Orbea representative in Guatemala, showing one of the semi-assembled Orbea bicycles that Bicicasa is distributing nationally. "By finishing the assembly we can offer an affordable price for a good product," he says.

With these new distributors and its continuing promotion – including through social media and a new website which USAID helped them develop during COVID -- Bicicasa has already sold 714 Orbea bicycles. This, with 10% increase in sales over last year and double the sales from 2019, has provided work for 30 new people in its own stores.

"When we started with USAID, we were ready to begin to grow," Colop said. "With this support we are in a good position to continue growing."

- 632 words –



The cycling activities like the International Day without Cars event in Quetzaltenango September 24, promoted by Bicicasa, help the regional company keep its brand in front of the growing number of cycling enthusiasts in the western Highlands,

ANNEX E PERFORMANCE TRACKER INDICATORS Y6Q4

Table 25 Performance tracker of indicators, as of September 30, 2023

Indicator ID	Indicator title	Unit of measure	Y1 (Jan 2018 - Sep2018)		Y2 (Oct 2018-Sep 2019)		Y3 (Oct 2019-Sep 2020)		Y4 (Oct 2020-Sep 2021)		Y5 (Oct 2021-Sep 2022)		Y6 (Oct 2022-Sep 2023)						Target vs. Actual (Feb 2018-Jan 2024)		
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
			1	Number of full-time equivalent (FTE) jobs created	FTE	300	0	5,200	1,287	10,000	4,866	22,000	14,605	6,250	15,887	6,250	4,545	6,377	6,623	16,754	34,300
	Sex of jobholder	Female	150	0	2,600	426	5,000	1,331	11,000	2,671	3,125	1,408	3,125	410	638	644	63	1,755	25,000	7,591	30%
	Youth	Total	90	0	1,560	461	3,000	1,170	6,600	1,632	1,875	4,037	1,875	841	1,060	900	133	2,934	15,000	10,234	68%
1.a	[EG.5-2] Number of full-time equivalent (FTE) jobs created (direct)	FTE	217	0	3,768	1,287	7,246	3,276	15,942	10,623	4,530	11,746	4,529	3,417	4,854	5,096	12,864	26,231	36,232	53,163	147%
	Sex of jobholder	Female	109	0	1,884	426	3,623	958	7,971	1,901	2,265	1,089	2,264	319	466	499	56	1,340	18,116	5,714	32%
	Youth	Total	65	0	1,130	461	2,174	703	4,783	1,206	1,359	2,979	1,359	636	745	698	105	2,184	10,870	7,533	69%
1.b	Number of indirect of full-time equivalent (FTE) jobs created	FTE	83	0	1,432	0	2,754	1,590	6,058	3,980	1,721	4,141	1,720	1,128	1,523	1,528	3,924	8,069	13,768	17,781	129%
	Sex of jobholder	Female	41	0	716	0	1,377	373	3,029	770	861	319	860	91	172	145	7	415	6,884	1,877	27%
	Youth	Total	25	0	430	0	826	467	1,817	426	516	1,058	516	205	315	202	28	750	4,130	2,701	65%
2	Amount of Foreign Direct Investment (FDI) mobilized (USD MM)	USD M	0	3.5	8.00	4.08	10.00	2.64	18.00	24.46	7.00	16.00	7.00	49.37	59.00	0.00	22.00	130.37	50.00	181.05	362%
3	Amount of domestic investment mobilized (USD MM)	USD M	1.25	0.00	5.00	12.13	7.50	39.27	8.50	117.38	2.75	120.21	N/A	32.02	29.12	48.53	14.70	124.37	25.00	413.36	1653%
4	Number of people receiving training on financial topics	Participant	500	209	2,000	1,027	2,500	963	3,000	25,396	1,100	7,915	N/A	3,277	0	0	115	3,392	9,100	38,902	427%
5	Number of SMEs participating in the financial sector	Unit	20	1	50	71	80	56	85	98	18	25	18	0	32	0	14	46	271	297	110%
6	Value of financing and services provided to SMEs (USD MM)	USD M	2.50	0.05	10.00	6.80	15.00	24.33	17.00	22.14	5.50	21.55	N/A	0.86	2.86	0.03	16.85	20.60	50.00	95.48	191%
7	Value of financing and services provided to remittance recipients (USD MM)	USD M	0.50	0.00	1.00	0.00	1.50	3.81	2.00	2.12	0.50	0.93	0.50	0.00	0.00	0.00	1.21	1.21	6.00	8.07	135%
8	Value of capital invested in SMEs (USD MM)	USD M	1.25	0	2.75	5.94	7.00	15.13	9.00	40.27	5.00	48.61	N/A	15.75	6.40	14.84	9.96	46.95	25.00	156.89	628%
9	Remittances value (\$) directed towards investments and productive purposes	USD M	0.50	0	1.00	0.00	1.00	2.57	1.50	3.38	0.50	2.21	N/A	0.00	0.00	0.00	2.12	2.12	4.50	10.29	229%
10	Number of municipal instruments of urban and rural regulation completed	Units	0	0	3	3	3	10	4	1	2	0	N/A	0	0	0	0	0	12	14	117%
11	Number of infrastructure projects marketed to the GOG and private sector for investment, including foreign direct investment	Units	0	0	4	4	6	4	5	1	1	12	N/A	3	1	2	3	9	16	30	188%
12	Amount of total public and private dollars leveraged for information and communications technology (ICT)	USD M	0	0	10.00	1.89	15.00	6.22	25.00	14.35	5.00	25.86	5.00	2.55	8.04	11.45	164.84	186.88	60.00	235.19	392%

Indicator ID	Indicator title	Unit of measure	Y1 (Jan 2018 - Sep 2018)		Y2 (Oct 2018-Sep 2019)		Y3 (Oct 2019-Sep 2020)		Y4 (Oct 2020-Sep 2021)		Y5 (Oct 2021-Sep 2022)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
	and other infrastructure projects (USD MM)																				
13	Number of people benefiting from improved ICT and other infrastructure services (People M)	People	0	0	75,000	2,327	75,000	238,292	100,000	160,387	50,000	188,061	N/A	12,264	215,851	0	83,369	311,484	300,000	900,551	300%
14	Value of sales generated by SMEs selling goods and services directly to the GOG, per year (USD MM)	USD M	0	0	2.00	2.17	3.00	6.75	3.00	12.92	9.10	8.54	9.10	2.61	3.16	3.71	0.00	9.48	N/A	N/A	N/A
15	[EG.5.2-1] Number of firms receiving USG-funded technical assistance for improving business performance	Unit	11	20	130	381	350	431	400	245	209	246	N/A	51	43	79	45	218	1,100	1,541	140%
16	Number of firms participating in newly strengthened supply chains, foreign and domestic	Unit	3	0	50	122	80	26	100	150	42	40	N/A	4	1	2	0	7	275	345	125%
18	[EG.5.2-2] Number of private sector firms that have improved management practices or technologies	Unit	3	0	50	221	80	74	100	167	42	135	N/A	14	63	71	66	214	275	811	295%
20	[EG.5-1] Value of new non-agricultural sales generated by firms receiving assistance (USD MM)	USD M	2.00	0.12	33.00	16.83	70.00	59.14	104.00	167.68	76.00	216.08	N/A	56.61	56.67	61.46	21.34	196.08	285.00	655.92	230%
21	Number of private sector firms selected for partnership	Units	20	3	55	88	120	115	70	83	10	128	N/A	10	0	0	0	10	275	427	155%
23	Number of youths participating in workforce development initiatives	Youth	250	127	3,000	2,364	3,000	2,428	2,000	2,059	875	7,190	875	1,607	311	0	0	1,918	10,000	16,086	161%
24	[EG.6-1] Number of individuals (youths) with new or better employment following completion of USG- assisted workforce development programs	Youth	48	0	832	704	2,400	1,416	3,520	1,062	600	5,359	600	1,089	114	752	1,226	3,181	8,000	11,722	147%
25	Number of job fairs to connect industry with job seekers, per year	Unit	1	0	8	24	8	17	8	11	8	24	N/A	6	0	0	0	6	33	82	248%
26	Value of new USG commitments, and private sector and GOG investment leveraged by the USG.	USD M	1.25	3.50	23.00	18.10	32.50	48.06	51.50	156.24	26.75	162.07	N/A	83.93	96.16	59.98	201.54	441.61	135.00	829.57	614%
27	[EG.3.2-26] Value of annual sales of producers and firms receiving USG assistance [IM-level]	USD M	N/A	N/A	N/A	N/A	N/A	N/A	1.30	2.80	1.70	1.49	1.70	0.25	0.35	4.12	0.00	4.73	N/A	N/A	N/A
28	[EG.3.2-27] Value of agriculture-related financing accessed as a result of USG assistance [IM-level]	USD M	N/A	N/A	N/A	N/A	N/A	N/A	0.50	3.41	4.00	4.14	4.00	0.00	0.00	0.00	0.00	6.80	N/A	N/A	N/A
29	[EG.3.1-14] Value of new USG commitments and private sector	USD M	N/A	N/A	N/A	N/A	N/A	N/A	1.20	5.48	4.70	15.48	4.70	1.84	0.45	14.00	162.50	178.80	N/A	N/A	N/A

* Due to the DQA review which took place between FY6 Q1 and Q3, beneficiary numbers were adjusted.

Indicator ID	Indicator title	Unit of measure	Y1 (Jan 2018 - Sep 2018)		Y2 (Oct 2018-Sep 2019)		Y3 (Oct 2019-Sep 2020)		Y4 (Oct 2020-Sep 2021)		Y5 (Oct 2021-Sep 2022)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
	investment leveraged by the USG to support food security and nutrition [IM-level]																				
30	[EG.3.2]: Number of individuals participating in USG food security programs [IM-level] ³⁰	People	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	40	51	40	N/A	N/A	N/A	N/A	187	N/A	N/A	N/A
31	[GNDR-2]: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level]	Percentage	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30%	72%	30%	N/A	N/A	N/A	N/A	26.2%	N/A	N/A	N/A
32	[YOUTH-3]: Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29) [IM-level]	Percentage	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	20%	8%	20%	N/A	N/A	N/A	N/A	16.04%	N/A	N/A	N/A
33	[EG.12-4] Amount of investment mobilized for clean energy as supported by USG assistance	USD M	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2.00	0.274	8.00	N/A	N/A	N/A	N/A	5.022	10.00	5.295	53%

³⁰ Per instructions of RFS Washington the number of individuals increased since the guidance is to include the individuals from indicator EG.3.2-27

ANNEX F PERFORMANCE TRACKER INDICATORS BY DISAGGREGATION FY6Q4

Table 26 Indicator data disaggregated, as of September 30, 2023

Indicator ID	Indicator title	Unit of measure	Y1 (Jan18 - Sep18)		Y2 (Oct 18-Sep 19)		Y3 (Oct 19-Sep 20)		Y4 (Oct 20-Sep 21)		Y5 (Oct 21-Sep 22)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
			1	Number of full-time equivalent (FTE) jobs created	FTE	300	0	5,200	1,287	10,000	4,866	22,000	14,605	6,250	15,887	6,250	4,545	6,377	6,623	16,754	34,299
	Intervention area			0		481		2,948		9,145		9,171		3,358	4,269	4,822	912	13,361		35,106	
	Guatemala			0		806		1,918		5,123		6,647		1,102	2,079	1,669	1,863	6,713		21,207	
	Northwest area			0		0		0		337		69		85	29	132	13,979	14,225		14,631	
	Other			0		0		0		0		0		0	0	0	0	0		0	
	Standard FTE			0		1,287		3,276		10,623		11,746		3,417	4,854	5,096	12,864	26,231		53,163	
	Direct (F-code) [EG.5-2]			0		0		1,590		3,980		4,141		1,128	1,523	1,528	3,924	8,103		17,814	
	Indirect			0		0		0		0		0		0	0	0	0	0		0	
	Sex of jobholder		150	0	2,600	426	5,000	1,331	11,000	2,671	3,125	1,408	3,125	410	638	644	63	1,755	25,000	7,591	30%
	Female			0		861		3,535		4,034		3,122		1,011	976	1,381	205	3,573		15,125	
	Male			0		0		0		7,898		11,357		3,124	4,763	4,599	16,520	29,006		48,261	
	Disaggregates not available			0		0		0		0		0		0	0	0	0	0		0	
	Job type			0		1,167		3,674		6,614		4,473		1,421	1,614	2,025	268	5,328		21,256	
	Permanent			0		120		1,192		7,991		11,414		3,124	4,763	4,598	16,486	28,971		49,688	
	Temporal			0		0		0		0		0		0	0	0	0	0		0	
	Youth		90	0	1,560	461	3,000	1,170	6,600	1,632	1,875	4,037	1,875	841	1,060	900	133	2,934	15,000	10,234	68%
	Total			0		0		237		456		1,099		193	325	233	31	782		2,574	
	Female (a)			0		0		466		739		1,880		443	420	465	74	1,402		4,487	
	Male (a)			0		0		0		0		0		0	0	0	0	0		0	
	Disaggregates not available			0		461		467		437		1,058		205	315	202	28	750		3,173	
	Indigenous:			0		0		120		612		439		161	94	189	38	482		1,653	
	Female			0		0		27		257		154		55	35	71	12	173		611	
	Male			0		0		93		355		285		106	59	118	26	309		1,042	
	People w/disabilities			0		0		1		3		1		0	0	1	0	1		6	
	Female			0		0		0		1		0		0	0	1	0	1		2	
	Male			0		0		1		2		1		0	0	0	0	0		4	
1.a	[EG.5-2] Number of full-time equivalent (FTE) jobs created (direct)	FTE	217	0	3,768	1,287	7,246	3,276	15,942	10,623	4,530	11,746	4,529	3,417	4,854	5,096	12,864	26,231	36,232	53,163	147%
	Intervention area			0		481		2,116		6,702		6,790		2,544	3,292	3,728	700	10,264		26,353	
	Guatemala			0		806		1,160		3,708		4,903		821	1,540	1,266	1,425	5,052		15,629	
	Northwest area			0		0		0		214		53		52	22	102	10,739	10,915		11,182	
	Other			0		0		0		0		0		0	0	0	0	0		0	
	Sex of jobholder		109	0	1,884	426	3,623	958	7,971	1,901	2,265	1,089	2,264	319	466	499	56	1,340	18,116	5,714	32%
	Female			0		861		2,318		2,764		2,105		708	633	967	142	2,450		10,498	
	Male			0		0		0		5,958		8,552		2,390	3,755	3,630	12,666	22,441		36,951	
	Disaggregates not available			0		0		0		0		0		0	0	0	0	0		0	
	Job type			0		1,167		2,430		4,538		3,144		1,027	1,099	1,466	198	3,790		15,069	
	Permanent			0		120		846		6,085		8,602		2,390	3,755	3,630	12,666	22,441		38,094	
	Temporal			0		0		0		0		0		0	0	0	0	0		0	
	Youth		65	0	1,130	461	2,174	703	4,783	1,206	1,359	2,979	1,359	636	745	698	105	2,184	10,870	7,533	69%
	Total			0		0		237		456		1,099		193	325	233	31	782		2,574	
	Female (a)			0		0		466		739		1,880		443	420	465	74	1,402		4,487	
	Male (a)			0		0		0		0		0		0	0	0	0	0		0	
	Disaggregates not available			0		461		0		11		0		0	0	0	0	0		472	
	Indigenous:			0		0		120		612		439		161	94	189	38	482		1,653	
	Female			0		0		27		257		154		55	35	71	12	173		611	
	Male			0		0		93		355		285		106	59	118	26	309		1,042	
	People w/disabilities			0		0		1		3		1		0	0	1	0	1		6	
	Female			0		0		0		1		0		0	0	1	0	1		2	
	Male			0		0		1		2		1		0	0	0	0	0		4	

Indicator ID	Indicator title	Unit of measure	Y1 (Jan18 - Sep18)		Y2 (Oct 18-Sep 19)		Y3 (Oct 19-Sep 20)		Y4 (Oct 20-Sep 21)		Y5 (Oct 21-Sep 22)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)				
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6	
1.b	Number of indirect of full-time equivalent (FTE) jobs created	FTE	83	0	1,432	0	2,754	1,590	6,058	3,980	1,721	4,141	1,720	1,128	1,523	1,528	3,924	8,103	13,768	17,814	129%	
	Intervention area		Guatemala	0	0	0	0	832	0	2,444	0	2,381	0	814	977	1,094	212	3,097	0	8,754	0	
			Northwest area	0	0	0	0	758	0	1,413	0	1,744	0	281	539	403.81	472	1,696	0	5,611	0	
			Other	0	0	0	0	0	0	123	0	16	0	33	7	30	3,240	3,310	0	3,449	0	
	Sex of jobholder		Female	41	0	716	0	1,377	373	3,029	770	861	319	860	91	172	145	7	415	6,884	1,877	27%
			Male	0	0	0	0	1,217	0	1,270	0	1,017	0	303	343	414	63	1,123	0	4,627	0	
			Disaggregates not available	0	0	0	0	0	0	1,940	0	2,805	0	734	1,008	969	3,854	6,565	0	11,310	0	
	Youth		Total	25	0	430	0	826	467	1,817	426	516	1,058	516	205	315	202	28	750	4,130	2,701	65%
			Female	0	0	0	0	66	0	140	0	321	0	51	118	47	4	220	0	747	0	
			Male	0	0	0	0	175	0	286	0	737	0	154	197	155	24	530	0	1,728	0	
			Disaggregates not available	0	0	0	0	226	0	0	0	0	0	0	0	0	0	0	0	226	0	
	Job type		Permanent	0	0	0	0	1,244	0	2,076	0	1,329	0	394	515	559	70	1,538	0	6,187	0	
			Temporal	0	0	0	0	346	0	1,904	0	2,812	0	734	1008	969	3,854	6,565	0	11,627	0	
	2		Amount of Foreign Direct Investment (FDI) mobilized (USD MM)	USD M	0	3.5	8.00	4.08	10.00	2.64	18.00	24.46	7.00	16.00	7.00	49.37	59.00	0.00	22.00	130.37	50.00	181.05
Investment type		Equity capital	0		0	0.00	0.00	0.24	0	5.05	0	0.00	0	0.37	0.00	0.00	15.00	15.37	0	20.66	0	
		Reinvested earnings	0		0	0.00	0.00	0.00	0	19.41	0	16.00	0	49.00	59.00	0.00	7.00	115.00	0	150.41	0	
		Intracompany debt	3.5		0	4.08	0	2.40	0	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0	9.98	0	
Enterprise (Investee) size		Micro: 1 to 10 employees	3.5		0	4.08	0	2.64	0	4.69	0	0.00	0	0.37	0.00	0.00	15.00	15.37	0	30.28	0	
		Small: 11 to 80 employees	0		0	0.00	0	0.00	0	5.05	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0	5.05	0	
		Medium: 81 to 200 Employees	0		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0	0.00	0	
		Large: over 200 Employees	0		0	0.00	0	0.00	0	14.72	0	16.00	0	49.00	59.00	0.00	7.00	115.00	0	145.72	0	
Gender of Investee Owner		Female	0		0	0.00	0.00	0.00	0	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0	0.00	0	
		Male	0		0	0.00	0.00	0.00	0	0.05	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0	0.05	0	
		Not defined (the owner is not an individual)	3.5		0	4.08	0	2.64	0	24.41	0	16.00	0	49.37	59.00	0.00	22.00	130.37	0	181.00	0	
Source Contry		Costa Rica	0		0	1.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0	1.00	0	
		España	0		0	3.00	0	2.00	0	0.00	0	0.00	0	0.00	40.00	0.00	0.00	40.00	0	45.00	0	
		México	0		0	0.00	0	0.24	0	19.72	0	0.00	0	38.00	0.00	0.00	0.00	38.00	0	57.96	0	
		Estados Unidos	3.5		0	0.08	0	0.40	0	4.69	0	0.00	0	0.00	0.00	0.00	15.00	15.00	0	23.67	0	
		El Salvador	0		0	0.00	0	0.00	0	0.05	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0	0.05	0	
		Reino Unido	0		0	0.00	0	0.00	0	0.00	0	1.00	0	0.00	1.50	0.00	0.00	1.50	0	2.50	0	
		Corea del Sur	0		0	0.00	0	0.00	0	0.00	0	15.00	0	11.00	0.00	0.00	6.00	17.00	0	32.00	0	
		Panamá	0		0	0.00	0	0.00	0	0.00	0	0.00	0	0.37	0.00	0.00	0.00	0.37	0	0.37	0	
		Japón	0		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	17.50	0.00	0.00	17.50	0	17.50	0	
		India	0		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0.00	1.00	1.00	0	1.00	0	
	3	Amount of domestic investment mobilized (USD MM)	USD M	1.25	0.00	5.00	12.13	7.50	39.27	8.50	117.38	2.75	120.21	N/A	32.02	29.12	48.53	14.70	124.37	25.00	413.36	1653%
Investment type		Equity capital		0	0	8.28	0	19.99	0	1.03	0	6.91	0	28.90	2.40	13.62	2.67	47.59	0	83.79	0	
		Reinvested earnings		0	0	0.00	0	8.50	0	85.92	0	76.05	0	0.73	17.71	18.80	4.29	41.52	0	212.00	0	
		Intracompany debt		0	0	0.00	0	7.59	0	30.43	0	37.25	0	2.39	9.01	16.11	7.75	35.26	0	110.53	0	
		Disaggregates not available (information collected since		0	0	3.86	0	3.19	0	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0	7.05	0	

Indicator ID	Indicator title	Unit of measure	Y1 (Jan18 - Sep18)		Y2 (Oct 18-Sep 19)		Y3 (Oct 19-Sep 20)		Y4 (Oct 20-Sep 21)		Y5 (Oct 21-Sep 22)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
	Q3 FY3, after QDA evaluation)																				
	Enterprise (Investee) size		0.00	0.63	3.28	5.69	7.14	2.12	3.85	2.68	0.80	9.46	26.19								
	Micro: 1 to 10 employees		0.00	8.17	16.28	67.76	64.47	11.79	10.29	28.25	5.66	55.98	212.66								
	Small: 11 to 80 employees		0.00	1.66	11.62	31.39	30.72	16.31	7.85	5.00	5.81	34.96	110.34								
	Medium: 81 to 200 Employees		0.00	1.44	8.10	12.55	17.88	1.80	7.14	12.60	2.43	23.96	63.92								
	Large: over 200 Employees		0.00	0.24	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25								
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)		0.00	0.12	0.04	1.39	0.94	0.73	0.80	0.57	0.75	2.84	5.33								
	Gender of Investee Owner		0.00	3.12	6.16	8.50	6.41	1.23	2.11	1.03	5.76	10.13	34.32								
	Female		0.00	8.89	33.07	107.50	112.86	30.06	26.21	46.93	8.19	111.39	373.70								
	Male		0.00	0.01	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02								
	Not defined (the owner is not an individual)		0.00	0.01	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02								
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)		0.00	0.01	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02								
4	Number of people receiving training on financial topics		500	209	2,000	1,027	2,500	963	3,000	25,396	1,100	7,915	N/A	3,277	0	0	115	3,392	9,100	38,902	427%
	Sex			156		422		384		15,307		5,344		2,063	0	0	45	2,108		21,613	
	Female			53		512		579		10,089		2,571		1,214	0	0	70	1,284		13,804	
	Male			0		93		0		0		0		0	0	0	0	0		93	
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0		0		63		4,059		14		888	0	0	28	888		4,136	
	Youth			0		0		0		2,225		9		576	0	0	14	590		2,234	
	Total			0		0		0		1,834		5		312	0	0	14	326		1,839	
	Female			0		0		0		0		0		0	0	0	0	0		63	
	Male			0		0		40		9,729		3,735		1,395	0	0	27	1,422		13,504	
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0		0		16		5,819		2,719		957	0	0	15	972		8,554	
	Indigenous:			0		0		24		3,910		1,016		438	0	0	12	450		4,950	
	Female			0		0		0		163		73		48	0	0	0	48		236	
	Male			0		0		0		62		36		32	0	0	0	32		98	
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0		0		0		101		37		16	0	0	0	16		138	
	Total			0		0		0		0		0		0	0	0	0	0		0	
	People w/disabilities			0		0		0		62		36		32	0	0	0	32		98	
	Female			0		0		0		101		37		16	0	0	0	16		138	
	Male			0		0		0		0		0		0	0	0	0	0		0	
5	Number of SMEs participating in the financial sector		20	1	50	71	80	56	85	98	18	25	18	0	32	0	14	46	271	297	110%
	Enterprise (participant) size			0		26		27		49		13		0	19	0	12	31		146	
	Micro: 1 to 10 employees			1		28		19		43		11		0	10	0	2	12		114	
	Small: 11 to 80 employees			0		10		3		4		1		0	3	0	0	3		21	
	Medium: 81 to 200 Employees			0		3		7		2		0		0	0	0	0	0		12	
	Large: over 200 Employees			0		3		7		2		0		0	0	0	0	0		12	

Indicator ID	Indicator title	Unit of measure	Y1		Y2		Y3		Y4		Y5		Y6					Target vs. Actual						
			(Jan18 - Sep18)		(Oct 18-Sep 19)		(Oct 19-Sep 20)		(Oct 20-Sep 21)		(Oct 21-Sep 22)		(Oct 2022-Sep 2023)					(Feb 2018-Jan 2024)						
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6			
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0		4		0		0		0		0		0		0		0		4		
	Female			0		6		2		30		6		0		8		0		3		11		55
	Male			0		26		17		51		4		0		18		0		11		29		127
	Not defined (the owner is not an individual)			1		35		37		17		15		0		6		0		0		6		111
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0		4		0		0		0		0		0		0		0		0		4
6	Value of financing and services provided to SMEs (USD MM)		2.50	0.05	10.00	6.80	15.00	24.33	17.00	22.14	5.50	21.55	N/A	0.86	2.86	0.03	16.85	20.60	50.00	95.48		191%		
	Enterprise (receptor) size	USD M		0.00		0.60		1.69		9.39		8.89		0.00	0.22	0.00	9.70	9.92				30.48		
	Micro: 1 to 10 employees			0.05		5.52		21.28		9.38		11.49		0.20	2.27	0.03	2.15	4.64				52.35		
	Small: 11 to 80 employees			0.00		0.46		1.29		3.38		1.17		0.67	0.38	0.00	5.00	6.05				12.35		
	Medium: 81 to 200 Employees			0.00		0.00		0.00		0.00		0.00		0.00	0.00	0.00	0.00	0.00				0.00		
	Large: over 200 Employees			0.00		0.23		0.06		0.00		0.00		0.00	0.00	0.00	0.00	0.00				0.29		
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0.00		0.04		2.40		0.32		0.20		0.00	0.00	0.00	0.10	0.10				3.06		
	Female			0.00		4.16		9.47		5.58		0.36		0.67	0.81	0.00	0.74	2.22				21.79		
	Male			0.05		2.37		12.46		16.25		21.00		0.20	2.05	0.03	16.00	18.28				70.40		
	Not defined (the owner is not an individual)			0.00		0.23		0.00		0.00		0.00		0.00	0.00	0.00	0.00	0.00				0.23		
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0.00		0.23		0.00		0.00		0.00		0.00	0.00	0.00	0.00	0.00				0.23		
7	Value of financing and services provided to remittance recipients (USD MM)		0.50	0.00	1.00	0.00	1.50	3.81	2.00	2.12	0.50	0.93	0.50	0.00	0.00	0.00	1.21	1.21	6.00	8.07		135%		
	Enterprise (receptor) size	USD M		0		0.00		1.64		0.96		0.48		0.00	0.00	0.00	0.46	0.46				3.54		
	Micro: 1 to 10 employees			0		0.00		2.17		1.15		0.45		0.00	0.00	0.00	0.76	0.76				4.54		
	Small: 11 to 80 employees			0		5.94		7.00		15.13		9.00		5.00	48.61	N/A	15.75	6.40				156.89		
	Medium: 81 to 200 Employees			0		0.58		1.21		0.76		3.27		0.64	2.83	0.46	0.12	4.05				9.87		
	Large: over 200 Employees			0		4.08		12.91		35.00		28.71		5.61	3.45	12.92	4.06	26.03				106.72		
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0		1.05		1.01		4.50		16.64		9.51	0.10	1.46	5.79	16.85				40.05		
	Female			0		0.02		0.03		1.07		0.23		0.23	0.037	0.27	0.018	0.55				1.90		
	Male			0		0.65		0.60		1.35		0.84		0.06	0.604	0.34	0.027	1.04				4.47		
8	Value of capital invested in SMEs (USD MM)		1.25	0	2.75	5.94	7.00	15.13	9.00	40.27	5.00	48.61	N/A	15.75	6.40	14.84	9.96	46.95	25.00	156.89		628%		
	Enterprise (financed) size	USD M		0		0.58		1.21		0.76		3.27		0.64	2.83	0.46	0.12	4.05				9.87		
	Micro: 1 to 10 employees			0		4.08		12.91		35.00		28.71		5.61	3.45	12.92	4.06	26.03				106.72		
	Small: 11 to 80 employees			0		1.05		1.01		4.50		16.64		9.51	0.10	1.46	5.79	16.85				40.05		
	Medium: 81 to 200 Employees			0		0.00		0.00		0.00		0.00		0.00	0.02	0.00	0.00	0.02				0.02		
	Large: over 200 Employees			0		0.23		0.00		0.00		0.00		0.00	0.00	0.00	0.00	0.00				0.23		
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0		0.02		0.03		1.07		0.23		0.23	0.037	0.27	0.018	0.55				1.90		
	Female			0		0.65		0.60		1.35		0.84		0.06	0.604	0.34	0.027	1.04				4.47		
	Male			0		0.02		0.03		1.07		0.23		0.23	0.037	0.27	0.018	0.55				1.90		

Indicator ID	Indicator title	Unit of measure	Y1		Y2		Y3		Y4		Y5		Y6					Target vs. Actual			
			(Jan18 - Sep18)		(Oct 18-Sep 19)		(Oct 19-Sep 20)		(Oct 20-Sep 21)		(Oct 21-Sep 22)		(Oct 2022-Sep 2023)					(Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
	Not defined (the owner is not an individual)			0		5.04		14.49		37.85		47.54		15.46	5.754	14.23	9.919	45.37		150.29	
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			0		0.23		0.00		0.00		0.00		0.000	0.000	0.00	0.000	0.00		0.23	
9	Remittances value (\$) directed towards investments and productive purposes		0.50	0	1.00	0.00	1.00	2.57	1.50	3.38	0.50	2.21	N/A	0.00	0.00	0.00	2.12	2.12	4.50	10.29	229%
	Gender of remittance recipient	Female		0		0.00		1.66		2.25		1.19		0.00	0.00	0.00	1.12	1.12		6.22	
		Male		0		0.00		0.91		1.13		1.03		0.00	0.00	0.00	1.01	1.01		4.07	
	Location of remittance recipient	Guatemala		0		0.00		0.19		0.13		0.37		0.00	0.00	0.00	0.16	0.16		0.86	
		Huehuetenango		0		0.00		0.42		0.58		0.28		0.00	0.00	0.00	0.05	0.05		1.34	
		Quetzaltenango		0		0.00		0.28		0.46		0.36		0.00	0.00	0.00	1.45	1.45		2.55	
		Quiché		0		0.00		0.18		0.19		0.25		0.00	0.00	0.00	0.19	0.19		0.81	
		San Marcos		0		0.00		1.25		1.64		0.70		0.00	0.00	0.00	0.17	0.17		3.76	
		Totonicapán		0		0.00		0.25		0.39		0.24		0.00	0.00	0.00	0.10	0.10		0.97	
10	Number of municipal instruments of urban and rural regulation completed		0	0	3	3	3	10	4	1	2	0	N/A	0	0	0	0	0	12	14	117%
	Development stage:	Design		0		0		0		0		0		0	0	0	0	0		0	
		Proposal		0		2		1		1		0		0	0	0	0	0		4	
		Approval		0		1		9		0		0		0	0	0	0	0		10	
11	Number of infrastructure projects marketed to the GOG and private sector for investment, including foreign direct investment		0	0	4	4	6	4	5	1	1	12	N/A	3	1	2	3	9	16	30	188%
	Infrastructure type:	Roads		0		2		4		0		8		2	1	0	0	3		17	
		Energy		0		0		0		1		2		1	0	1	1	3		6	
		Processing		0		0		0		0		0		0	0	0	0	0		0	
		Telecommunications		0		0		0		0		0		0	0	0	0	0		0	
		Other		0		2		0		0		2		0	0	1	2	3		7	
12	Amount of total public and private dollars leveraged for information and communications technology (ICT) and other infrastructure projects (USD MM)		0	0	10.00	1.89	15.00	6.22	25.00	14.35	5.00	25.86	5.00	2.55	8.04	11.45	164.84	186.88	60.00	235.19	392%
	Amount leveraged by infrastructure type:	Roads		0		1.84		6.22		13.52		22.98		1.59	4.63	0.54	156.74	163.50		208.05	
		Energy		0		0.00		0.00		0.00		0.38		0.21	1.65	0.14	1.76	3.77		4.15	
		Processing		0		0.00		0.00		0.00		0.00		0.00	0.00	0.00	0.00	0.00		0.00	
		Telecommunications		0		0.00		0.00		0.00		0.00		0.00	0.00	0.00	0.00	0.00		0.00	
		Other		0		0.05		0.00		0.83		2.50		0.74	1.76	10.77	6.34	19.61		22.99	
13	Number of people benefiting from improved ICT and other infrastructure services (People M)		0	0	75,000	2,327	75,000	238,292	100,000	160,387	50,000	188,061	N/A	12,264	215,851	0	83,369	311,484	300,000	900,551	300%
	By infrastructure type:	Roads		0		0		227,801		154,704		142,193		8,372	9,313	0	299,976	282,291*		242,407	
		Energy		0		0		0		0		33,975		788	203,000	0	383,345	587,133		621,108	
		Processing		0		0		0		0		0		0	0	0	0	0		0	

* Due to the DQA review which took place between FY6 Q1 and Q3, beneficiary numbers were adjusted.

Indicator ID	Indicator title	Unit of measure	Y1 (Jan18 - Sep18)		Y2 (Oct 18-Sep 19)		Y3 (Oct 19-Sep 20)		Y4 (Oct 20-Sep 21)		Y5 (Oct 21-Sep 22)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
				Telecommunications		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Other		0	2,327	10,491	5,683	11,893	3,104	3,538	0	0	6,642							37,036		
14	Value of sales generated by SMEs selling goods and services directly to the GOG, per year (USD MM)		0	0	2.00	2.17	3.00	6.75	3.00	12.92	9.10	8.54	9.10	2.61	3.16	3.71	0.00	9.48	N/A	N/A	N/A
	Enterprise (seller) size:	Micro: 1 to 10 employees	0	1.68	3.39	11.29	6.36	2.07	1.53	2.38	0.00	5.98								N/A	
		Small: 11 to 80 employees	0	0.48	1.03	1.38	1.93	0.41	1.60	1.26	0.00	3.27								N/A	
		Medium: 81 to 200 Employees	0	0.02	2.33	0.25	0.25	0.13	0.04	0.07	0.00	0.24								N/A	
		Large: over 200 Employees	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00								N/A	
	Gender of Enterprise Owner	Female	0	0.639	1.06	1.18	2.03	0.42	0.24	0.07	0.00	0.73								N/A	
		Male	0	1.320	2.49	9.39	3.00	1.20	2.125	1.850	0.000	5.17								N/A	
		Not defined (the owner is not an individual)	0	0.190	3.18	2.25	3.46	0.97	0.789	1.787	0.000	3.55								N/A	
		Disaggregates not available	0	0.020	0.02	0.10	0.05	0.03	0.000	0.002	0.000	0.03								N/A	
15	[EG.5.2-1] Number of firms receiving USG-funded technical assistance for improving business performance		11	20	130	381	350	431	400	245	209	246	N/A	51	43	79	45	218	1,100	1,541	140%
	Enterprise (assisted) size:	Micro: 1 to 10 employees	4	145	318	146	125	9	31	68	13	121								859	
		Small: 11 to 80 employees	11	80	77	81	87	35	9	9	26	79								415	
		Medium: 81 to 200 Employees	4	29	13	14	13	4	2	0	1	7								80	
		Large: over 200 Employees	1	10	8	4	21	3	1	1	5	10								54	
	Gender of Enterprise Owner	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)	0	117	15	0	0	0	0	1	0	1								133	
		Female	0	36	12	55	56	1	11	27	0	39								198	
		Male	1	47	28	56	42	13	27	48	8	96								270	
		Not defined (the owner is not an individual)	18	104	100	99	132	37	5	4	31	77								530	
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)	1	193	291	35	16	0	0	0	6	6								542		
16	Number of firms participating in newly strengthened supply chains, foreign and domestic		3	0	50	122	80	26	100	150	42	40	N/A	4	1	2	0	7	275	345	125%
	Enterprise (participant) size:	Micro: 1 to 10 employees	0	79	9	96	22	1	0	1	0	2								208	
		Small: 11 to 80 employees	0	17	7	49	17	3	1	1	0	5								95	
		Medium: 81 to 200 Employees	0	1	0	5	1	0	0	0	0	0								7	
		Large: over 200 Employees	0	0	0	0	0	0	0	0	0	0								0	
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)	0	25	10	0	0	0	0	0	0	0								35		

Indicator ID	Indicator title	Unit of measure	Y1 (Jan18 - Sep18)		Y2 (Oct 18-Sep 19)		Y3 (Oct 19-Sep 20)		Y4 (Oct 20-Sep 21)		Y5 (Oct 21-Sep 22)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
	Gender of Enterprise Owner	Female	0		26		2		28		10		1	0	1	0	2		68		
	Gender of Enterprise Owner	Male	0		13		5		45		6		2	0	1	0	3		72		
	Gender of Enterprise Owner	Not defined (the owner is not an individual)	0		14		9		77		24		1	1	0	0	2		126		
	Gender of Enterprise Owner	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)	0		69		10		0		0		0	0	0	0	0		79		
18	[EG.5.2-2] Number of private sector firms that have improved management practices or technologies		3	0	50	221	80	74	100	167	42	135	N/A	14	63	71	66	214	275	811	295%
	Enterprise size:	Micro: 1 to 10 employees		0		127		37		124		68		3	36	60	39	138		494	
	Enterprise size:	Small: 11 to 80 employees		0		52		25		37		53		10	22	10	26	68		235	
	Enterprise size:	Medium: 81 to 200 Employees		0		13		1		6		6		1	3	1	0	5		31	
	Enterprise size:	Large: over 200 Employees		0		2		1		0		8		0	2	0	1	3		14	
	Enterprise size:	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)		0		27		10		0		0		0	0	0	0	0		37	
	Gender of Enterprise Owner	Female		0		28		4		32		37		1	14	25	27	67		168	
	Gender of Enterprise Owner	Male		0		35		11		64		16		3	31	41	9	84		210	
	Gender of Enterprise Owner	Not defined (the owner is not an individual)		0		88		49		71		82		10	18	5	30	63		353	
	Gender of Enterprise Owner	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)		0		70		10		0		0		0	0	0	0	0		80	
20	[EG.5-1] Value of new non-agricultural sales generated by firms receiving assistance (USD MM)		2.00	0.12	33.00	16.83	70.00	59.14	104.00	167.68	76.00	216.08	N/A	56.61	56.67	61.46	21.34	196.08	285.00	655.92	230%
	Enterprise (seller) size:	Micro: 1 to 10 employees		0.00		2.37		5.24		14.47		11.83		3.61	3.51	4.00	0.08	11.20		45.11	
	Enterprise (seller) size:	Small: 11 to 80 employees		0.12		5.51		24.04		71.12		85.67		23.14	13.86	25.26	7.46	69.72		256.18	
	Enterprise (seller) size:	Medium: 81 to 200 Employees		0.00		7.07		15.49		36.71		49.00		25.07	7.73	7.23	8.16	48.19		156.47	
	Enterprise (seller) size:	Large: over 200 Employees		0.00		1.27		11.94		45.37		69.58		4.80	31.56	24.97	5.64	66.97		195.13	
	Enterprise (seller) size:	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)		0.00		0.61		2.42		0.00		0.00		0.00	0.00	0.00	0.00	0.00		3.03	
	Gender of Enterprise Owner	Female		0.00		0.65		1.20		1.56		2.53		0.88	2.29	0.78	0.04	3.98		9.93	
	Gender of Enterprise Owner	Male		0.00		1.48		3.96		17.14		12.48		6.81	5.29	4.45	0.10	16.65		51.71	
	Gender of Enterprise Owner	Not defined (the owner is not an individual)		0.12		14.09		51.56		148.98		201.06		48.91	49.10	56.23	21.20	175.44		591.24	
	Gender of Enterprise Owner	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)		0.00		0.61		2.42		0.00		0.00		0.00	0.00	0.00	0.00	0.00		3.03	

Indicator ID	Indicator title	Unit of measure	Y1 (Jan18 - Sep18)		Y2 (Oct 18-Sep 19)		Y3 (Oct 19-Sep 20)		Y4 (Oct 20-Sep 21)		Y5 (Oct 21-Sep 22)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
	Q3 FY3, after QDA evaluation)																				
21	Number of private sector firms selected for partnership		20	3	55	88	120	115	70	83	10	128	N/A	10	0	0	0	10	275	427	155%
	Partner Enterprise size:	Units																			
	Micro: 1 to 10 employees			0		19		1				46		6	0	0	0	6			101
	Small: 11 to 80 employees			1		13		2				49		3	0	0	0	3			102
	Medium: 81 to 200 Employees			0		5		2				14		1	0	0	0	1			32
	Large: over 200 Employees			0		5		10				19		0	0	0	0	0			44
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)			2		46		100				0		0	0	0	0	0			148
	Gender of Enterprise Owner			0		12		0				16		6	0	0	0	6			35
	Female			0		5		0				10		4	0	0	0	4			50
	Male			1		25		15				81		0	0	0	0	0			194
	Not defined (the owner is not an individual)			2		46		100				0		0	0	0	0	0			148
	Disaggregates not available (information collected since Q3 FY3, after QDA evaluation)																				
23	Number of youths participating in workforce development initiatives		250	127	3,000	2,364	3,000	2,428	2,000	2,059	875	7,190	875	1,607	311	0	0	1,918	10,000	16,086	161%
	Sex	Youth																			
	Female			65		1,423		1,362				4,537		840	161	0	0	1,001			9,647
	Male			62		941		1,065				2,653		767	150	0	0	917			6,438
	Disaggregates not available			0		0		1				0		0	0	0	0	0			1
	Indigenous:			0		0		183				390		151	32	0	0	183			2,284
	Female			0		0		99				234		149	27	0	0	176			1,407
	Male			30		566		583				55		0	0	0	0	0			1,288
	Disaggregates not available			0		0		10				7		0	0	0	0	0			47
	People w/disabilities			0		0		4				14		1	0	0	0	1			77
	Female			0		0		0				0		0	0	0	0	0			0
	Male			0		0		4				14		1	0	0	0	1			77
	Disaggregates not available			0		0		0				0		0	0	0	0	0			0
24	[EG.6-1] Number of individuals (youths) with new or better employment following completion of USG- assisted workforce development programs		48	0	832	704	2,400	1,416	3,520	1,062	600	5,359	600	1,089	114	752	1,226	3,181	8,000	11,722	147%
	Youth (under 30)	Youth																			
	Female			0		539		897				1,483		378	16	87	127	608			3,890
	Male			0		142		453				3,876		711	98	665	1,099	2,573			7,743
	Disaggregates not available			0		23		66				0		0	0	0	0	0			89
	Indigenous:			0		0		441				160		48	4	14	17	83			976
	Female			0		0		137				198		99	32	175	266	572			1,597
	Male			0		196		125				0		0	0	0	0	0			329
	Disaggregates not available			0		0		0				0		0	0	0	0	0			0
	People w/disabilities			0		0		0				0		0	0	0	0	0			0
	Female			0		0		1				0		0	0	0	0	0			1
	Male			0		0		0				0		0	0	0	0	0			0
25	Number of job fairs to connect industry with job seekers, per year	Unit	1	0	8	24	8	17	8	11	8	24	N/A	6	0	0	0	6	33	82	248%

Indicator ID	Indicator title	Unit of measure	Y1		Y2		Y3		Y4		Y5		Y6					Target vs. Actual			
			(Jan18 - Sep18)		(Oct 18-Sep 19)		(Oct 19-Sep 20)		(Oct 20-Sep 21)		(Oct 21-Sep 22)		(Oct 2022-Sep 2023)					(Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
26	Value of new USG commitments, and private sector and GOG investment leveraged by the USG.	USD M	1.25	3.50	23.00	18.10	32.50	48.06	51.50	156.24	26.75	162.07	N/A	83.93	96.16	59.98	201.54	441.61	135.00	829.57	614%
	Department		Guatemala	0.000		2.97	16.52		59.22		80.65		25.11	57.50	35.16	37.10	154.87		314.21		
			Western Highlands	0.00		11.05	29.14		72.07		73.53		20.82	35.33	15.27	7.9	79.32		265.12		
			Other	0.00		0.00	0.00		20.26		7.89		38.00	3.33	9.55	156.55	207.42		235.57		
			Disaggregates not available (Foreigner investment)	3.50		4.08	2.40		4.69		0.00		0.00	0.00	0.00	0.00	0.00		14.67		
27	[EG.3.2-26] Value of annual sales of producers and firms receiving USG assistance [IM-level]	USD M	N/A	N/A	N/A	N/A	N/A	N/A	1.30	2.80	1.70	1.49	1.70	0.25	0.35	4.12	0.00	4.73	N/A	N/A	N/A
	Enterprise (seller) size:		Micro: 1 to 10 employees						0.24		0.22								0.31		N/A
			Small: 11 to 80 employees						0.79		1.27								2.12		N/A
			Medium: 81 to 200 Employees						1.77		0.00								2.29		N/A
			Large: over 200 Employees						0.00		0.00								0.00		N/A
	Gender of Enterprise Owner		Female						0.08		0.07								0.09		N/A
			Male						2.27		0.59								1.00		N/A
			Not defined (the owner is not an individual)						0.44		0.83								3.64		N/A
28	[EG.3.2-27] Value of agriculture-related financing accessed as a result of USG assistance [IM-level]	USD M	N/A	N/A	N/A	N/A	N/A	N/A	0.50	3.41	4.00	4.14	4.00	0.00	0.00	0.00	0.00	6.80	N/A	N/A	N/A
	Debt								3.41		10.93								6.80		6.80
	Debt: Cash Loans								3.41		10.93								6.80		6.80
	Enterprise (seller) size:		Micro: 1 to 10 employees						1.56		5.93								1.80		N/A
			Small: 11 to 80 employees						0.10		0.00								0.00		N/A
			Medium: 81 to 200 Employees						6.75		5.00								5.00		N/A
			Large: over 200 Employees						0.00		0.00								0.00		N/A
	Gender of Enterprise Owner		Female						0.32		-0.62								0.27		N/A
			Male						3.10		6.55								1.53		N/A
			Not defined (the owner is not an individual)						5.00		5.00								5.00		N/A
	Debt: In-Kind lending								0.00		0.00								0.00		N/A
	Enterprise (seller) size:		Micro: 1 to 10 employees						0.00		0.00								0.00		N/A
			Small: 11 to 80 employees						0.00		0.00								0.00		N/A
			Medium: 81 to 200 Employees						0.00		0.00								0.00		N/A
			Large: over 200 Employees						0.00		0.00								0.00		N/A
	Gender of Enterprise Owner		Female						0.00		0.00								0.00		N/A
			Male						0.00		0.00								0.00		N/A
			Not defined (the owner is not an individual)						0.00		0.00								0.00		N/A
	Non-debt								0.00		0.00								0.00		N/A
	Enterprise (seller) size:		Micro: 1 to 10 employees						0.00		0.00								0.00		N/A
	Small: 11 to 80 employees						0.00		0.00								0.00		N/A		
	Medium: 81 to 200 Employees						0.00		0.00								0.00		N/A		
	Large: over 200 Employees						0.00		0.00								0.00		N/A		

Indicator ID	Indicator title	Unit of measure	Y1 (Jan18 - Sep18)		Y2 (Oct 18-Sep 19)		Y3 (Oct 19-Sep 20)		Y4 (Oct 20-Sep 21)		Y5 (Oct 21-Sep 22)		Y6 (Oct 2022-Sep 2023)					Target vs. Actual (Feb 2018-Jan 2024)			
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Q1	Q2	Q3	Q4	Achieved	Target LOP	Total cumulative to Q4FY6	% total cumulative to Q4FY6
				Large: over 200 Employees								0.00		0.00						0.00	
	Female								0.00		0.00						0.00		N/A		
	Male								0.00		0.00						0.00		N/A		
	Not defined (the owner is not an individual)								0.00		0.00						0.00		N/A		
29	[EG.3.1-14] Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition [IM-level]	USD M	N/A	N/A	N/A	N/A	N/A	N/A	1.20	5.48	4.70	15.48	4.70	1.84	0.45	14.00	162.50	178.80	N/A	N/A	N/A
	Private sector partner leveraged amount								2.92		13.38							178.80		178.80	
	USG commitment amount (using "commitment" including funding in the form of direct loans or a grant)								2.56		2.10							0.00		0.00	
30	[EG.3.2]: Number of individuals participating in USG food security programs [IM-level] ³¹	People	N/A	N/A	N/A	N/A	N/A	N/A	N/A	40	51	40	N/A	N/A	N/A	N/A	187	N/A	N/A	N/A	
	Female										18						49		N/A		
	Male										7						138		N/A		
	Not defined (the owner is not an individual)										26						0		N/A		
	Disaggregates not available										0						0		N/A		
	15-29										2						36		N/A		
	30+										23						151		N/A		
	Not defined (the owner is not an individual)										26						0		N/A		
	Disaggregates not available										0						0		N/A		
31	[GNDP-2]: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level]	Percentage	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30%	72%	30%	N/A	N/A	N/A	N/A	26.2%	N/A	N/A	N/A
32	[YOUTH-3]: Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29) [IM-level]	Percentage	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	20%	8%	20%	N/A	N/A	N/A	N/A	16.04%	N/A	N/A	N/A
33	[EG.12-4] Amount of investment mobilized for clean energy as supported by USG assistance	USD M	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2.00	0.274	8.00	N/A	N/A	N/A	N/A	5.022	10.00	5.295	53%	
	Public, domestic										0.269						3.964		4.233		
	Public, international										0.000						0.000		0.000		
	Private, domestic										0.005						1.058		1.063		
	Private, international										0.000						0.000		0.000		

³¹ Per instructions of RFS Washington the number of individuals increased since the guidance is to include the individuals from indicator EG.3.2-27

ANNEX G GRANTS REPORT

Table 27 Summary of Grants Awarded to Date

No.	RFA	Grant Partner	Project	Start Date	End Date	Amount (\$)	Status
1	CEO-02-MIFINTECH-03 Financial Technology	Sincronia, S.A.	BITMEC	11/11/2020	11/10/2022	149,472.29	Executed
2	CEO-02-MIFINTECH-03 Financial Technology	Federación Nacional de Cooperativas de Ahorro y Crédito y Servicios Varios de Guatemala, R.L. MICOOPE	Digital transformation of financial services at MICOOPE	04/01/2021	07/01/2022	149,417.12	Executed
3	CEO-03-INFPAL-01 Productive Infrastructure	IDC Desarrollo Inmobiliario, S.A.	By Pass Sur	05/18/2021	09/29/2023	385,049.11	Executed
4	CEO-04-FUELAB-03 Workforce Development	Grupo Conectate, S.A.	Conectate application	01/06/2021	29/07/2022	249,963.27	Executed
5	CEO-02-GEVISO-04 Social Housing	Banco Credicorp, S.A.	Creating job opportunities by supporting family housing and encouraging savings in the department of Guatemala.	11/03/2021	01/03/2023	296,813.77	Executed
6	CEO-04-FOREMP-02 Business Competitiveness Strengthening	Torbar, S.A.	Prospera	11/02/2021	09/29/23	199,138.53	Executed
7	CEO-04-FUELAB-03 Workforce Development	Asociación de Cooperación para el Desarrollo Rural de Occidente CDRO	Promoting employment of young people in the Western Highlands of Guatemala.	11/12/2021	01/09/2023	232,249.92	Executed
8	CEO-02-GEVISO-04 Social Housing	Cooperativa de Ahorro y Crédito Integral San Miguel Chuimequená,	Developing a Credit Model to Build Decent Housing, Promoting Job Creation and	01/18/2022	04/30/2023	290,071.97	Executed

No.	RFA	Grant Partner	Project	Start Date	End Date	Amount (\$)	Status
		R.L. -COSAMI, R.L.-	Fostering Economic Reactivation in the Departments of Quetzaltenango, Totonicapán, and El Quiché Project				
9	CEO-03-INFPAI-01 Productive Infrastructure	Alcances Médicos, S.A. / BIOTRASH	Project to expand and cover the collection, transport, treatment, and final disposal of recyclable hazardous and non-hazardous wastes in the western region	05/27/2022	09/28/2023	261,557.30	Executed
10	CEO-02-GEVISO-04 Social Housing	Cooperativa Integral de Ahorro y Crédito Yaman Kutx	Mi Vivienda Digna	06/23/2022	10/24/2023	293,099.65	Ongoing
11	CEO-02-GEVISO-04 Social Housing	Banco de Desarrollo Rural (BANRURAL)	Growing with You, We Build Well-being in the Departments of Quetzaltenango, Huehuetenango, Quiché, Totonicapán and Guatemala.	11/03/2022	11/06/2023	300,086.91	Ongoing
12	CEO-03-INFPAI-01 Productive Infrastructure	Puerta del Istmo	Master Plan for the expansion of <i>Puerta del Istmo</i> Special Economic Zone.	10/07/2022	06/06/2023	399,926.40	Executed

ANNEX H TERMS AND DEFINITIONS

Table 28 Trade and Investment Terms and Definitions

Term	Definition/ Explanation
FDI opportunities	These are potential foreign direct investment projects that are identified in specialized tools, which publicize companies with expansion plans, as well as in databases, directories and/or business events, or through the team's professional networks.
FDI portfolio	This is the portfolio of current projects that are supported on a continuous and personalized basis, through meetings and/or periodic phone calls, sending specific information and support with local government officials (to obtain permits, licenses and authorizations) and private sector individuals (for local supply and provision of specialized services).
Active portfolio	Active opportunities refer to the activities between the development of the opportunity and the validation of the investment. These are companies that have already confirmed their interest in investing in Guatemala.
Nearshoring	Nearshoring is a form of offshoring in which an organization recruits employees from a neighboring country to complete services; It is the practice of <i>transferring</i> a business operation to a nearby country, especially in preference to a more distant one.
Greenfield investment	A green-field (also "greenfield") investment is a type of foreign direct investment (FDI) in which a parent company creates a subsidiary in a different country, building its operations from the ground up.
Brownfield investment	These are investments that materialize through mergers and/or acquisitions of existing facilities in the host country of the investment. The investing company seeks facilities that are compatible with its business models and/or production processes. They usually take less time and, to some extent, represent less risk for the foreign investor.
Phases of FDI support	The phases of the foreign direct investment attraction process are: 1. prospecting, 2. attention, 3. opportunity development, 4. investment validation and 5. aftercare. Each opportunity in the active portfolio is in one of these phases which require different types of support.
Strategic information products	Dissemination is done on an ad hoc basis, convening the promotion groups of MUNIGUATE, AGEXPORT, PRONACOM, MINECO, MINEX and also in the agenda spaces of the Steering Committee of the public-private initiative Guatemala No se Detiene (GNSD).
Letter of Intent	Document issued by the company confirming its interest in investing in Guatemala, indicating estimated amount of investment and number of jobs it plans to generate with the expansion plan.
Investment agenda	An investment agenda is when an investor visits Guatemala and requests Project support to prepare an agenda. This includes preparing meetings and interviews with key stakeholders (government, specialized service providers, and local businesses) so that the foreign company can identify local partners and set up alliances to supply raw materials and specialized services, as well as resolve doubts about administrative processes to set up in-country. Given COVID, these missions can also be virtual.
Pre-prospecting stage	This is the research and validation required for an investment opportunity to confirm the company's expansion plans and interest in exploring Guatemala as an investment destination. In this phase, the team contacts the company and presents the benefits that the country offers for FDI.
Investment intelligence	Team experience has shown that information provided to investors is a relevant factor in the accompaniment provided, which must be timely and reliable. This is why the Project has made constant efforts to prepare information of interest to investors, including data on the country as an investment destination, as well as sectoral information and operating costs. This effort is implemented in coordination with allies from public and private sectors in the inter-institutional technical group for investment intelligence, which ensures availability of one set of materials to present Guatemala as an investment destination.
National value proposition	The value proposition will identify the areas where Guatemala has an advantage in the sector.
Degree of viability	Represents the probabilities of realizing the investment projects.

Term	Definition/ Explanation
Phases of FDI attraction: prospection	In this phase, the Project delves deeper into the company's investment and/or expansion interests and expands the information on topics such as business climate, sector characteristics and the industry in general. With these inputs, the company decides whether to consider Guatemala as an investment destination. The team seeks to know details of the investment project, such as characteristics, amounts, projected employment generation, to define the best way to provide tailored attention and technical assistance.
Phases of FDI: Attention	In this phase, the company confirms its interest in exploring Guatemala as an investment destination. The Project provides specialized information that allows the foreign company to evaluate the feasibility and/or potential of the business. It seeks to confirm a date to prepare an investment agenda and provides support for the coordination of a visit to the country.
Phases of FDI: Development	This is the stage of the FDI attraction process activated when the company has decided to invest in Guatemala. The team offers the investor contacts of specialized service providers -legal, tax, labor and banking, among others- so that the company can be incorporated in the country. In addition, the Project provides services required to facilitate installation and operations in Guatemala, called <i>soft-landing</i> .
Phases of FDI: Confirmation	The investment is confirmed when it is made in Guatemala and is formalized through an investment confirmation letter. It occurs in the validation stage of an investment project.
Phases of FDI: Aftercare	The team provides personalized services to companies to identify possible expansion projects for their operations in Guatemala, through new investments. We seek to develop Models of Alliances with Transactional Companies -ACT-. These have the objective of assisting companies after they have been established, seeking to collaborate in the solution of the problems they are facing, in addition to identifying possible expansion projects of their operations in the country through new investments.
Soft-landing	Targeted and tailored service offerings to foreign companies for a “soft landing” in the market where they are investing. Source: Economic Development Journal. Volume 12 / Number 4 / Fall 2013.
Hi-tech	Hitech is a classification used in international trade to group categories related to activities or equipment that use high technology.
Medtech	La Organización Mundial de la salud (OMS) define <i>medtech</i> como “la aplicación de conocimientos y habilidades en forma de herramientas, medicamentos, procedimientos y sistemas desarrollados para solucionar un problema de salud y mejorar la calidad de las personas.”
Benchmark de mercado	Estudio comparativo de las condiciones entre mercados o industrias, para comprender diferencias, similitudes y ventajas competitivas.
Agro-tech	Agrotech: industry dedicated to the development of technological activities (software and hardware/manufacturing) with applications in the field of agriculture and agribusiness, in order to improve the productivity of these industries with the use of technological tools.
Orange industry	Orange Industries: creative and cultural industries producing ideas transformed into goods and services, with value based on intellectual property. The Project prioritized video games and digital animation for their potential to attract investment from large industry to establish operations in Guatemala and generate more sophisticated jobs in the service sector.

ANNEX I COMPLIANCE OF TRAINING PLAN FOR FY6

The following table summarizes the completion of activities planned for the second quarter of the year, which are included in the definition of participant training. The dates and number of participants are described.

Table 29 Training Plan Compliance

Task No.	Description of the Training	# Participants	Quarter	Status
Participant Training in Country				
1.01.01-02	Training on soft-landing for foreign investment companies in Guatemala to allied institutions that also attract FDI.	15	Q2	Completed. 20 people trained
1.01.01-02	Training to present Project's practical guide to attract foreign direct investment (FDI) to partner institutions that also attract FDI.	40	Q3	Pending. Rescheduled to be implemented in coming months, starting with assignment of new government authorities in charge of the issue.
1.01.01-02	Training on soft-landing for foreign investment companies in Guatemala to allied institutions that also attract FDI.	15	Q3	Completed. 20 people trained.
1.02.02-01	Diploma: Commercial strategies for sales to the State. The virtual course will consist of three modules totaling eight sessions. Module 1: General aspects of the State sales market; Module 2: Creation and implementation of an effective commercial strategy, and Module 3: Presentation of offers.	40	Q1	Completed. 46 business representatives prepared.
1.02.04-04	Virtual training in basic and conversational English, in coordination with INTECAP to complement preparation of Guatemalans prior to being placed in a job abroad. The course of 60 hours, is divided into 14 sessions.	50	Q2-Q3	Pending
1.02.04-04	Support technical preparation of Guatemalans under MINTRAB's Seasonal Labor Program, including H2A, H2B and CI/D visas.	25	Q4	Initiated
1.02.01-02	Training on part-time contracts in accordance with ILO Convention 175 to provide information on regulation, use and preparation of this type of employment contract to public officials and employers.	100 - 200	Q1-Q2	Completed. 152 people
2.01.01-01	Develop training programs on financial topics within the Financial Fairs.	250	Q1-Q4	Completed. 115 people
2.01.01-02	Continue implementing the financial and digital education program on a large scale in alliance with the Project's partner IFIs.	2,250	Q1-Q2	Completed. 3,212 people trained
4.01.02-01	Strategic issues: documentation of processes, strategic planning, financial planning, commercial strategy	50	Q3	Completed. 69 people
4.03.03-01	Job orientation for youth, including how to make an effective resume, how to prepare for an interview, where to look for a job, Job search action plans. Soft and Social Skills such as: customer service and productivity, emotional intelligence; labor orientation, development of empathy, developing a life project, Technical Skills: digital environment and organization, Excel, Community manager, CCNA (networks), Java script, spelling and professional writing, Digital tools, sales, competitive tools for the digital age. online strategies.	1,000	Q1	Completed. 1,607 people trained
4.03.03-01	Job orientation for youth, including how to make an effective resume, how to prepare for an interview, where to look for a job, Job search action plans. Soft and Social Skills such as: customer service and productivity, emotional intelligence; labor orientation, development of empathy, developing a life project, Technical Skills: digital environment and organization, Excel, Community manager, CCNA (networks), Java script, spelling and professional writing, Digital tools, sales, competitive tools for the digital age. online strategies.	1,200	Q2	Completed. 311 youth trained ³²
5.01.01-02	Introduction to Diversity and Inclusion	20	Q1	Completed. 85 people trained
5.01.01-02	Workplaces free from discrimination and harassment	10	Q1	Completed.

³² This activity concluded with the completion of the Grants; the goal was exceeded.

Task No.	Description of the Training	# Participants	Quarter	Status
Participant Training in Country				
				108 people trained
5.01.01-02	Internal communication and stereotype-free publicity	10	Q1	Completed. 71 people trained
5.01.01-02	Gender, diversity and inclusion in the business	5	Q2	Completed. 160 people trained
5.01.01-02	Workplaces free from discrimination and harassment	5	Q2	Completed. 62 people trained

ANNEX J INTERNATIONAL TRAVEL

Table 30 International Travel in the Quarter

Trip number	Location	Activity	Trip Timing
1	Bogota and Medellin, Colombia	Visiting Colombia's textile and apparel potential investors at two factories and continue the investment designing process in Guatemala to expand their operations with a focus on the US market. PROTELA is part of Vice President Kamala Harris' Call to Action February 2023 announcement, with a forecasted \$45M investment.	Jul-11-2023 To Jul-15-2023
2	Mexico City, Mexico	The auto mechanics fair, INA PAACE Automechanika to generate leads and promote investment opportunities in Guatemala	Jul-12-2023 To Jul-15-2023
3	Guatemala City, Guatemala	To participate in the closing event with companies from the department of Guatemala, as well as: a) Review with the project team the progress and projections of the Work Plan; b) Review the strategies to develop specific issues that will be sensitive in the coming months, such as the transition of the Investment Promotion Pipeline to national entities.	Sep-18-2023 To Sep-22-2023

Table 31 Other International Travel in FY6

Trip number	Location	Activity	Trip Timing
1	Guatemala City, Guatemala	To promote Guatemala's nearshoring opportunities to PROTELA – Colombia, a textile producer specializing in sporting clothes, bathing suits, home décor, among other. Mr. Saldias and PROTELA met with Industrial Parks, INTECAP, the Tax Administration Office, specialized lawyers, etc.	Oct-10-2022 To Oct-14-2022
2	San Salvador, El Salvador	Visit El Salvador Ministry of Labor Affairs Seasonal Labor Program to learn best practices and discuss collaboration	Oct-22-2022 To Oct-24-2022
3	Visalia, California	Attend California Farm Labor Contractor Association (CFLCA) Ag Labor Forum	Nov-10-2022 To Nov-13-2022
4	Las Vegas, Nevada	Attend The National Council of Agricultural Employment (NCAE) Ag Employer Labor Forum	Nov-29-2022 To Dec 2-2022
5	San Salvador, El Salvador	Attend Seasonal Employment Alliance Northern Triangle H2-B Summit	Dec-5-2022 To Dec-6-2022
6	Grand Rapids, Michigan	Attend 2022 Great Lakes Expo	Dec-6-2022 To Dec-8-2022
7	Wenatchee, Washington	Attend Washington Farm Labor Association (WAFLA) H-2A Summit	Jan-11-2023 To Jan-13-2023
8	Guatemala City, Guatemala	Meeting with with Lunelli – Brazil and Guatemalan key Tax Administration Officers, specialized lawyers to promote Guatemala as a nearshoring investment destination.	Jan-16-2023 To Jan-18-2023
9	Quetzaltenango, Guatemala	To conduct a diagnosis and evaluation of the processes, machinery, and equipment, etc. of the leather production line at the company GRUPO JC WYN, S. A.	Feb-26-2023 To Mar-1-2023
10	Guatemala City, Guatemala	Investors Agenda with Pearl Global - India. Meetings with Guatemalan key stakeholders: Industrial Parks, Tax Administration Office, and specialized lawyers, to continue the company investment process in the country.	Mar-27-2023 To Mar-29-2023

Trip number	Location	Activity	Trip Timing
11	Guatemala City, Guatemala	Textile and Apparel Investment Summit 2023 organized by the Ministry of Economy and PRONACOM and the Apparel Sourcing Show organized by the Textile and Apparel private sector association - VESTEX to promote Guatemala as a sourcing destination.	May-9-2023 To May-13-2023
12	Guatemala City, Guatemala	To work with the project leadership team and meet with USAID to address the impending transition of the COP.	May-8-2023 To May-12-2023
13	Chicago	To serve as a representative of the Project at the Chicago Restaurant Show.	May-18-2023 To May-22-2023
14	Quetzaltenango, Guatemala	To implement quality and environmental improvements in the company, as well as train the company's staff for the project: "Specialized technical assistance to improve leather production lines and processes in the leather industry" for JC Wyn, S. A.	Jun-12-2023 To Jun-16-2023

ANNEX K DFC PIPELINE

Table 32 DFC Pipeline, FY6 Q4

Entity	Financing / Guaranty Million \$	Use of Funds	Jobs	# Loans
BAC	12.5	SME	500	150
PROMERICA	45.0	SME	1,000	300
COSAMI	20.0	Housing	1,500	500
CREDICORP	20.0	Housing	3,600	700
BANRURAL	30.0	Women	2,500	7,000
Totals	127.5		9,100	8,650

ANNEX L GIS DATA NEEDS

The Project has included updated GIS coordinates for its activities in this [tracker](#) link.

ANNEX M PRODUCTIVE INFRASTRUCTURE PROJECT PORTFOLIO AT THE END OF THIS QUARTER

Table 33 Current Productive Infrastructure Projects in the Pipeline

#	Project ³³	Investment (\$ Millions)		Jobs (FTE)		Beneficiaries		Partner	Status
		Achieved	Projection	Achieved	Projection	Achieved	Projection		
1	Huehuetenango Airport	0.05	NA	3	NA	36,683	40,000	Civil Aviation Authority	In operation
2	Strategic Road Interconnections for Mobility, Phase I	7.11	6.40	803	427	211,194	4,000	Municipality of Quetzaltenango	Studies completed, 14 pieces in operation; 1 under construction; 2 pieces pending financing
3	Plan Smart City, Salcajá, Quetzaltenango	7.04	4.89	717	428	12,273	3,000	Municipality of Salcajá	Studies completed. 13 pieces in operation 3 pieces under construction
4	Chiquilajá bridge and ancillary work, Quetzaltenango	2.73	2.45	378	323	11,180	500	Municipality of Quetzaltenango	In operation
5	Strategic Road Interconnections for Mobility, Phase 2, Quetzaltenango (FTF)	8.66	5.00	869	332	6,613	30,000	Municipality of Quetzaltenango	Studies completed, 3 pieces in operation; 5 pieces under construction
6	Southern Ring Road, Phase 2, Huehuetenango (FTF)	2.17	0.90	0	60	1,500	5,000	Municipality of Huehuetenango	Studies completed, 1 piece in operation 3 under construction
7	RD-GUA-04 San Antonio Las Flores, Chinautla to intersection with San Raymundo Guatemala (FTF)	4.79	4.51	382	299	0	50,000	Highways Department	Studies completed. Under construction.

³³ The Project portfolio and its projections are updated due to completion of feasibility studies. In addition, the "Northern Ring Road, Huehuetenango (Phase I)" and "Southern Ring Road, Phase I, Huehuetenango" projects were removed from the portfolio.

#	Project ³³	Investment (\$ Millions)		Jobs (FTE)		Beneficiaries		Partner	Status
		Achieved	Projection	Achieved	Projection	Achieved	Projection		
8	Streetlight upgrade, Huehuetenango (energy)	0.10	0.10	0	0	2,228	10,000	Municipality of Huehuetenango	Studies completed. Under construction.
9	Kaibil Balam market, Huehuetenango (FTF)	5.84	3.50	0	233	0	10,000	Municipality of Huehuetenango	Studies completed. Under construction.
10	Street-light upgrade in Guatemala City. (energy)	3.63	28.50	0	214	467,300	15,000	Municipality of Guatemala	Studies completed. Under construction.
11	BYPASS SUR (FTF)	176.36	135.00	14,323	8962	0	262,842	IDC	Studies completed. Under construction.
12	URL Campus Salcajá, Quetzaltenango	0	10.00	0	664	0	26,000	Rafael Landívar University (URL)	Studies completed. In bidding process
13	Highway improvement RD-QUI-02: Pachalum to Joyabaj, Quiché (FTF)	0	6.31	0	413	0	72,966	Highways Department	Studies completed. Construction not yet begun.
14	2 Bridges: Cocol and Caquil, Joyabaj, Quiché (FTF)	0	1.90	0	126	0	18,242	Highways Department	Studies completed. Pending financing
15	La Vega de Godínez Bridge, Pachalum, Quiché (FTF)	0	4.62	0	306	0	9,364	Highways Department	Studies completed. Pending financing
16	Overpass El Muñecón, Guatemala	0	13.10	0	258	0	7,137	Municipality of Guatemala	Studies completed. Pending financing
17	Overpass 24th Street and Sixth Avenue, zona 4, Guatemala	0	10.04	0	258	0	480	Municipality of Guatemala	Studies completed. In bidding process
18	Overpass, 24th Street and Blvd Atanasio Tzul, Guatemala	0	5.36	0	216	0	2,135	Municipality of Guatemala	Studies completed. In bidding process
19	Alternate piece, Northern Ring Road, Zona 4,	0	1.92	0	66	0	3,000	Municipality of Huehuetenango	Studies completed. Pending financing

#	Project ³³	Investment (\$ Millions)		Jobs (FTE)		Beneficiaries		Partner	Status
		Achieved	Projection	Achieved	Projection	Achieved	Projection		
	Huehuetenango (FTF)								
20	Central Customs Bldg., GRC-SAT, Lavarreda zona 17, Guatemala	0.00	22.01	0	579	0	48,624	Superintendence of Tax Administration (SAT)	Studies completed. In bidding process
21	Repowering of the Huehuetenango electrical network EEMH (energy)	0.29	1.00	0	0	140,000	50,000	Municipality of Huehuetenango	Studies completed. Under construction
22	Border Port Tecún Umán II, Ayutla, San Marcos	0	36.97	0	1729	0	75,000	Superintendence of Tax Administration (SAT)	Studies in process
23	Regional Ring Road, RN- 05, San Juan Sacatepéquez, Guatemala – San Raymundo – Sanarate El Progreso	0	124.64	0	7966	0	26,133	Highways Department	Studies completed. Pending financing
24	Third (ascending) lane on Retalhuleu to Quetzaltenango highway (CITO 180) (FTF)	0	16.36	0	1086	0	43,161	Highways Department	Studies completed. Pending financing
25	Hydroelectric upgrade, Zunil, Quetzaltenango. (energy)	0.12	3.20	13	164	11,580	45,000	Municipality of Quetzaltenango	Studies completed. Pending financing
26	Repowering of the Quetzaltenango electrical network EEMQ (energy)	0	1.25	0	64	0	17,000	Municipality of Quetzaltenango	Studies completed Pending financing
27	Waste collection, transportation, treatment and disposal services, BIOTRASH	3.23	3.27	469	264	0	43,192	BIOTRASH	Studies completed Under construction
28	Xelajú I Photovoltaic	0.00	2.35	0	51	0	10,000	Municipality of Quetzaltenango	Studies completed

#	Project ³³	Investment (\$ Millions)		Jobs (FTE)		Beneficiaries		Partner	Status
		Achieved	Projection	Achieved	Projection	Achieved	Projection		
	Power Plant (2.0 Mw) (energy)								Pending financing
29	Rural Road Llanos del Pinal – connection with CITO-180, Aldea Las Majadas Quetzaltenango (FTF)	0.00	2.38	0	158	0	10,000	Municipality of Quetzaltenango	Studies completed
									Pending financing
30	Puerto del Istmo Master Plan, San Marcos	13.04	8.30	1,466	504	0	200,000	Puerta del Istmo -PDI-	Studies completed
									Under construction
Total		235.2	466.20	19,423³⁴	26,150	900,551	1,137,776		

³⁴ 18 jobs were reported to build warehouses in the *Los Geranios* project, which adds up to 19,441 jobs generated to date by Component 3. The Project developed feasibility studies for this project; however, the investment could not be reported.

ANNEX N PIPELINE OF CLEAN ENERGY PROJECTS

Table 34 Pipeline of Clean Energy Projects

Projections											
# Project	Agency	Investment (\$MM)	Jobs	Beneficiaries	Annual Energy Saving (Mwh)	Annual Saving (\$MM)	Annual [1] Reduction Ton of CO ₂ ³⁵	Annual [2] Reduction Ton of CO ₂ (CLEER) ³⁶	Variation (%)	Status	
A. Public Sector Clean Energy Infrastructure Projects											
1	Xelaju I Photovoltaic project	EEMQ	2.35	51	10,000	4,300	0	1,823.97	2,525.99	38.5	Studies Completed; pending financing.
2	Quetzaltenango Electricity Grid upgrade EEMQ	EEMQ	1.42	64	17,000	6,451	0.25	2,736.40	3,789.58	38.5	Studies Completed; pending financing
3	Zunil Hydro-electric Upgrade	EEMQ	3.2	164	45,000	9,500	0.93	7,655.49	5,580.68	-27.1	Studies Completed; pending financing
4	Streetlight upgrade Huehuetenango	EEMH	0.1	-	60,000	3,385.1	0.09	1,354.90	1,988.54	46.8	Studies completed; in construction
5	Streetlight upgrade Guatemala City.	MdG	28.5	279	900,000	22,060.7	4.12	9,357.70	12,959.34	38.5	Studies completed; in construction
6	Huehuetenango Electricity Grid upgrade EEMH	EEMH	1	-	140,000	5,813.3	0.24	2,326.79	3,414.96	46.8	Studies completed; in construction
B. Adoption of energy efficiency measures in projects of institutions, municipalities, and companies.											
B.1. Public Sector Projects with actions and activities to reduce GHG emissions											
1	Tecún Umán II Border Port, San Marcos	SAT	1.89	0	0	-	-	0	0	0	Studies Completed; pending financing
2	Central Customs Bldg, Lavarreda Zona 17	SAT	0.58	0	0	110	-	44.03	64.62	46.8	Studies completed; in bidding process
3	Strategic Interconnections Phase 2 Quetzaltenango	MdQ	0.07	0	0	0	0	0	0	0	Studies completed; in construction
B.2. Private Sector Projects with actions and activities to reduce GHG emissions											

³⁵ Basado en estimaciones oficiales del Ministerio de Energía y Minas.

³⁶ Basado en la metodología USAID CLEER que utiliza promedios

Projections											
# Project	Agency	Investment (\$MM)	Jobs	Beneficiaries	Annual Energy Saving (Mwh)	Annual Saving (\$MM)	Annual [1] Reduction Ton of CO2 ³⁵	Annual [2] Reduction Ton of CO2 (CLEER) ³⁶	Variation (%)	Status	
1	Apartment Building Vertical 21B+ and Mariscal F11	Maya Residenciales SA	0.51	-	-	28.5	0.005	12.09	16.74	38.5	Studies completed; in construction
2	Apartment Building Laranda Lofts (12) and Maria Bonita (1)	OE Constructores SA	0.32	-	-	16.3	0.003	6.54	9.58	46.4	Studies completed; in construction
3	Apartment Building Vecindario Salomé	URBOP SA	0.4	-	-	18.4	0.003	7.38	10.81	46.5	Studies completed; in construction
4	Warehouse and Logistics Center	Productos Químicos Representaciones SA	0.22	-	-	19.5	0.003	7.79	11.46	47	Studies completed; in construction
5	Mixed Use Building	INFORUM SA	0.47	-	-	22.2	0.004	8.87	13.04	47	Studies completed; pending financing
6	Warehouse and Distribution Center COMOC de Guatemala S.A.	COMOC	0.005	-	-	0.044	0	0.02	0.03	29.2	Studies completed; in construction
7	Puerto del Istmo Master Plan, San Marcos	PDI	0.013	-	-	1.5	-	1	0.91	9	Studies completed; in construction
8	San Nicolas del Bosque	INTEPRO	0.012	-	-	59	-	23.63	34.68	46.8	Studies completed; in construction
B.3. Private Sector actions and activities to reduce GHG emissions											
1	Solar panel distributor	Casa Solar	0.08	4	N/A	N/A	N/A	N/A	N/A	N/A	In construction
2	Solar panel distributor	Energica Solar	0.12	0	N/A	N/A	N/A	N/A	N/A	N/A	In construction
TOTALS			41.26	562	1,172,000	51,786	5.65	25,366.6	30,420.9		

ANNEX O FEASIBILITY STUDIES COMPLETED THIS YEAR AND PROJECTIONS

Table 35 Feasibility Studies Completed this Year.

Projected Completion Dates for Productive Infrastructure Feasibility Studies						
#	Project	Projections			Partner	Completed Date
		Investment (\$ millions)	Jobs (FTE)	Beneficiaries		
Productive Infrastructure Projects						
1	Border Port Tecún Umán II, Ayutla, San Marcos	NA ³⁷	NA	NA	SAT	Completed Jul-23
2	Waste collection, transportation, treatment, and disposal services. BIOTRASH I I	0.04	Already reported	43,192	BIOTRASH	Completed Ago-23
3	Plan Maestro de la Zona Libre Puerta del Istmo	Already reported	Already reported	200,000	PUERTA DEL ISTMO	Completed May-23
4	Regional Ring Road, between San Juan Sacatepéquez, Guatemala and Sanarate, El Progreso	NA	NA	NA	Ministerio de Comunicaciones, Infraestructura y Vivienda	Completed Dec-22
FTF Projects						
5	Rual road connecting Llanos del Pinal and CITO 180, Quetzaltenango (FTF)	2.38	158	NA	Municipality of Quetzaltenango	Completed Dec-22
6	Third (ascending) lane on Retalhuleu to Quetzaltenango highway (CITO 180)	NA	NA	NA	Ministerio de Comunicaciones, Infraestructura y Vivienda	Completed Oct-22
Clean Energy Projects						
7	Repowering of the Quetzaltenango electrical network EEMQ	1.42	64	13,600	Municipality of Quetzaltenango	Completed Ago-23

³⁷ Projects with NA (not applicable) indicate investment, jobs and/or beneficiaries with a low probability of starting construction or operation during the life of the project, therefore the values are not included.