

II. STATEMENT OF WORK

The Contractor shall provide technical and commercial assistance and training oriented to: a) support the MINEC and CENTROMYPE's current export promotion efforts, b) improve the productive capacities of MSMEs striving to become more competitive in accessing international markets, and c) assist Salvadoran companies to develop and increase export sales, during the period of services of this TO, worth \$2.6 million in earthquake affected departments (as stated in Section I above), and \$2.4 million in any region of the country.

Technical assistance and training shall be provided to improve the effectiveness of the export promotion initiatives and to improve product development, operational efficiency, business development services, and the production scale of Salvadoran MSMEs, in order to enter international markets, guarantee market continuity, maximize profitability and reduce risk of failure. MSMEs participating in this program will have to be located in areas affected by the earthquakes for the use of Fiscal Year 2002 Earthquake Recovery Program funds and may be located throughout the country when using FY 2003 and FY 2004 non-earthquake recovery funds.

A. EXPECTED RESULTS

The Contractor shall achieve the following results under this Task Order:

RESULT 1: INSTITUTIONAL EXPORT PROMOTION AND TRADE POLICY CAPACITY OF THE MINISTRY OF ECONOMY STRENGTHENED

MINEC requires technical assistance, training and other resources, including information technology and software, to strengthen its capacity to integrate and coordinate the different GOES export promotion mechanisms.

In order to accomplish this result, the Contractor shall provide technical assistance and training to public and private sector representatives to form a group of professionals with broad technical capacity to contribute to the development of exports, as defined below:

Task 1.1

Provide technical assistance and specialized training for at least 50 public/private sector professionals selected by MINEC for the design and implementation of strategies and policies aimed at enhancing competitiveness of selected sectors and regions with export potential. This may include but not be limited to the determination of actual practices, best practices, technological requirements, trends, as well as identification of possible innovative export-oriented projects in earthquake and non-earthquake affected departments; definition of

priorities for export projects development; determination of the required technical profile for project development; and technical, economic and financial feasibility studies.

Task 1.2

Develop and implement a plan to provide technical assistance and training to at least 50 public/private sector professionals selected by MINEC to elaborate export plans for sectors and regions that have been determined to have export potential in support of MSMEs in earthquake and non-earthquake affected departments. The Ministry of Economy has indicated that the training should be provided for a broad coalition of other ministries and the private sector, which they will work with the Contractor to identify.

Task 1.3

Develop and implement a plan to provide technical assistance and training to at least 50 public/private sector professionals selected by MINEC to assist and advise MSMEs that need assistance with Food and Drug Administration (FDA) product registration, special labels and other requirements.

Task 1.4

Develop and implement a plan for specialized training in selected subjects related to MINEC's research activities for at least 50 public/private sector professionals selected by MINEC. Assistance to be provided is for areas such as creation of statistical data, data analysis and interpretation, elaboration of business profiles, product and market research, and other relevant commercial intelligence issues.

Task 1.5

Provide technical assistance and training for at least 50 public/private sector professionals selected by MINEC in areas such as information technology, data base creation, hardware and software applications and other technological resources to improve local capacity to conduct market research activities.

Expected Outputs:

- Identification and development of at least 20 export-oriented projects in 5 different economic sectors of the country. At least 50% of the projects shall be developed in earthquake affected departments.
- A minimum of 50 trained public/private sector professionals in the areas summarized above.
- MINEC's institutional capacity strengthened for export promotion and trade policy through the technical assistance and training implemented.

Deliverables

- A Strategy and complete Action Plan designed for MINEC to develop, promote and implement at least 20 export-oriented projects, of which at least 50% shall be developed in earthquake affected departments, in 5 different economic sectors of the country.
- Action Plans designed and developed to train MINEC professionals in the areas of:
 - a) Design and implementation of strategies and policies aimed at enhancing competitiveness of selected sectors and regions with export potential;
 - b) Elaboration of export plans for sectors and regions that have been determined to have export potential in support of MSMEs in earthquake and non-earthquake affected departments;
 - c) Assistance to MSMEs in Food and Drug Administration (FDA) product registration, special labels and other requirements; and
 - d) Creation of statistical data, data analysis and interpretation, elaboration of business profiles, product and market research, and other relevant commercial intelligence issues.

RESULT 2: ACCESS TO TRADE AND EXPORT INFORMATION IMPROVED

MINEC and CENTROMYPE need to increase their understanding of the trends and market demands in US, European, Asian, Latin American and regional markets; more effectively disseminate market research results; and increase information flows to Salvadoran businesses on free trade agreements.

In order to accomplish this result, the Contractor shall perform the following tasks:

Task 2.1

Strengthen MINEC and CENTROMYPE's capacity to undertake applied product/market research and commercial linkages in accordance with the priorities set by both institutions. The Contractor will train MINEC and CENTROMYPE selected personnel and undertake analysis and research on potential products and in the markets indicated above and other preferential markets where free trade agreements have been signed by the GOES or are in the process of negotiation. This market analysis will take into account the existing CENTROMYPE and MINEC's analysis of 100 potential export products, therefore the Contractor will have to select and prepare in addition 50 market analysis based on mutual agreement with CENTROMYPE and/or MINEC.

Task 2.2

Identify at least five countries, of which two have to be in the Latin American and Caribbean region that have implemented successful export promotion programs and prepare a best practices guide for export promotion programs and the needs of exporters.

Task 2.3

Disseminate market information. The Contractor shall develop and implement an information dissemination strategy and establish an information system for MINEC and CENTROMYPE to disseminate market information among the Salvadoran private sector and the public in general. Both MINEC and CENTROMYPE are committed to sharing key information related to market trends, consumer demands and preferences with the Salvadoran business sector. Information dissemination will be primarily the responsibility of both institutions using the Internet, business profiles, regional meetings, newsletters, and meetings with export business organizations.

Task 2.4

Communicate and disseminate information on World Trade Organization (WTO), Free Trade Area of the Americas (FTAA), US-CAFTA, and other free trade agreements. The Contractor will provide the necessary technical tools and equipment to build up an Intranet service with widespread user access through the Internet to facilitate communications and dissemination of current information related to products, markets, entry requirements, business opportunities and other relevant international trade information. USAID estimates that equipment costs should be reasonably small and based on desk top computers with off the shelf software. The Contractor shall evaluate the most appropriate place to set up this communication center in cooperation with MINEC, the private sector, and USAID. It could be at MINEC's Trade Point, the Office of Private Sector Support (ODASP/ANEP), or at any other location recommended by the Contractor.

Expected Outputs:

- At least 50 product/market analyses conducted in targeted markets.
- A best practices guide in export promotion programs prepared.
- Market information and research results disseminated throughout the life of the activity.
- An Intranet for communicating and disseminating Free Trade Agreements and other export related information to MSMEs established and placed in operation.

Deliverables:

- Action Plan for the 50 market analysis to be conducted defining target markets, criteria for selection, and timeframes for research activities.
- Final report for each market analysis conducted.
- Program for dissemination of market information and research results.
- Best practice guide in export promotion programs.

- Report of the Intranet for communicating and disseminating Free Trade Agreements information and operations manual.

RESULT 3: COMPETITIVENESS OF SALVADORAN BUSINESSES INCREASED

The Salvadoran export sector is constrained by the lack of capacity and skills in project development, business planning, fund management, procurement of products and services, and other technical skills to comply with international market requirements. Critical aspects such as laboratory analysis, quality certifications for organic products, consumer's tastes and preferences, and other aspects related to marketing and international trade practices are usually not taken into consideration by MSMEs when planning to enter new markets.

The Contractor shall manage two export promotion funds to finance technical, business and training assistance to approximately 150 MSMEs selected by MINEC and CENTROMYPE. These export promotion funds will share the costs of assistance with participant MSMEs. The dollar value of these funds is approximately \$1.4 million. The Contractor shall coordinate the implementation of one fund with CENTROMYPE and the implementation of the second fund with MINEC (FOEX) to expand their capacity and existing programs.

Illustrative areas that export businesses need assistance in include:

- Laboratory Analysis: Phytosanitary, microbiology and nutritional tests
- Food inspections
- Quality certifications
- Packaging process improvements
- Packaging and labeling designs and impressions
- Diagnostic analysis and evaluation of processing plants
- Export promotional materials (brochures, stickers, samples and tasting)
- Product legalization and registration procedures in customs and in other required institutions
- Brands, copyrights and trademarks registration
- Product development and product design
- Participation in commercial missions, international events and trade fairs (this activity will be carefully structured to ensure that participants do not engage in investment promotion activities).
- Other activities aimed to improve competitiveness of MSMEs in international markets.

CENTROMYPE Linked Export Fund

The Contractor shall manage a fund of approximately \$700,000 to facilitate the development of export capacity for at least 100 micro and small enterprises. The specific use of this fund will be to share the cost of technical and commercial assistance with MSEs to improve their capacity and initiate export operations to international markets. Management will be done in close coordination with CENTROMYPE's program to stimulate export development. The Contractor shall be responsible to collaborate with CENTROMYPE in identifying eligible MSEs, eligible business service providers, managing the funds ensuring monitoring and control of funds, and document results. Once MSEs meet the conditions for eligibility, in collaboration with CENTROMYPE the Contractor shall provide them with a list of pre-approved local service firms who can meet their business development needs. Once the MSE client has agreed to receive services from a local service firm, they will be required to pay 20% of the total costs for the service to the Contractor or deposit funds in a restricted use escrow account at a local bank. The Contractor shall in turn sign a contract with the local service firm to pay 100% of the cost of the service required by the client MSE. The payment for the services that are to be provided to the client enterprise from the local service firm will be paid from the 20% payment from the client and the remaining 80% from the Contractor managed CENTROMYPE Export Fund. Once the service is provided to the MSE client and certified as acceptable by the MSE, the Contractor shall proceed to pay the local service firm.

FOEX Linked Export Fund:

A similar mechanism will be established between MINEC's FOEX and the Contractor. FOEX is a fund created by the GOES to support small to medium-sized enterprises (SMEs). For this purpose the Contractor shall manage a fund estimated at \$700,000. The difference with CENTROMYPE's linked Export Fund is that FOEX supports small and medium enterprises currently having export operations and enough capacity to expand them to additional international markets, or SMEs having products and capacity to start exporting within the near-term. The FOEX fund currently provides qualified SMEs with an agreement to reimburse them for 50% of the costs of services that they obtain from local export service firms.

The Contractor and FOEX will have to design a mechanism that will comply with USAID regulations and requirements, to co-finance the cost of technical assistance and export services to at least 50 SMEs, which will have previously established subcontracts with the Contractor. In addition, since FOEX has its own operational guidelines and regulations, the Contractor must establish operational guidelines that are consistent with the FOEX procedures to simplify private sector access to both the FOEX funds and the Contractor managed FOEX funds. EGE expects that the benefiting firms will initially pay 50% of the costs of the services required. Once evidence is presented that the service providing firms have met the conditions of their sub-contract with the Contractor, the Contractor will pay the remaining 50% of the

pre-agreed costs. Other mechanisms may be more effective and can be developed during implementation of the Task Order.

To accomplish Result 3 above, the Contractor shall perform the following tasks:

Task 3.1

In coordination with MINEC's FOEX and CENTROMYPE and considering current eligibility requirements for FOEX and CENTROMYPE Funds, develop adequate mutually exclusive criteria for export businesses to access the USAID managed funds. The main purpose of the FOEX linked fund is to assist small and medium sized companies that are either already exporting, or have products and capacity to start exporting within the near-term, and for which USAID seeks to help them access markets or expand exports. The main purpose of the CENTROMYPE linked funds is to assist the micro and small companies already identified by CENTROMYPE as having significant potential to develop exportable products but lack the capacity to export in the near-term, but are seeking to get into the export markets. The criteria must be clearly defined in order to avoid confusion about the purposes of the USAID managed funds linked to FOEX or CENTROMYPE and preventing businesses from accessing the CENTROMYPE linked funds solely because it offers better terms than the FOEX linked funds.

Task 3.2

In coordination with MINEC's FOEX and CENTROMYPE, prepare and implement an action plan to identify and select at least 150 prospective Salvadoran businesses that have a significant potential to initiate or expand exports. These 150 firms will have access to either the FOEX linked or the CENTROMYPE linked funds. At least 85 of these MSMEs should be located in earthquake-affected departments.

Task 3.3

In coordination with MINEC's FOEX and CENTROMYPE, design and implement an adequate mechanism to provide assistance to the 150 MSMEs selected under Task 3.2. The Contractor managed fund will be used to improve and strengthen the competitive skills of the MSMEs in terms of improving product development, quality of products and processes, business management, marketing, and international trade related activities.

Task 3.4

Manage, implement and supervise USAID funds in accordance with USAID regulations and requirements.

Task 3.5

Ensure that within two years after the signing of the task order that MINEC and possibly CENTROMYPE will have the necessary institutional capacity to manage USAID funds in accordance with USAID regulations

and requirements. USAID will not be funding personnel or computer equipment to comply with USAID regulations and requirements. Pre-award assessments of both institutions conducted by the Mission's Controllers and Contracts offices will be provided to the selected Offeror. Based on these assessments, Contractor will focus generally on assisting MINEC and possibly CENTROMYPE to develop internal management processes and procedures and internal controls that meet USAID standards. These processes and procedures include, but are not limited to, proper accounting and contracting procedures, and conflict of interest policies and procedures.

Task 3.6

Provide technical assistance and training from US consultants to eligible beneficiaries when special business services are not available locally and particularly for assistance in addressing the requirements of importing countries and/or buyers. Services provided under this sub-task will require some cost sharing from beneficiaries.

Task 3.7

In cooperation with CENTROMYPE and MINEC, select, assist and train an additional 850 potential MSMEs committed to participating in developing their export capabilities during the implementation period to eventually access international markets. At least, 440 MSMEs shall be located in earthquake-affected departments.

Task 3.8

Establish and manage an on-line system to transfer methodological tools, export promotion materials, and other services to MSMEs.

Expected Outputs:

- Project widely promoted and participation of MSMEs and BDS providers encouraged. An on-line system established and managed to transfer methodological tools, export promotion materials, and other services to MSMEs.
- Institutional capacity of MINEC and CENTROMYPE to manage USAID funds in accordance to USAID regulations and requirements strengthened.
- Competitiveness of 150 firms working in international trade areas, assisted by MINEC, CENTROMYPE and the Contractor increased.
- 850 firms trained and committed to participating in developing their export capabilities and future access to international markets.

Deliverables:

- Report on MINEC and CENTROMYPE capacity built-up to manage USAID funds.
- First Annual Action Plan requested in Section VI that includes a detail plan to select the 150 firms and actions to improve their competitiveness.

RESULT 4: BUSINESS CONTRACTS AND SALES EXPANDED

This result is linked to result number 3. To facilitate market links for MSMEs, MINEC and CENTROMYPE have assessed the potential demand for Salvadoran products in different markets, including the Salvadoran community living in the USA, with approximately 2.3 million consumers or more¹. Other potential markets are Canada, the Southern parts of Mexico (Puebla, Chiapas and other States), the Dominican Republic, neighboring Central American countries, Europe, and Asia. Approximately 100 products have been identified by CENTROMYPE for which there is an immediate export demand and for which Salvadoran businesses have the potential to produce for export.

The key objective of this result is to increase the number of business contracts executed and sales expanded as a result of the program. The Contractor shall support MINEC and CENTROMYPE to implement an export promotion strategy, apply market research, and apply the competitive skills learned by Salvadoran businesses to increase exports.

The Contractor, in coordination with both entities shall perform the following tasks:

Task 4.1

Develop businesses contacts and facilitate export contracts between firms from El Salvador and firms in importing countries.

Task 4.2

Coordinate commercial missions and visits to international trade fairs and events for MSMEs co-financed by the CENTROMYPE and FOEX funds.

Expected Outputs:

- 100 MSMEs exporting Salvadoran product lines for an amount of \$2.0 million in sales, through the Contractor's and CENTROMYPE's efforts.
- 50 MSMEs exporting various products to international markets for an amount of \$3.0 million in sales through the Contractor's and MINEC's FOEX efforts.

Deliverables:

- Quarterly Progress Reports requested in Section VI.
- Report on the \$5.0 million in exports achieved throughout the life of the TO with detailed data per exporting firm.

Illustrative Table of Export Distribution by Regions

¹ Ministry of Foreign Affairs "Comunidad Salvadoreña en el Exterior", DGACE, Ministerio de Relaciones Exteriores, El Salvador.

| INSTITUTION | Exports from Earthquake Dept. Only | Export from All Depts. | TOTAL |
|----------------------|------------------------------------|------------------------|--------------|
| CENTROMYPE | \$1.4 | \$0.6 | \$2.0 |
| MINEC | \$1.2 | \$1.8 | \$3.0 |
| TOTAL EXPORTS | \$2.6 | \$2.4 | \$5.0 |

RESULT 5: THE SALVADORAN EXPORT SERVICES SECTOR STRENGTHENED

There are many Salvadoran MSMEs currently serving the local market with potential for developing exports in the medium-term. In order to build the local capacity to provide cost effective business development services to assist exporters over the next decade, these enterprises will require unique attention and special training programs that are aimed at improving their productive capabilities and marketing skills. The concept behind Business Development Services (BDS) is that sustainability can be achieved if there are local service providers available to support the private sector. An over-reliance on outside contractors without well-trained local providers leads to periods of prosperity followed by periods of stagnation after the contractors depart.

The Contractor shall provide assistance to strengthen the supporting export development services sector by implementing a program with at least 50 local organizations or individual local consultants with capacity to provide effective export development services to MSMEs.

Task 5.1

Develop and implement a technical assistance and training package to upgrade the skills of at least 50 Salvadoran BDS firms or individual BDS consultants to improve their ability to provide export services identified in RESULT 3 above. This will include quality assurance training leading to certification of instructors and specialists.

Expected Output:

- Competitiveness of up to 50 BDS firms and/or individual BDS consultants with improved capacity to provide effective export services to MSMEs increased.

Deliverables:

- Annual Action Plans requested in Section VI with information on the participant BDS firms and/or individual consultants and activities to improve their competitiveness and capacity.
- Final Report of the more competitive 50 BDS firms and/or individual consultants and their improved capacity.

RESULT 6: STRATEGIC BUSINESS ALLIANCES

In order to promote trade flows and investment in El Salvador that will contribute to economic expansion and sustainable growth, it is necessary to promote strategic alliances among international business and potential local partners.

In order to accomplish this result, the Contractor shall perform the following tasks:

Task 6.1

Establish at least 20 new long-term strategic business relationships with US, European, Latin American or Asian importers with a written agreement or Letter of Intentions from these parties stating their commitments to be responsive to business development initiatives with Salvadoran businesses. These alliances shall not include the Coffee Sector.

Expected Output:

- At least 20 international new long-term strategic business relationships with Salvadoran businesses established.

Deliverables:

- Report on business relationships formed.

B. ESTIMATED LEVEL OF EFFORT BY RESULTS AREA

The estimated level of effort by each result is illustrative and Offerors may wish to make alternative proposals if considered to be more program-effective.

| RESULTS EXPECTED | ESTIMATED LEVEL OF EFFORT BY RESULT AREAS ² | | |
|--|--|-----------------|-----------|
| | EARTHQUAKE AFFECTED DEPARTMENTS | ALL DEPARTMENTS | TOTAL |
| RESULT 1: INSTITUTIONAL EXPORT PROMOTION AND TRADE POLICY CAPACITY OF THE MINISTRY OF ECONOMY STRENGTHENED | 8% | 4% | 12% |
| RESULT 2: ACCESS TO TRADE AND EXPORT INFORMATION IMPROVED | 11% | 8% | 19% |
| RESULT 3: COMPETITIVENESS OF SALVADORAN BUSINESSES INCREASED | 8% | 12% | 20% |
| • CENTROMYPE linked Export Fund (*) | \$500,000 | \$200,000 | \$700,000 |

² Estimated level of effort is based on the percentage of the overall activity excluding the CENTROMYPE and FOEX linked funds.

| | | | |
|--|------------|------------|-------------|
| • FOEX linked fund (*) | \$200,000 | \$500,000 | \$700,000 |
| RESULT 4: BUSINESS CONTRACTS AND SALES EXPANDED | 16% | 17% | 33% |
| RESULT 5: THE SALVADORAN EXPORT SERVICES SECTOR STRENGTHENED | 4% | 4% | 8% |
| RESULT 6: STRATEGIC BUSINESS RELATIONSHIPS | 4% | 4% | 8% |
| TOTAL LEVEL OF EFFORT | 51% | 49% | 100% |

(*)Funds may be shifted between FOEX and CENTROMYPE linked funds depending on demands and approval of USAID.

C. QUALIFICATIONS, RESPONSIBILITIES AND DUTIES OF KEY PERSONNEL

Although the Contractor will propose the final key staffing, the following is USAID’s suggestion for the areas of expertise required:

1) Chief of Party/Senior Trade Specialist

The Chief of Party/Senior Trade Specialist (level 1) shall: a) provide the vision and overall leadership to the team; b) manage the Contractor’s technical and business assistance; c) implement activities with a total business oriented philosophy, d) make the necessary business links for Salvadoran MSMEs; e) develop strategic alliances for MSMEs; and f) prepare and submit reports requested by USAID. USAID estimates that this will be a 24-25 month position.

A US expatriate with qualification that include an MBA/Advance Degree in Business Administration, Economics, International Trade or related field with at least 10 years of experience in managing projects in Latin America with emphasis on enterprise development or trade capacity building is required. The Chief of Party should have the following skills: a) proven managerial experience and skills involving large projects; b) able to work comfortably with diverse income groups; c) ability to establish and maintain good working relationship with USAID management, government counterparts, NGOs representatives, and private sector representatives; d) excellent oral and written communication skills in English and Spanish (FSI 3/3 level); and e) previous experience with USAID project management procedures and regulations.

2) Business and Finance Specialists (BFS) (Two local full time, one US based recurrent specialist)

It is USAID’s initial estimate that the core of the program to increase exports will require a team composed of part of the time of the Chief of Party, two full time local BFS (32 months total), and a recurrent US based BFS (approximately six months).

Under the direction of the Chief of Party, the US based BFS will provide primary technical guidance for the development of the Salvadoran export firms under Results 3 and 4, provide technical support for the two local BFS, and provide leadership for Result 6 to form strategic alliances.

Two local BFS will be responsible for: a) promoting the program among prospective participants; b) coordinating the selection process of participant MSMEs with MINEC and CENTROMYPE; c) coordinating the technical, business and training assistance required; d) designing action plans and establishing subcontracts with MSMEs; e) developing business strategies for MSMEs to access international markets; f) monitoring progress towards goals and expected results. One local BFS will focus on earthquake departments and the second one will focus on non-earthquake departments, but may work anywhere in the country. It is anticipated that these two positions will be needed through September 2004, but only one position is anticipated beyond that date.

The BFS US will be a level 2 expert. The two local BFS professionals must have the following qualifications: an Undergraduate or MBA/Advance Degree in Business Administration, Economics, International Trade or related field with at least 5 years of experience in managing enterprise development projects, business development services, commercial operations in the private sector, export promotion, and market research is preferred.

3) Financial Management Specialists (FMS)

USAID initially estimates that in addition to the BFSs noted above, the management of the sub-contract export promotion funds with both CENTROMYPE and MINEC will require a team composed of part of the time of the Chief of Party, two full time local FMS (32 months total), and a recurrent US based FMS (six months).

Under the guidance of the Chief of Party, the US based FMS will be responsible for establishing the procedures and program for the cost sharing sub-contracts for the export promotion funds with CENTROMYPE and MINEC, and providing technical support for the two local FMS.

Two local Financial Management Specialists are needed to manage the sub-contracts for the FOEX and CENTROMYPE linked export promotion funds. One will concentrate in earthquake affected departments while the second one will concentrate on non-earthquake departments, but may work anywhere in the country. It is anticipated that both positions will be needed through September 2004, but only one position is anticipated beyond that date. The FMS will carry out performance planning, budgeting, monitoring and controlling of income and expenditures, cash flow projections, and other financial and administrative tasks. They will be responsible for assuring the integration of the financial/accounting systems.

Two local professionals with qualifications that include an Undergraduate or MBA/Advance Degree in Business Administration, Finance/Accounting, Economics or related field with at least 5 years of experience working with private or governmental institutions in Finance/Accounting areas is preferred.

4) Trade Marketing Specialists

It is USAID's initial estimate that Result 4 and 6 may require a combination of approximately 6 months of a recurrent expatriate trade marketing specialist (six months) and one local Trade Marketing Specialist (TMS) (21 months). The primary areas of responsibility are to concentrate on business contract development and formation of an active business network between Salvadoran and US firms.

The expatriate TMS should be a level 3 or 2 expert. The local professionals must have an Undergraduate or MBA/Advance Degree in Business Administration, Finance/Accounting, Economics or related field with at least 5 years of experience working with private sector in trade development.

5) Short-term Consultants

In addition to the long- and short-term recurrent positions, the Contractor shall provide an estimated 16 person-months of expatriate and 24 months of locally hired short-term technical assistance and training to MINEC, CENTROMYPE and participant firms through short-term offshore and local consultants. Key areas of short-term assistance are likely to be needed in:

- Business management practices
- Business development
- International trade
- Marketing
- Market research
- Product development
- Business links
- Quality assurance systems.