

Project SME 01/1998T  
Number :

Budget Year : 1998

Leading APEC Forum: Ad Hoc Policy Level Group on Small and Medium Enterpr

Project Name: Training and Certification Program for Small Business Counsellors

Objectives: The objective of the project is to recognize and sustain the small business consulting profession across the region. The proposed project would create an APEC-wide training program and a certification process for small business advisors and counsellors endorsed by all participating economies. It aims to establish an infrastructure to manage the program and ensure comparable services across the region on a sustained basis

Background Information: Extension of project SME 04/97T: Enterprise Development Program

Summary Of The Project: The project will establish an infrastructure that will ensure lasting benefits to the small and medium enterprises within the APEC Region. It will train Small Business Counsellors through distance mode learning, certify their competency and sustain a pool of resources persons for a limited period to assist national learning centers. The program will lead to certification process recognized by all participating economies.

Expected Output: Establishment of an International Advisory Group of Experts; Workplan and timelines; Workshops to adapt materials to local situation; Identification of Institute for Small Business Counsellors (ISBC); Program Design using distance learning mode; Training Modules: self-learning guides; and Identify/Establish Learning Delivery Centers (LDC)

Expected Benefit:

Involvement of  
Other Fora:

Business  
Involvement:

Academic/NGO  
Involvement:

Source of Funding Partly APEC-Funded & Partly Self-Funded

Related Dates (format mm/yy)			
Expected Start	01-98	Actual Start	01-98
Expected End	12-98	Actual End	

Project Keywords extension project, Human Resources Development, Small and Medium-sized enterprises, TILF project, training

Primary Priority (theme) Encouraging the growth of SMEs

Relevant Priority (theme) Developing Human Capital

Primary Initiatives:

Relevant Initiatives:

Project Status: In Progress

Reason Description:

Project Output Fact  
Sheet:

Project Overseer	
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Member Economy:	Republic of the Philippines

Relevant Attachments:

Remarks:

[APEC Project Database home page]



**ASIA-PACIFIC**  
**ECONOMIC COOPERATION**  
**(APEC)**  
**APEC Project Database**

Project SME 02/1999T  
 Number :

Budget Year : 1999

Leading APEC Forum: Ad Hoc Policy Level Group on Small and Medium Enterpr

Project Name: Training and Certification Program for Small Business  
 Counsellors - Phase III, August 1999 to April 2001

Objectives: The objective of the Project is to recognize and sustain small  
 business counselling profession across the APEC region and  
 enhance the competitiveness of SMEs in the global market.  
 This project is participated in by 11 economies.

Background Information: Phase I outputs/deliverables are the establishment of the  
 International Advisory Group of Experts who provided the  
 direction, guidance and review of plans, the identification of  
 core competencies of counsellors based on a survey conducted  
 in the participating economies, development of core modules  
 for training small business counsellors. Phase II outputs are:  
 the development of all documents required for  
 the establishment of the delivery structure for the Program, i.e.  
 the network of PAEC Institutes of Small Business  
 Counsellors. These documents include (a) the by-laws of code  
 of ethics and professional standards, memoranda of  
 understanding, requests for proposal for the APEC Institute,  
 Economy Institutes, Learning Delivery Centers, budget,  
 marketing plan, etc.; (b) development of training materials for  
 the self-directed core training modules and workshop  
 components of the Program.

Summary Of The  
 Project:

**Expected Output:** Phase III of this project for which funding is required will be the implementation phase. It consists of the establishment of a mechanism for the delivery of program in all participation APEC economies; the development of training manuals; the training of members of Board of Governors, training facilitators, workshop leaders, assessors; framework for evaluation of Program and launching of the Program. Four more economies registered participation in the project as of Sept 1998.

**Expected Benefit:**

**Involvement of  
Other Fora:**

**Business  
Involvement:**

**Academic/NGO  
Involvement:**

**Source of Funding** Partly APEC-Funded & Partly Self-Funded

Related Dates (format mm/yy)		
Expected Start	08-99	Actual Start
Expected End	04-2001	Actual End

**Project Keywords** Developing Human Capital, Encouraging the growth of SMEs, extension project, Human Resources Development, Small and Medium-sized enterprises, training

**Primary Priority  
(theme)** Encouraging the growth of SMEs

**Relevant Priority  
(theme)** Developing Human Capital

Primary Initiatives:

Relevant Initiatives:

Project Status: In Progress

Reason Description:

Project Output Fact Sheet:

Project Overseer	
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Member Economy:	Republic of the Philippines

Relevant Attachments:

Remarks:

[[APEC Project Database home page](#)]



**Asia-Pacific Economic Cooperation**

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2000/ SME/ PLG / 11

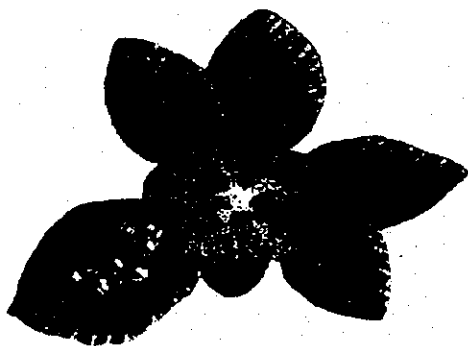
**POLICY LEVEL GROUP ON SMALL AND MEDIUM  
ENTERPRISES MEETING**

**APEC TRAINING AND CERTIFICATION PROGRAM FOR SMALL BUSINESS  
COUNSELLORS (PHASE III)**

**PHILIPPINES**

**Small and Medium Enterprises Ministerial Meeting**

**20-24 June 2000  
Bandar Seri Begawan  
Brunei Darussalam**



## PROGRESS REPORT

### BASIC INFORMATION

1. Date: June 2000

2. *Number and Name of Project*

APEC PROJECT Code: SME 02/99T

Name : APEC TRAINING AND CERTIFICATION PROGRAM FOR SMALL  
BUSINESS COUNSELLORS (Phase III)

3. *Name of Working Group*

APEC Policy Level Group for Small and Medium Enterprises (PLG SME)

4. *Project Overseer*

Professor Fortunato T. dela Peña  
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This APEC project is co-led by the Philippines and Canada.

Philippines : Ms. Sonia Tiong-Aquino

Canada : Ms. Nancy Graham / Christine Winiarz Searle

5. *Brief description of beneficiaries and benefits, linkages with other fora/private sector, contribution to priorities laid down by Leaders or Ministers and TILF objectives and whether the anticipated results have been achieved*

5.1 **Brief description of project, beneficiaries and benefits**

The objective of the APEC Training and Certification Program for Small Business Counsellors is to recognize and sustain counselling in small businesses in the APEC region with the end in view of enhancing the management performance of SMEs through education, and ultimately competitiveness of SMEs in the global market.



Phase III is composed of activities that will prepare the economies in implementing their plans and the selection/organization of the APEC International Network of Institute for small Business Counsellors.

The Program consists of the development of two training programs. One program is designed for heads of economy institutes who will implement the Program and another is aimed to train tutors, assessors and workshop facilitators; a face-to-face workshop among the heads of the Economy Institutes and the establishment of and APEC certification standard for counsellors.

The direct beneficiaries of the project are small business counsellors and ultimately the SMEs in the participating APEC economies. The project aims to increase the supply of qualified small business counsellors who can provide quality service to SMEs. The counsellors will be certified according to standards and/or criteria that will be recognized in APEC, which will allow for greater employment opportunities and labour market mobility in the region.

The beneficiaries are the eleven participating economies, namely, Australia, Canada, Chinese Taipei, Hong Kong China, Indonesia, Japan, Mexico, Papua New Guinea, Philippines, Singapore, and United States. During the SME Ministerial Meeting in 1998, Chile, Malaysia, the People's Republic of China and Thailand have requested to join the project. The participating economies will benefit from innovative training methods, e.g. Internet-based training, distance learning.

## **5.2 Linkages with other fora/private sector**

This project is linked with several other APEC projects, e.g. the *APEC Chief Human Resources Officer Network Project*, the *Establishment of APEC Study Centres* and the *APEC Centre for Entrepreneurship Development of SMEs*. These projects focus on the establishment of infrastructures which will be used in the development of human resources to benefit SMEs. SMEs is a cross cutting concern of the HRD Working Group as reinforced in the 21<sup>st</sup> HRD Working Group Meeting held 25 January 2000.

This Project is promoted within the private sector, which is the source of supply (counsellors) and demand (SMEs). The private sector and non-governmental institutions directly participate as members of the International Advisory Group of Experts, initially coming from eleven participating economies. They are responsible for the Project implementation in their economy.

## **5.3 Contribution to priorities laid down by Leaders or Ministers and TILF objectives**

The APEC leaders assigned high priority to the development of human resources and to the growth of SMEs as contained in a Joint Statement in 1996. At their meetings held in 1997 and 1998, the APEC SME Ministers emphasized the importance of enhancing the competitiveness of small businesses and committed their economies to the implementation of the Training and Certification Program for Small Business Counsellors. In 1998, the

project was listed as a priority in the Joint Ministerial Statement.

Its objectives are:

- To address the quality of human resources that will support/enable SMEs to withstand/survive in the context of the trade and investment liberalization;
- To increasing the supply of qualified small business counsellors and enhancing employment opportunities for counsellors;
- To demonstrate cooperation in training among member economies;
- To use innovative training methods, i.e. distance learning technologies, including the use of Internet.

The 6<sup>th</sup> Ministerial Meeting of the APEC Ministers Responsible for Small and Medium Enterprises held in Christchurch, New Zealand on 27 – 28 April 1999, endorsed projects to help SMEs develop their capabilities through appropriate training programs. The Ministers requested the HRD Working Group to expand SME related programs including the fast tracking of efforts on mutual recognition of qualifications across APEC economies.

#### **5.4 Achieved anticipated results**

The anticipated results for Phase III of the project include:

The establishment of

- A proposed Coordinating Council to be led by the PLG SME Chair and membership of which will be composed of the heads or representatives of the participating economies. The Council shall organize the network of Economy institutes which shall be responsible for the certification of counsellor;
- Network of Economy Institutes and their Learning Delivery Centers located in strategic places where learners-counsellors are able to register for self-directed training programs leading to the development of competencies in counselling;
- Group of assessors who will evaluate the skills and competencies of counsellors leading to an APEC Certification;
- A Mutual Recognition Agreement (MRA) to facilitate the accreditation of APEC Small Business counsellors after completion of the prescribed Program in their respective economies. The MRA will recognize the practice of small business counselling/ consulting within each participating economy across the APEC region
- Training programs for the heads of the economy institutes and another for assessors, master trainers, and workshop facilitators.

6. *Brief description of planned project outputs*

Phase III of the Project has the following planned outputs:

- The development of Training/Learning Packages to be used in training the heads of Economy-level institutions or their representatives. The Economy Institutes are expected to implement the Program through a network of Learning Delivery Centers;
- The development of *Training/Learning Packages* to be used in training assessors, master tutors, workshop facilitators who will be responsible in transferring the technology within their economy as the Program is implemented;
- The development of an *operations manual* for the use of trainers and assessors in the Program;
- The development of the *Assessment Scheme* for the certification process;
- The development of a *Mutual Recognition Agreement* for the practise of counselling/consultancy by APEC certified counsellors within the APEC Region
- The preparation of an *Evaluation Scheme* to assess the performance of Economy Institutes as APEC standards are upheld in the practice of counseling ;
- Design and construction of a *website*;
- Establishment of the *Coordinating Council* for the Training and Certification Program for Small Business Counsellors with the PLG SME Chair as the ad hoc chair of the council.;
- *Meeting* of the heads of the Economy Institute to organize themselves into a Coordinating Council and agree on the policies and procedures which were drawn up from Phases I & II; and
- Preparatory activities leading to the *planning and launching* of the implementation phase in all *participating economies*;
- Preparatory activities leading to the *planning and launching of the Program at the PLG SME Meeting in 2001*

7. *Planned phases of project, including publication/dissemination, with dates of each phase, and any variance from the original schedule. Please note dates in italics as the revised timelines as a result of the meeting of the International Advisory Group of Experts and guidance of the APEC Program Director.*

	Start Date	End Date	Variance
Development of teaching/learning packages for the heads of Economy Institute and the assessors/tutors/facilitators/workshop leaders ( <i>contract</i> )	Sept. 1999	Feb 2000	
	<i>Dec 1999</i> Contract signed	<i>August 2000</i>	<i>August 2000</i>

Finalization of Training Packages	Nov 1999	Jan 2000	
Development of Mutual Recognition Agreement ( <i>contract</i> )	July 2000	Sept 2000	
Training of 5 groups of people involved in the Delivery Infrastructure <ul style="list-style-type: none"> <li>• <i>Prog A: Coordinating Council</i></li> <li>• <i>Prog B: Assessors, Master trainers, Workshop leaders, Facilitators &amp; LDC Managers</i></li> </ul>	Mar 2000 February 2001  April 2000 March 2001	April 2000 March 2001  May 2000 April 2001	March 2001   April 2001
Establishment of Delivery infrastructure for the Program <ul style="list-style-type: none"> <li><i>Selection of Economy Institutes</i></li> <li><i>Development of Assessment Scheme</i></li> </ul>	Sept 1999  Sept 1999 Jull 2000	Jan 2000  Dec 2000 August 2000	January 2001
International Advisory Group of Experts		March 2000 June 2001	June 2000 June 2001
First face to face meeting of the Coordinating Council		June 2000 June 2001	March 2001 June 2001
Launching of Pilot Project for testing materials and operations of LDCs <ul style="list-style-type: none"> <li>• Launching of pilot projects for testing materials</li> <li>• Launching of Overall Program</li> </ul>	June 2000 Sept 2000/1	June 2001  Nov 2000 June 2001	Dec 2001  June 2001  March 2001 June 2001
Development of master Website & Promotional Materials <ul style="list-style-type: none"> <li>• Development of website</li> <li>• Development of promotional materials</li> </ul>	July 2000 Mar 2000	Sept 2000 Dec 2000	
Development of the Evaluation Framework ( <i>contract</i> )	Nov 2000 January 2001	March 2001 May 2001	

8. *Funding sources and amounts*

Funding came from the APEC Trade and Investment Liberalization and Facilitation (TILF) Fund.

	<i>TILF Funding</i>	<i>Cash and in-kind contribution of economies</i>
Phase III	USD349,553	<p>pocket &amp; counterpart contributions from co-leaders Canada and Philippines)</p> <p>Eco</p> <p>functions .</p>

STATUS/PROGRESS AND PROBLEMS

8. *Current status of project*

Continu

to national and organizational replaced.

participating economic June 2000.

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**Asia-Pacific Economic Cooperation**

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**POLICY LEVEL GROUP ON SMALL AND MEDIUM  
ENTERPRISES MEETING**

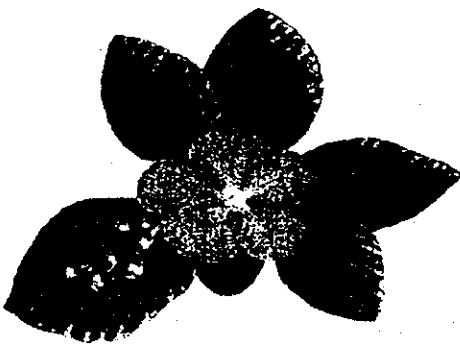
**TRAINING AND CERTIFICATION PROGRAM FOR SMALL BUSINESS  
COUNSELLORS PHASE III**

**PHILIPPINES**

**Small and Medium Enterprises Ministerial Meeting**

**20-24 June 2000**

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Brunei Darussalam**



**TRAINING AND CERTIFICATION PROGRAM FOR SMALL BUSINESS COUNSELLORS Phase III (Code : SME 02/99T)**  
Project Proponent: Small Enterprises Research & Development Foundation, Inc. (SERDEF)

PLANNED as contained in the approved Project Document	VARIANCE	REMARKS/RESULTS
Finalization of training modules	Translation and/or indigenization took place	Philippines has indigenized materials; Chinese Taipei & Mexico will translate
Development of training/learning packages		Contracted to Certified Management Consultants; first set of outputs under review
Training of 5 groups of people involved in the Delivery infrastructure of the Program: <ul style="list-style-type: none"> <li>• Heads of Economy Institutes</li> <li>• Assessors</li> <li>• Workshop leaders</li> <li>• Facilitators</li> <li>• LDC Managers</li> </ul>	<ul style="list-style-type: none"> <li>★ Operations manual to be prepared for the use in the delivery of the Program (to be contracted)</li> <li>★ Master trainers will be included</li> </ul>	<ul style="list-style-type: none"> <li>* Selection criteria are set</li> <li>* Program A for heads of Economy Institute: One participant per economy</li> <li>* Program B: 2 participants per economy</li> </ul>
Establishment of delivery infrastructure : <ul style="list-style-type: none"> <li>• Selection of host for the APEC International Institute for Small Business Counsellors</li> <li>• Appointment of an Executive Director &amp; development of a 3-year plan for a sustainable operation</li> <li>• Selection of Economy Institutes</li> <li>• Identification of Learning Delivery Centers (LDC)</li> </ul>	<ul style="list-style-type: none"> <li>★ Establishment of Coordinating Council; that the PLG SME Chair shall be proposed as ad hoc Chair of the Council</li> <li>★ Establish the virtual office for the Coordinating Council linked with the EI's to be known as the Network of Institutes of Small, Business Institutes.</li> </ul>	<ul style="list-style-type: none"> <li>* Organization of the Council composed of the heads/representatives of Economy Institutes in the participating economies to be led by the PLG SME Chair</li> <li>* Certification will be granted by APEC Secretariat on recommendation of the Economy Institute provided qualifications &amp; portfolio of evidence are presented</li> <li>* Economies will be responsible for the selection of LDCs which will play a critical role in the delivery of training</li> </ul>

<p>International Advisory Group of Experts final meeting</p>		<ul style="list-style-type: none"> <li>* To finalize the operational procedures</li> <li>* To finalize APEC Standards and Code of Ethics</li> <li>* To finalize coordinating structure and networking arrangements</li> </ul>
<p>Meeting of the Board of Governors</p>	<p>Meeting of the Coordinating Council</p>	<p>This will be the only meeting that will be financially supported by the Project. It is then important that the Economy Institutes provides appropriation for the yearly meeting.</p>
<p>Launching of the Pilot Project for testing materials &amp; preparations of LDC</p> <ul style="list-style-type: none"> <li>• Pilot testing of materials</li> <li>• Pilot testing of LDCs capability</li> </ul>		<p>This is the responsibility of the participating economy . Activities should include promotions/marketing of the Program</p>
<p>Development of the Website (to be contracted)</p>	<p>To be included in the APEC Secretariat website as a link; all participating economy must hyperlink with each other</p>	<p>Each Economy Institute must develop its own network from which learner-counsellor will be able to access for training purposes. This will be at the expense of the economy</p>
<p>Development of :</p> <ul style="list-style-type: none"> <li>• Evaluation Framework</li> <li>• Licensing agreement for authority to use materials and Program design ; Recognition Agreements that will put in place the practice of the counselling profession in the APEC Region</li> </ul> <p>(to be contracted)</p>	<p>Development of</p> <ul style="list-style-type: none"> <li>◆ Evaluation Scheme for Economy Inst.</li> <li>◆ Mutual Recognition Agreement</li> </ul>	<ul style="list-style-type: none"> <li>* Generic materials were developed by TAFE of Australia under a contract with APEC Secretariat and inputs from the participating economies through the Experts.</li> <li>* Where materials and cases are customize, ownership is vested with the organization that undertook the development</li> </ul>
<p>Launch of the Program in the APEC Region</p>	<p>Launch at PLG SME Meeting in 2001</p>	<p>Previously scheduled on March 2001, but with organizational and political changes which affected the experts and/or their organizations, the launching is reset at the PLG SME Meeting in Shanghai on 2001</p>



*Proposal To Develop*

**Program Learning Materials**

**For the Training of Facilitators/Tutors, Workshop Leaders,  
Assessors and Managers of Learning Delivery Centers**

*For the*

**APEC International Network of Institutes for  
Small Business Counsellors (APEC IISBC)**

November 15, 1999

Submitted by:

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**Goal:**

The APEC International Network of Institutes for Small Business Counsellors (APEC IISBC) has established a goal to develop Program Learning Manuals for the training and development of Facilitators/Tutors, Workshop Leaders, Assessors, and Managers of Learning Delivery Centers involved in the Network of Institutes. Certified Management Consultants (CMC), under the direction of Kathie Kunkel Holland, proposes to contract with APEC to accomplish this goal.

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## PROJECT DESCRIPTION

### Scope of Project

Design and develop comprehensive training materials for use by the Facilitators/Tutors, Workshop Leaders, Assessors and Managers of Learning Delivery Centers involved in the IISBC. This will entail the identification and review of existing materials in participating and non-participating economies to select and apply best practices for the IISBC.

### Project Goals

1. Provide comprehensive training materials to insure learning, knowledge, and ease of use of the participant/consultant training modules to maximize the assimilation of the core competencies.
2. Apply adult learning theory in the instructional design to insure maximum assimilation of content.
3. Enhance the learning process by creating interactive training programs that combine the various methods by which adults learn: hearing, seeing, doing, and reading.
4. Design materials, documents, and instructions adaptable to the diverse cultures of the many economies involved in IISBC.

### Audience Profile

1. Heads of Economy Institutes
2. Facilitators/Tutors, Workshop Leaders, Assessors and Managers of Learning Delivery Centers in the delivery of training participants/consultants who will be certified upon satisfactorily completing the program.

**Content to be Created by CMC:**

1. Program A training materials.

- Users: Heads of Economy Institutes
- Purpose: Program A, a 40 hour program will educate the Heads of the Economy Institutes on the overall and enabling/learning objectives of the Program offered under Phase III.
- Content: Agenda and session materials including enabling objectives, annotated coverage, suggested methodologies per session/set of topics, suggested time lapse, guidelines for delivery, and evaluation forms to determine how much participants learned from Program A. Session topics to be determined by needs assessment.

2. Program Learning Manual and Program B (80 hours.)

- Users: Facilitators/Tutors, Workshop Leaders, Assessors and Managers of LDCs.
- Purpose: Program B, an 80-hour train-the-trainer program will prepare the Users to deliver the program in their own economies. These materials will also be used in Economy Institutes and Learning Delivery Centers to train the participants/consultants.
- Content: Introductory module will describe adult learning and practical applications of such. One instructor's module for each training module. Each module will contain step-by-step detailed guidelines for delivering the program content, leading and evaluating training activities, and evaluating participants' learning. Instructor modules will be consistent with the core competencies and training modules to be offered to learners (participants/consultants.)

- Training activities, such as cases, exercises, and role-play, will be based on adult learning principles.

APEC IISBC Program Learning Materials Proposal

- Each instructor module will contain program overall and session enabling/learning objectives; annotated coverage; suggested methodologies per session/topic; suggested time lapse; demonstrations of how to use training materials; suggestions for adaptation for cultural differences within the economies, and evaluation techniques to measure learning that takes place during the training.
  - Content will be focused on how to best deliver the training to achieve the goals of the IISBC.
  - Resource materials and bibliographic references.
  - Self-evaluation instruments for the Facilitators/Tutors, Workshop Leaders, Assessors and Managers of Learning Delivery Centers to assess how much they learned from Program B.
3. Qualification criteria for selection of participants/consultants who will undergo the Training Program for Certification of Small Business Counsellors conducted during Phase III. Criteria will identify candidates who can best transfer the technology and skills as well as insure standards in the delivery of the Program.
  4. Criteria for selection and evaluation of the skills and competencies of the Facilitators/Tutors, Workshop Leaders, Assessors and Managers of Learning Delivery Centers.

5. Evaluation instruments for the Training Program for Certification of Small Business Counsellors to measure participant/consultants' satisfaction with the content, instructor's presentation skills, and transferability of the content to practical application.

<b>APEC IISBC Program Learning Materials Proposal</b>
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6. Self-assessment instruments for use/adaptation of Facilitators/Tutors, Workshop Leaders, Assessors and Managers of Learning Delivery Centers when training their counterparts in their economies.

## **STAGES OF DEVELOPMENT**

Certified Management Consultants (CMC) will accomplish this engagement in five phases. The end results will be program learning manuals and materials to guide and implement the program in the APEC economies. These manuals and materials will be delivered in both hard copy and electronic format.

### **Phase 1: Analysis**

CMC will survey existing materials of participating APEC economies and non-APEC economies to select relevant, appropriate materials to be included as resource materials and bibliographic references. A needs analysis will be conducted of the IISBDC Experts to determine any additional needed information.

### **Phase 2: Design**

CMC will prepare detailed design documentation for the project. This includes specifications for the program operations and processes, and design of materials. APEC IISBDC will be asked to review the design documents and make modifications if necessary, prior to the beginning of the next phase. Upon acceptance of the design documents, the Prototype phase will begin.

**APEC IISBC Program Learning Materials Proposal**

**Phase 3: Prototype**

The design documents will be used to create a rapid prototype of the program materials. The prototype is intended to verify materials design and functions. It will not be a completely operational program, but will provide enough functionality to allow an evaluation of the materials design and development. APEC IISBC will be asked to review the prototype and make necessary modifications prior to beginning full-scale development. Upon acceptance of the prototype, the Development phase will begin.

**Phase 4: Development**

The prototype materials will be the basis for final development of the program. Development of the materials includes making the materials completely operational functional and any work for printing/duplicating. APEC IISBC will be asked to review the alpha version of the program materials, and make modifications if necessary. A beta version of the materials will be delivered to APEC IISBC for a final review. Upon acceptance of the final program materials, duplication of the hard copy and electronic copy will begin.

**Phase 5: Final Delivery**

One copy of the final program materials and one electronic copy will be delivered to APEC IISBC. Any materials provided to CMC for use in the design and development of the program materials will be returned at this time.

**APEC IISBC Program Learning Materials Proposal**

## **DELIVERABLES**

### **Overview**

This timeline is based on the project as outlined in this proposal, as well as:

- APEC's Request for Proposal and awarding of this contract on 20 November 1999,
- timely receipt of current relevant program teaching/learning manuals/packages requested from APEC and non-APEC Economies, and
- APEC IISBC's progress reviews identified in the 5 phases above. Ten (10) business days will be allocated for review of each phase by APEC IISBC.

Revisions or changes to this proposal, the scope of this project, or extended length of APEC review time will affect the delivery time and this timeline.

### **Schedule**

#### **Analysis**

Survey of existing materials

4 January 2000

#### **Design**

Specifications for operations and processes, design of printed materials.

15 February 2000

#### **Prototype**



Program A and B agendas, Learning Manual outline, drafts of other documents. 31 March 2000

**Development**

Redesign of all documents to comply with recommendations from APEC. 30 April 2000

**Final Delivery**

All documents finalized and delivered in hard copy and electronic media. 30 June 2000

**APEC IISBC Program Learning Materials Proposal**

**CMC Deliverables**

- Detailed Design Documents as listed on pages 4 through 6 of this proposal.
- Prototype
- Alpha Version of Program Documents
- Beta Version of Program Documents
- Final Program Documents

**APEC IISBC Deliverables**

- Deliver all reference materials to CMC.
- Provide contacts for relevant materials in APEC and non-APEC economies to CMC.
- Provide all requested documents, information, definitions, and materials in a timely manner to enable CMC to perform according to the timeline.
- Announce support for this project to all key APEC project members to ensure all organizations and individuals involved understand the purpose and importance of this project.

- Appoint one person to act as liaison with CMC for changes and revisions requested of CMC as a result of each materials review. This will ensure clear communication about changes to be implemented.
- Provide payment to CMC within thirty (30) days of invoice if our work has been delivered according to this agreement.

**APEC IISBC Program Learning Materials Proposal**

## **OBLIGATIONS**

### **Billing Procedures**

CMC requires a minimum deposit of 30% of the total project investment to begin the design and development phases of production. This should be in the form of a check payable in U.S. dollars made payable to Certified Management Consultants. The remaining balance can be divided into several payments as follows:

1. Upon delivery of Design Documents - 20%.
2. Upon delivery of Prototype program materials - 20%.
3. Upon delivery of Alpha version - 20%.
4. Upon delivery of the Final program materials - 10%.

### **Ownership Rights**

**Intellectual Property Rights:** Certified Management Consultants conveys all rights to APEC IISBC to the materials created under this contract.

### **Out of Scope Procedures**

This list is not intended to be all inclusive of work that is deemed to be beyond the scope of this project, but as an example. CMC may perform any of these items, as well as other items out of the scope of this project. Notification will be given to APEC IISBC if any item requested is out of the scope of this project. A separate written quote will be submitted prior to beginning any work on out of scope tasks.

<b>APEC IISBC Program Learning Materials Proposal</b>
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Out of scope items include but are not limited to:

1. Design and development of additional documents not listed in this proposal.
2. Additional hard copies of the finished program materials.
3. Travel.
4. Design and development of additional features or functions of the program not listed in the outline included in the proposal.

### **Change Orders**

CMC's review process includes a series of reviews by APEC IISBC to solicit your input and allow for changes and modifications to take place at several stages of development. This process has been created to optimize the stages during development where changes can be made easily and without major disruption to the overall design of the program materials. This review process is to ensure the most efficient production process and a strict adherence to the project timeline.

If for some reason the review process is not followed, a change order will be required at a fee of \$75.00 per hour for the number of hours required to complete the requested change. CMC will notify APEC IISBC in advance if any request will require a change order.

**APEC IISBC Program Learning Materials Proposal**

The following instances will require a change order:

1. Changes to the design document after the design document has been approved.
2. Changes to the prototype after the prototype has been approved.
3. Changes to the alpha or beta program documents after they have been approved.
4. Changes to the final program documents after the final program documents have been approved.

**Program Revisions**

Revisions are any changes in the program materials after the final program materials have been approved or after the final program materials have been delivered. The fee for revisions will be based on the type and scope of the revision and is not included in this proposal.

**Updates**

Updates are any change in the content of information in the program materials after the final program materials have been delivered. The fee for updates is not included in this proposal.

## **PROGRAM INVESTMENT**

The program's investment is based on the information outlined in this proposal. This amount does not include items that fall under the Out of Scope section or change orders once an item has been approved. This investment is stated in U.S. dollars.

Investment: \$15,000.00

## CREDENTIALS OF CMC CONSULTANTS

Kathie Kunkel Holland CMC has been a consultant to, and trainer of entrepreneurs since 1985. Ms. Holland has also been training business consultants since 1993. Kathie has more than 17 years management experience, a Masters degree in Business Administration, and bachelor's degree in management.

Kathie has trained nearly 500 small business consultants throughout the United States and Indonesia. She created the Florida Small Business Development Center Network's Counselor Professional Development & Certification Program. Her *Professional Development Manual* has been utilized by economic development programs to train consultants in forty-six U.S. states, Mexico, Indonesia, and Poland. The Illinois Small Business Development Association and Puerto Rico Small Business Development Center Networks also engaged Kathie to create comprehensive, customized, statewide Counselor Professional Development & Certification Programs.

A member of the prestigious Institute of Management Consultants (IMC), she has earned the distinguished designation of Certified Management Consultant (CMC). She is a firm proponent of IMC's Code of Ethics (attached.)

Ms. Holland has assisted a wide variety of entrepreneurs to expand their businesses by capitalizing on opportunities or solving problems. She has extensive expertise in performance improvement, competency certification, coaching/mentoring, training and development, human resources management, organizational development, franchising, and strategic and business planning.

As an active national and local member of the American Society for Training and Development, Kathie is the year 2000 President of the Central Florida Chapter.

Kathie is also an associate member of the Association of Small Business Development Centers and has served on the Education and Professional Development Standards Committees. Kathie helped to found the Central Florida Chapter of the National Association of Women Business Owners and served as Programs Chair for two years.

Ms. Holland has been active with many local chambers of commerce as a proponent of employee training and development and issues related to entrepreneurship.

Ms. Holland has been an invited speaker at nineteen national and international conferences. She has had articles published in the *Small Business Forum: Journal of the Association of Small Business Development Centers*, *The Florida Realtor*, the Small Business Development Center Research Network newsletter, and numerous other national and local magazines and newspapers. Kathie authored the *FSBDC Professional Development Manual*, *Illinois Certified Business Specialist Manual*, *Puerto Rico Certified Business Consultant Manual*, edited *A Quick Reference Guide to Employment Laws Affecting Small Businesses*, and co-authored *A Practical Guide to Starting and Managing a Business in Central Florida*.

## APEC IISBC Program Learning Materials Proposal

Sharon Goode Laisure, an organizational development and training consultant, brings more than twenty years of practical general management experience. She has a unique blend of a strong human resource management and fiscal operational background. She is able to integrate the visionary leadership with the practical steps of transforming organizations, which result in streamlining processes, enhancing service, and reducing costs.

Sharon has served in executive capacities in small, medium, and large organizations for the past twenty-one years. A former Director of Fiscal and Human Resources with Orange County Government, Florida, Sharon spearheaded the internal transformation leading to anchoring internal service delivery to the County's strategic plan by developing key systems such as: performance measurement, performance management, and broadbanding compensation. Sharon's focus on increasing fiscal responsibility has resulted in significant savings in a variety of areas: restructuring escrow accounts, improving budgetary process and renegotiating contracts. In addition to her commitment to organizational transformation, Sharon also recognizes the importance of individual growth. She has created a Leadership Institute, an Employee Academy and Technical Training Center. Sharon understood the need for employees to balance work and family and, thus, support the creation of quality workforce initiatives, which led to Orange County's recognition from the *Central Florida Family Magazine* as one of the top 10 in a list of 100 as a "Family Friendly Workplace".

Sharon's commitment to the greater Orlando community has been extensive. As Co-Captain of Orlando's "We Want Next" Women's National Basketball Association (WNBA) campaign, she was instrumental in creating the community support which resulted in Orlando being selected to receive a WNBA franchise. Sharon serves as a board member with the Boys and Girls Clubs of Central Florida, Weekends of Greater Orlando, Parent Resource Center, Women's Resource Center, and the Junior League Community Advisory Board.

Sharon's educational background includes a Master's degree in Public Administration and a Bachelor's degree in Political Science from the University of North Carolina at Chapel Hill. She has received certifications in *Benchmarks* from the Center for Creative Leadership, and the *Myers-Briggs Type Indicator*, as well as Training and Development Specialist from the University of Maryland. She is certified by the Program for Senior Executives in State and Local Government through the John F. Kennedy School of Government at Harvard University. Sharon served as an adjunct faculty member in Public Administration at North Carolina Central University and the University of Central Florida.

Based on Sharon's keen understanding of balancing organizational goal achievement with the day to day management of crises, she consults with organizations, facilitates retreats and conducts workshops in a number of areas including: Transforming Organizations, Strategic Planning, Managing Change, Managing Diversity, Creating a High Performance Team, Creating and Maintaining Organizational Values, and Performance Measures. Sharon has presented at numerous national and international conferences.

**Dr. Lloyd Fernald**

Dr. Fernald will act as program advisor and documents editor.

# Institute of Management Consultants

521 Fifth Avenue, 35th Floor, New York, NY 10175-3598

<http://www.imcusa.org>

## Code Of Ethics

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firms.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.
5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity or integrity may be impaired.
8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.
10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

The Council of Consulting Organizations, Inc. board of directors approved this Code of Ethics on January 8, 1991. The Institute of Management Consultants (IMC) is a division of the Council of Consulting Organizations, Inc.



別添 (5)  
資料 1

(5) 収集資料 1 フォックス次期大統領政策移行チームの顔ぶれ

Política  
政治担当  
Santiago Creel  
ミシガン大学博士課程修了。元 IFE 評議員。PAN の元 DF 首長候補。

Política  
政治担当  
Rodolfo Elizondo  
大統領選挙キャンペーン中の政治担当官。

Internacionales  
国際関係担当  
Adolfo Aguilar Sinzer  
ハーバード大学博士課程修了。元 PRD、現 PVEM (環境党) 所属。作家、政治評論家。

Social  
社会担当  
Carlos Flores  
オンタリオ大学博士課程修了。企業経営者。

Social  
社会担当  
María del Carmen Díaz  
UNAM 社会科学部博士課程修了。国会議員。

Internacionales  
国際関係担当  
Jorge Castañeda  
パリ大学博士課程修了。作家、政治・経済評論家。

Económica  
経済担当  
Luis E. Derbez  
アイオワ大学経済学博士課程修了。世界銀行勤務時代にチリ、中南米、アフリカ、インド、ネパール、ブータンの開発・融資計画に携わる。モンテレイ工科大学教授。

Económica  
経済担当  
Eduardo Sojo  
ペンシルバニア大学経済学博士課程修学。INEGI、モンテレイ工科大学勤務後、グアナファト州経済計画担当知事補佐官。

Justicia y Seguridad  
司法・治安担当  
Francisco Molina  
PAN 議員。元チワワ州検察庁長官。

Vicente Fox Quesada  
1942年7月2日生まれ(大統領選挙当日が58歳の誕生日)。イベロアメリカ大学にて経営学を学び、コカ・コーラ社現地法人に入社。1975年から1979年まで同社社長を務める。1988年にPANに入党、1995年にグアナファト州知事に当選。今回与党候補を破り、大統領に当選、メキシコに71年ぶりの政権交代をもたらした。

Jurídica  
法務担当  
Carlos Arce  
弁護士。グアナファト州知事時代よりフォックス氏に協力。

Justicia y Seguridad  
司法・治安担当  
José Luis Reyes  
元グアナファト州検察庁長官。

Jurídica  
法務担当  
César Nava  
PAN 党员。国会議員。

Secretario Particular  
私設秘書  
Alfonso Durazo  
1994年に暗殺された故コロシオ大統領候補の元秘書官。PRI 所属。

Reforma de Estado  
国家組織改革担当  
Porfirio Muñoz L.  
パリ大学博士課程修了。元労務、文部大臣。元国連大使。元 PRI、PRD 党首。

Asesores  
相談役  
Ramón Muñoz  
作家、心理学者。

Asesores  
相談役  
Pedro Cerisola  
元 TELMEX、アエロ・メヒコ重役。

Administración  
アドミ担当  
Carlos Rojas  
経済学者、アナリスト。大統領選挙キャンペーンのアドミを担当。

Comunicación Social  
広報担当  
Martha Sahagún  
選挙キャンペーン中の広報担当官。

Comunicación Social  
広報担当  
Francisco Ortiz  
元テレビザ重役。経営学の専門家。

Administración  
アドミ担当  
Lino Korrodi  
フォックス大統領後援会「Amigo de Fox」の金融部門を担当。



DESCRIPTION OF THE PROGRAMS INCLUDED IN THE CATALOG

I. Fiscal Incentives

Organism	Name of the Program	Description of the Program/Observations
SHCP	1. Fiscal Incentives for the General Deposit Warehouses.	Tax payers can deduct the value of real state that is used for storage of goods and merchandise.
SHCP	2. Fiscal Incentives for the Agricultural and Forest Sectors.	Tax payers from the agricultural, livestock and forestry sectors can deduct the amount of asset taxes applicable by declaring the sum of the investment in these sectors (the treasury department condones taxes in the same amount of the investment).
SHCP	3. Fiscal Incentives for the Primary and Agricultural-industrial sectors.	The ministry of the Treasury (SHCP) offers the following incentives: a) Fifty percent reduction on income tax for primary sector companies. b) An additional twenty five percent reduction on income tax if these companies also industrialize or market their products.
SHCP	4. Fiscal Incentives to Taxpayers that Perform Small Entrepreneurial Activities.	Tax payers that perform small entrepreneurial activities are exempt from paying income taxes.
SHCP	5. Fiscal Incentives for Air and Sea Transportation	a) Taxpayers that are Mexican residents and perform air and/or sea passenger transportation activities and also hold a government permit to exploit this industry, receive fiscal incentives applicable to the asset tax.
SHCP	6. Technology Development and Adaptation	SHCP offers the following incentives: a) Income tax deduction on donations for research and development funds. (up to one point five percent of the tax payers income). And up to one percent on donations for training programs. b) Awards a fiscal credit for research and development projects.
SHCP	7. New Car Tax Exemption for Compact Cars of Mass Consumption.	New car tax exemption for people or companies that acquire mass consumption compact cars.
SHCP	8. Simplification for the Fulfillment of Fiscal Obligations.	Tax payers that fulfilled their fiscal obligations under the Simplified Scheme of the Income Tax Law until 1995 or until 1997, are in titled to simplifications for the fulfillment of fiscal obligations (paying taxes).
SHCP	9. Tax Consolidation	Holding companies that are Mexican residents and control fifty percent of the total shares of other holding (or holdings), have the option to practice tax consolidation.
SHCP	10. Fiscal Incentives for Tax Payers that Hold Contracts with Decentralized Public Organisms	Asset tax deductions for the amount of accounts receivable derived from contracts celebrated between taxpayers and federal government decentralized organisms in concern with investments on infrastructure.
SHCP	11. Fiscal Incentives for the Agricultural, Livestock, Fishing, Mining and Railroad Sectors.	Fiscal incentives for the taxpayers of the agricultural, livestock, fishery and mining sectors that acquire diesel gasoline for their productive processes (machinery etc).
SHCP	12. Fiscal Incentives for the Agricultural and Forestry Sectors	People that acquire diesel gasoline for agricultural or forestry activities can deduct the amount spent.
SHCP	13. Specific Product Tax (IEPS) Retrieval.	People that acquire diesel gasoline for agricultural or forestry activities can deduct the amount spent.
SHCP	14. Asset Tax Exemption.	Asset tax exemption for taxpayers whose income did not exceed twelve million pesos (one point two million dollars approximately).



Organism	Name of the Program	Description of the Program/Observations
SHCP	15. Fiscal Incentives for the Movie Industry.	Fiscal incentives for the movie industry tax payers in the following areas: a) National movie and short film enterprises (producers, distributors and theater owners). b) Promoters of non commercial cinema (educational and cultural). c) Producers that participate in international cinematography festivals and win recognitions or awards.

Organism	Name of the Program	Description of the Program/Observations
SHCP	16. Immediate Asset Tax Deductions on Fixed Asset Investments	Full asset tax deduction for those tax payers who acquire new fixed assets.
SECOFI	17. Foreign Trade Enterprise Program ECEX	ECEX is a certificate that allows exporting enterprises to gain several advantages in the export and production cycle.
SECOFI	18. Temporary Input Import Program to Export Final Products PITEX.	Temporary input imports, free of aggregate taxes.
SECOFI	19. Temporary service Input Import Program to Export Final Products PITEX SERVICIOS	Temporary service input imports free of aggregate taxes.
SECOFI	20. Highly Exporting Enterprise Program ALTEX	Aggregate tax retrieval for highly exporting enterprises.
SECOFI	21. Import Tax Retrieval to Exporters (DRAWBACK)	DRAWBACK grants import tax retrievals on goods that are incorporated to final exports.
	22. Inbound Manufacturing Program	This program allows to temporarily import goods needed to transform, elaborate and/or repair final products without import taxes, aggregate taxes or compensatory fees.
	23. No Duties for Anti Pollution Equipment	No duties on the imports of anti pollution equipment.
SECOFI	24. Accelerated Depreciation for Pollution Control Equipment.	Tax payers who acquire pollution control equipment will be able to depreciate it from 35.7% till 100% of the buying price.

## II. Exclusive Activities of the Federal Entities

Organism	Name of the Program	Description of the Program/Observations
SECODAM	1. Buy Sell Program (COMPRANET)	Publishes information on public bidding and governmental supply regulation.
SECODAM	2. Publishing of Acquisition, Service, Leasing, Public Works and Movable Goods Regulation.	Publishes information on contract regulations.
SECODAM	3. Federal Formality Registry (RFT)	Publishes federal government formality information.
SHCP	4. Tax Payer Assistance Service	Publishes federal government tax information.
SECOFI	5. Mexican Export Fairs (FEMEX)	FEMEX offers financial support through BANCOMEXT, to build or organize export fairs.
SECOFI	6. Mixed Commission for Export Promotion (COMPEX)	COMPEX is an export promotion organism. COMPEX is integrated by public and private sector representatives whose job is to coordinate actions between these sectors to eliminate red tape in external trade matters, provide information and promote the exporting culture in the entrepreneurial sector.
SECOFI	7. Spreading of Commercial Practice Regulations	Spreads information on current regulation of commercial practices.
SECOFI	8. National Quality Award (PNC)	Awards superb quality levels in Mexican enterprises.
SECOFI	9. National Export Award (PNE)	Awards excellence in institutions and enterprises that contribute to the development of the export sector.
SECOFI	10. National Quality Program	Spreads information on official quality standards
SECOFI	11. Certification System (SICER)	Quality norm certification.
SECOFI	12. National Calibration System (SNC)	Spreads measures defined by SECOFI (weight of products, standards etc).
STPS	13. Scholarships to Support Training Previous to Contract. (PROBECAT)	Supports enterprises that require to train prospective employees for operative jobs (previous to contract).
STPS	14. Labor Norm Program	Spreads information on current labor regulation.
STPS	15. Security Program	Spreads information on current -on the job- security and hygiene regulation.
STPS	16. National Employment Service (SNE)	Employment exchange created to facilitate human resource hiring through the state employment agencies.
SEMARNAP	17. Fishery Industry Sanitary Quality Promotion Program.	Spreads national and international regulation in sanitary matters, offers courses and seminars; and generates technical recommendations to decrease productive process waste.
SEMARNAP	18. Unique Environmental License (LAU)	Groups and simplifies environmental formalities that industrial plants should cover. With this program there is a single process of evaluation, diagnosis and follow up.
SAGAR	19. Non-processed Agricultural Product Normalization Program	Advice and orientation for the creation of Mexican regulations and/or revision of the existing ones, in order to guarantee the adequate and efficient marketing of the products.

Organism	Name of the Program	Description of the Program/Observations
SEMARNAP	20. User Service Promotion Program	Information on the services offered to the users of National Waters within the Law of National Waters framework. <ul style="list-style-type: none"> <li>▪ Formularies that are required in the process of regularization modification and/or certification.</li> <li>▪ Formalities required to manage national limit waters.</li> <li>▪ National water usage rights applicable fee system.</li> <li>▪ Employee Directory.</li> <li>▪ Client Attention Service Directory.</li> </ul>
SEMARNAP	21. National Waters User Actualization Program	Advice and orientation on the acquisition of concessions and permit releases to explore national water resources or to use federal zones, and also, on the control of residual discharge.
SAGAR	22. Vegetable, Product and Sub-product International Phytosanitary Certification.	Orientation and basic advice on binational agreements, work plans and formalities that are required from different countries, to allow the entrance of Mexican vegetables, products and sub-products into their territory.

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### III. Information Systems

Organism	Name of the Program	Description of the Program/Observations
<b>INFOLINES</b>		
SECOFI	23. Mexican Entrepreneurial Information System (SIEM) <sup>1</sup>	Information system that promotes business opportunities and offers insight on the SMEs support programs offered by SECOFI.

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<sup>1</sup> This system groups 16 programs: On Line Self-Diagnostic System, Competitiveness Evaluation System, Entrepreneurial Guides, State Promotional Guides, International Events Program, Industrial Subcontracting System, Industrial and Commercial Opportunity Exchange, Annual Calendar of Fairs and National Expositions, Technological Service Information System (SISTEC), Mexican Industrial Park Promotion System (SIMPPI), Training Promotion System, Commercialization, Price and Internal Promotion System (SICOMEPP), Sectorial Information Bank (BIS), Mexican Foreign Promotion System (SIMPEX), Self-Management Technical Guides, Information System of Scientific and Technological Projects in the Environmental Area (SICTA).



#### IV Orientation Services

Organism	Name of the Program	Description of the Program/Observations
<b>ENTREPRENEURIAL ASSISTANCE MODULES</b>		
SECOFI	1. First Contact Program	Orientation system created to give information on the support programs offered by SECOFI, entrepreneurial paperwork and the year 2000 systems conversion. The program works through an infoline, via internet and via fax.
BANCOMEXT	2. On Line Info-Center	Created to give information about the services offered by BANCOMEXT.
SECOFI	3. National Service of Exporter Orientation (SNOE)	Basic consulting in export formalities and procedures.
BANCOMEXT	4. Orientation and Advice Services <sup>2</sup>	Orientation and specialized consulting program in international trade and foreign investment, the service is delivered through conferences with entrepreneurs and particular case analysis.
BANCOMEXT	5. Promotion Services	The promotion services include a great number of activities, for instance, the inclusion of exporters in directories and international databases, the elaboration of market studies and the research in trends and mercantile conditions.
BANCOMEXT	6. Self Diagnostic	Through printed and electronic material, Small and Medium Enterprises evaluate their chances to succeed in international markets.
BANCOMEXT	7. BANCOMEXT Eurocenter	Integral advise program to support conversion projects, strategic alliances and/or technological transference between Mexican and European enterprises (center based in Monterrey).
NAFIN	8. NAFIN Eurocenter	Integral advise program to support conversion projects, strategic alliances and/or technological transference between Mexican and European enterprises (center based in Mexico City).
SEMARNAP	9. Entrepreneurial Sector Environmental Management Regional Support Centers.	Advice and orientation for the industrial sector in the following items: pollution prevention, environmental formality fulfillment, preparation of the Environmental Management Voluntary Program, private certification and environmental auditing processes.
NAFIN	10. International Strategic Alliance Program	Financial services to facilitate joint ventures with companies abroad.
NAFIN	11. European Community Investment Partnership (ECIP)	Financial services and subsidies from the European Union to facilitate international trade operations. This service is provided through the Mexico City Eurocenter.
NAFIN	12. Treasury Services	Offers advice for enterprises in the development of corporate financing schemes.
<b>REGIONAL OFFICES</b>		
SAGAR	13. Export Support and Promotion Program (PROAFEX).	Orientation and basic advice on fruit and vegetable export procedures, through three sub-programs: Publication and Development of the Potential Export Supply, International Event Promotion and the Agricultural Sector Commercial Liaison System (SECSA):

<sup>2</sup> This item includes six programs: 1) Information, 2) Information Services, 3) Self-Diagnostics, 4) Advice Services, 5) Orientation and Advice Services, differentiate from each other by their level of specialization. 6) Promotion Services.

## V. Training, Technical Assistance and Entrepreneurial Consulting

I.- TRAINING (A fee is charged for these services)		
BANCOMEXT	1. Training and Technical Education Program <sup>3</sup>	Management level training in international trade issues. Workshops to shape export projects.
SEP	2. On the Job Training	On the job training. The program is an extension of the National Technological Education System and it is delivered through Institutes of Technology.
SEP	3. On the Job Competence Training Program	Management and operative level training. The program is an extension of the National Technological Education System in collaboration with the STPS (Ministry of Labor). The services offered vary according the location of the Institute of Technology where the training takes place.
NAFIN	14. Training Program	Promotes competitiveness to diminish the credit risk of financial intermediaries
SEMARNAP	4. Training Program for the Report of the Annual Operation Record.	Training courses to create the report of the Annual Operation Record (COA).
I.- TRAINING (Free of charge)		
SECOFI	5. Retail Training and Modernization Program (PROMODE)	Basic training offered to entrepreneurs of the services and commerce sectors.
SEMARNAP	15. Promotion of New Sales Points for Fishery Products	Orientation and basic advice for the physical and operative modernization of fishery product commercial establishments. This program offers support in the following areas: market image enhancement, spatial distribution improvement and sales point increase.
SAGAR	6. National Institute of Forest, Agriculture and Livestock Investigations. (INIFAP).	Investigations in order to make more efficient the use of resources and improve productivity. Also, investigations are performed to improve agricultural and forest technology transference and adaptation mechanisms. The Institute also edit a technological publication and offers courses, workshops and symposiums.

<sup>3</sup> Includes two programs: 1) Technical Education and 2) Training.

TRAINING (Other)		
BANCOMEXT	7. International Event Program	Training, financial support and subsidies to cover costs related with the participation of potential export enterprises in international fairs, Mexican product exhibitions abroad, exporters tours etc. BANCOMEXT subsidizes between fifty and seventy five percent of the costs related with the assembly of stands, admission fees, etc.

VI.- Technical Assistance and Consulting (a fee is charged for these services)

NAFIN	8. Training and Technical Assistance Program (CAT) <sup>4</sup>	Training and technical assistance. NAFIN delivers this services through a team of experts from private institutions and from the academic sector. Every service is charged to the user, in some cases, NAFIN grants credits to cover these charges.
CONACYT	9. Technological Centers of the SEP-CONACYT System	Training and consulting services by industrial sector. CONACYT offers these services through seven specialized technological centers located throughout the country.
CONACYT	10. Integral Programs of the SEP-CONACYT Regional Research System	Technical assistance to enterprises and producers interested in applying the results of the projects of research and/or development created by the Regional Research System.
SECOFI	11. ISO 9000 certification program	Basic technical assistance to adopt quality control systems.
SECOFI	12. National Productivity and Technological Innovation Committee (COMPITE)	Technical assistance to improve assembly lines in non automated manufacturing enterprises. This program is financed by a private fund that receives donations from SECOFI and from CONACYT. The services are delivered through external consultants from these organizations.
SECOFI	13. MESURA Program	Technical Assistance in measurement matters.
SECOFI	14. Mining Resources Council (COREMI)	Technical assistance for the mining sector. COREMI generates, interprets and spreads geological information of the country. COREMI also performs physicochemical analysis, metallurgical research, mineral benefit process evaluations, mining project evaluations, etc.
SECOFI	15. Regional Centers of Entrepreneurial Competitiveness CETRO-CRECE	Entrepreneurial consulting and technical assistance in management aimed at SMES of all sectors. CRECE is a private trust fund that receives economic donations from SECOFI.
SEP	16. External Service Program	Technical assistance supplied by the Ministry of Education to productive units through the National Technological Education System. Every enterprise makes arrangements to get the services with Institutes of Technology throughout the country.
SEP	17. Technological Research and Development Program	Technical Assistance for the generation, innovation, application, modification and adaptation of technology through the National Technological Education System. Every enterprise makes arrangements to get the services with Institutes of Technology throughout the country.

<sup>4</sup>CAT includes the following programs: 1)Entrepreneurial Training, Professional Education and Technical Assistance. 2)Training and Technical Assistance for the Adoption of Quality Control Systems and Constant Improvement Processes 3)Technical Assistance for the Incorporation of New Technologies, and, 4)Diagnostic Services and Specialized Assistance.



BANCOMEXT	18. Mexican Export Program	Training and Technical assistance to develop export projects. BANCOMEXT trains institution personnel and university graduates to deliver these services.
SEMARNAP	19. National Program of Environmental Auditing (PNAA)	Voluntary check up of the installations. In this audit, the following items are examined: productive processes and installations related to the level and risk of environmental pollution and fulfillment of environmental regulations. Once the auditing is over, a plan of action is created. Once the plan is fulfilled the company is certified (a fee is charged by the external consultants).
SAGAR	16. National Service of Seed Inspection and Certification (SNICS).	Advice and orientation for the fulfillment of legal requirements in seed and vegetable variety matters. Through the corroboration and certification of the origin and quality of the seeds, intellectual property protection and also, through the creation of recommendations concerning vegetable varieties by region and agricultural cycle.
SAGAR	20. Vegetable Nutrition Input Analysis Certification	Vegetable nutrition input composition analysis. Service provided by the National Fertilizer Laboratory. Rates applied by the NFL are lower than those charged by private laboratories.
<b>II.- TECHNICAL ASSISTANCE AND CONSULTING (Subsidies)</b>		
CONACYT	21. Technological Modernization Program (PMT)	Federal grants to hire entrepreneurial technical assistance services. CONACYT awards fifty percent of the total costs associated with initial technological evaluations and technological improvement projects (up to fifty thousand dollars). External consultants (not supplied by CONACYT) implement the technological evaluations and the projects.
BANCOMEXT	22. Technical Assistance Program (PAT)	Subsidies for technical assistance. BANCOMEXT awards fifty and eighty percent of the costs of technological assistance, required in projects to improve the productive and marketing capacities of exporting enterprises (up to twenty thousand dollars).
STPS	23. Integral Quality and Modernization Program (CIMO)	The program awards resources to hire specialists that perform training and technical assistance practices (up to a maximum of seventy thousand pesos -approximately seven thousand dollars-).
<b>II.- TECHNICAL ASSISTANCE AND CONSULTING (Other)</b>		
	17. E-Commerce Program	Technical assistance and consulting for the development of electronic commerce projects.

VI Credits, risk capital and subsidies

CREDITS		
CONACYT	1. Research and Development Fund for Technological Modernization (FIDETEC)	No interest credits or risk capital for investment projects in the "pre-marketing stage". CONACYT awards from fifty to eighty percent of the project's costs (up to one point five million dollars).
CONACYT	2. Trust Fund to Strengthen Scientific and Technological Capabilities (FORCCYTEC)	Risk capital to create, expand and strengthen technological centers that offer specialized services through the contending fund scheme. CONACYT awards fifty percent of the project's costs through a ten year period -up to seven hundred and fifty thousand dollars- (BANCOMEXT condones thirty three percent of the debt if the project is successful).
NAFIN	1. Environmental Improvement Credit Program	Credits to facilitate environmental issue improvement.
NAFIN	18. Ozone Layer Protection Program	Financial aid to support private and public enterprises that develop projects to reduce the use of CFC's.
SEDESOL	19. Social Enterprise Productive Employment Program	Direct awards to social groups for profitable productive activities that generate employment. The amount granted will be used to pay for working hours and for the necessary inputs and operations to perform all the productive activities. In the micro-enterprise sector, the resources can be used for buying machinery and equipment.
RISK CAPITAL		
SEDESOL	25. Social Enterprise Risk Capital Program	Grants -up to thirty five percent of the projects costs- to create, expand, reactivate or consolidate a productive project or social enterprise, through the joint participation scheme. The amount awarded depends on the technical, financial, legal and social feasibility of each project. The amount granted will be used to increase fixed assets or labor capital (the award shall not be used to alleviate due accounts nor to decrease obligations).
SUBSIDIES		
CONACYT	3. Academic Sector Linkage Support Program (PROVINC)	Non retrievable grants to establish Transfer and Technological Services Management Units (UGST) in higher education institutions. Also, the program supports the establishment of Private Sector Adviser Councils (CASP), that work to sensitize Higher Education Institutions towards the entrepreneurial sector's needs and culture (CONACYT awards up to twenty thousand dollars for UGST and CASP through a two year period).
CONACYT	4. Joint Development Research Project Program (PAIDEC)	Non retrievable grants to: a) Finance joint research and industrial development projects, implemented by private enterprises and higher education institutions, and, b) finance the implementation of technological forums organized by a group of enterprises, commerce chambers or entrepreneurial associations (For the joint research projects CONACYT awards fifty percent of the project's costs -up to two hundred and fifty thousand dollars through a two year period-), (For the forums, up to twenty thousand dollars per event).
SEMARNAP	20. Program for the development of commercial planting.	Financial support for the development of commercial tree planting to contribute to the environment.

SEMARNAP	21. Forest Development Program	Financial support for rural communities to commercialize forest products.
SEMARNAP	22. National Reforestation Program	Reforestation of the rural areas of the country
<b>DISADVANTAGED COMMUNITY DEVELOPMENT</b>		
SEDESOL	5. Solidarity Funds for Social Enterprises	Medium term recoverable grants --up to a hundred thousand pesos- for preoperative expenditures of the establishment of solidarity funds. Resources are not to be used for initial capital nor for office construction.
SEDESOL	26. Social Enterprise Fund Program	Grants to create state and local government funds, and economic or social representative organizations of a productive branch. Resources are destined to the following activities: financing, guarantees, investment and reinvestment, and to increase funds already established.

## VII Credits and Financial Services Awarded by the National Development Bank

Organism	Name of the Program	Description of the Program/Observations
BANCOMEXT	2. Export Sales Credit Program	Credits to facilitate international trade operations.
BANCOMEXT	3. Productive Cycle Credit Program	Credits to guarantee the exporter's productive process continuity.
BANCOMEXT	4. Mexican Exports Buyer Credit Program	Credits to facilitate international trade operations.
BANCOMEXT	5. Equipment Acquisition Credit Program	Credits to guarantee the exporter's productive process continuity.
BANCOMEXT	6. Investment Project Credit Program	Credits to guarantee the exporter's productive process continuity.
NAFIN	7. Direct Credit Program	Credits to finance long term investment projects.
NAFIN	8. Fixed Interest Credit Program	Fixed interest financial scheme to support the development of micro, small and medium enterprises.
NAFIN	9. Second Floor Credit Operations	Credits for oriented to enterprises for: <ul style="list-style-type: none"> <li>• Infrastructure enhancement</li> <li>• Relocating</li> <li>• Improve the productive structure</li> </ul>
<b>FINANCIAL SERVICES</b>		
BANCOMEXT	10. Fiduciary Service Program	Financial services to support the enterprise's financial management.
BANCOMEXT	11. Letters of Credit	Financial services to facilitate international trade operations.
BANCOMEXT	12. Guarantee Program	Financial services to facilitate international trade operations.
BANCOMEXT	13. Investment Banking	Financial services to support the enterprise's financial management.
NAFIN	14. Financial Services in International Trade	Financial services to simplify international trade operations, that include: <ul style="list-style-type: none"> <li>• Letters of credit</li> <li>• Short term international trade credit lines</li> <li>• Global lines of credit</li> </ul>
NAFIN	15. Public Sector Supplier Development Program	Financial services to strengthen business relationships between government agencies and its small suppliers.
NAFIN	16. Guarantee Program	Financial services to facilitate international trade operations.
NAFIN	17. Investment Projects	Financial services to strengthen the financial situation of private enterprises.
NAFIN	18. Large Enterprise Supplier or Client Credit Program	Credits granted by the institution through the Supplier Development Program.
NAFIN	19. Fiduciary and Industrial Valuation Services	Financial services to support the enterprise's financial management.
NAFIN	20. U.S. Currency Auctions	Financial scheme to obtain resources in order to support growth and expansion projects.
<b>CREDIT AND FINANCIAL SERVICES</b>		
BANCOMEXT	21. Supplier Development Program	Credits and financial services to simplify import substitution.
NAFIN	22. Supplier Development Program	Credits and financial services to strengthen large enterprise-small supplier business relationships.
NAFIN	23. Subcontracting Program	Credits and financial services to guarantee the subcontracting enterprise's productive process continuity.





Organism	Name of the Program	Description of the Program/Observations
SECOFI	24. Mining Promotion Trust Fund (FIFOMI)	Credits and financial services to develop economically and technically feasible mining sector projects.
<b>RISK CAPITAL</b>		
BANCOMEXT	25. Risk Capital	Risk capital to increase the enterprise's financing capacity.
<b>OTHER</b>		
BANCOMEXT	6. Treasury Services	Technical and financial advice to support exporting enterprises.
SHCP	26. Investment Fund for the Movie Industry	Financial support for cinematography.

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### VIII. Regional and Productive Chain Development

SECOFI	23. Supplier Development Program	Meetings to promote the contact between large enterprises and potential suppliers of smaller size. The program is coordinated with NAFIN and BANCOMEXT.
SECOFI	24. Integrative Enterprise Program	Promotion and advice measures to support the conformation of integrative enterprises.
SECOFI	25. Technological Forums	Meetings between entrepreneurs, technological institutions and academic institutions that offer technological services.
SECOFI	26. Crafts Promotion Program	Entrepreneurial meetings, consulting, training in design and acknowledgements to promote the crafts sector.
SECOFI	27. Industrial Cluster Promotion Program	Promotion and identification of opportunities to develop scope economies. SECOFI coordinates -to offer support- with other government agencies, state governments and the entrepreneurial sector.
SECOFI	28. International Strategic Alliance Program	Advice services to facilitate joint ventures with companies abroad.

THIS IS THE INFORMATION YOU REQUEST TO THE CIPI IN YOUR E-MAIL FROM SEPTEMBER 11, 2000. I HOPE THIS INFORMATION BE WHAT YOU NEED.

I. ORGANIZATION CHART OF THE "COMISIÓN INTERSECRETARIAL DE POLÍTICA INDUSTRIAL" (CIPI)

THE CIPI IS CONFORMED BY:

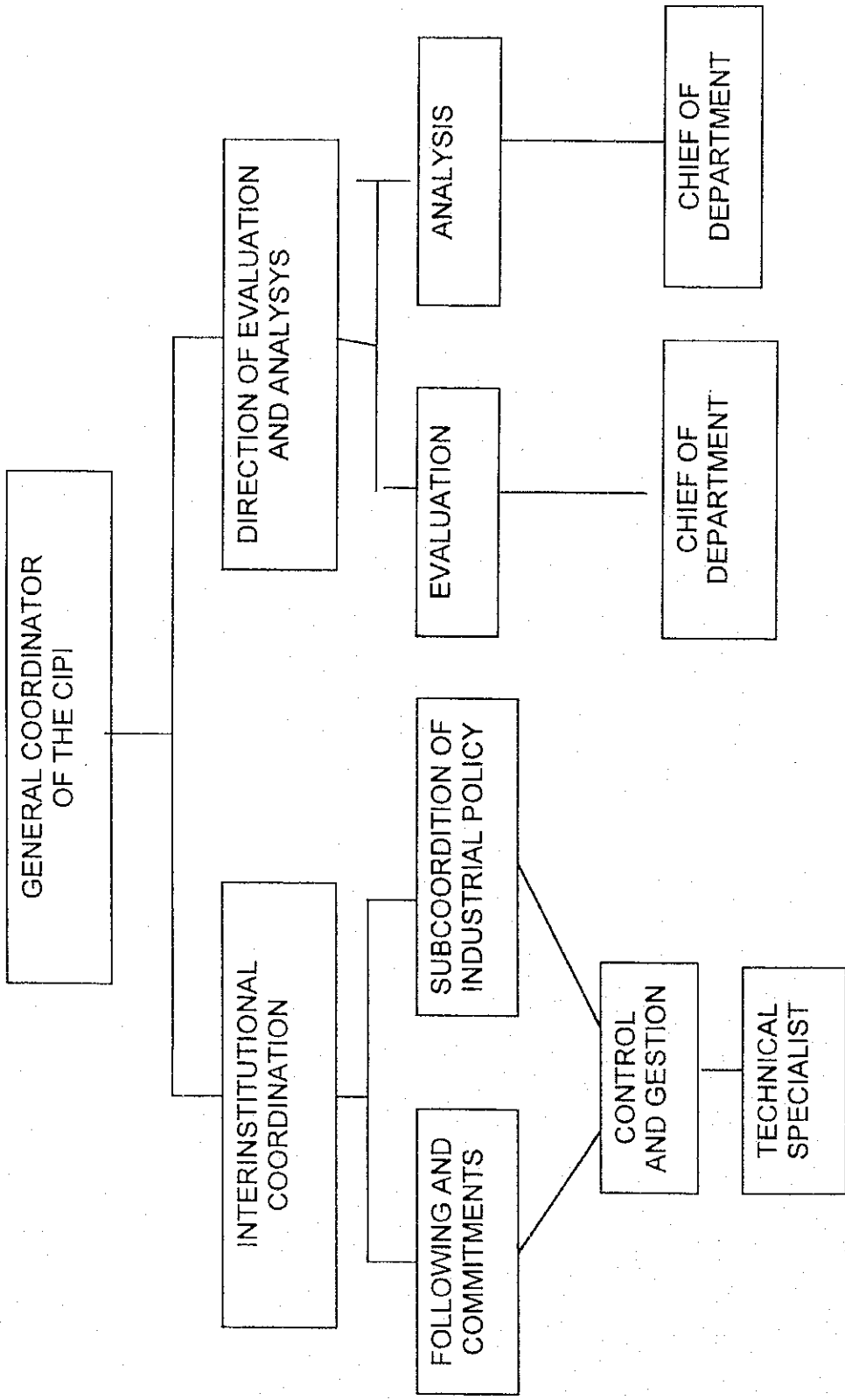
A) THE PRESIDENT OF THE COMMISSION. THAT ACCORDING TO THE INTERNAL LAW, SECOND ARTICLE, IS THE FORMER SECRETARY OF COMMERCE, TRADE AND INDUSTRY.

- TECHNICAL SECRETARY.

- GENERAL COORDINATOR OF THE CIPI.

CIPI MEMBERS ARE THE SECRETARIES OF COMERCIO Y FOMENTO INDUSTRIAL (SECOFI), OF HACIENDA Y CRÉDITO PÚBLICO (SHCP), OF CONTRALORÍA Y DESARROLLO ADMINISTRATIVO (SECODAM), OF TRABAJO Y PREVISIÓN SOCIAL (STPS), OF EDUCACIÓN PÚBLICA (SEP), OF DESARROLLO SOCIAL (SEDESOL), AGRICULTURA, GANADERÍA Y DESARROLLO RURAL (SAGAR), OF MEDIO AMBIENTE, RECURSOS NATURALES Y PESCA (SEMARNAP), BESIDES GENERAL DIRECTORS OF BANCO NACIONAL DE COMERCIO EXTERIOR (BANCOMEXT), OF NACIONAL FINANCIERA (NAFIN) AND OF CONSEJO NACIONAL DE CIENCIA Y TECNOLOGÍA (CONACYT).

THE GENERAL COORDINATION IS FORMED BY 13 PERSONS, TWO OF THEM ARE NOT IN THE ORGANIZATION CHART BECAUSE THEY ARE SECRETARIES.



II. DEPARTMENTS THAT OPERATE DIFERENT PROGRAMS OF THE MEMBERS

THE INFORMATION ABOUT PROGRAMS PASS TROUGH THE GENERAL COORDINATOR, AND THEN HE GIVES THEM TO THE INTERINSTITUTIONAL COORDINATOR. ALL THE PROGRAMS ARE CONCENTRATED IN AN INTERNET PAGE <http://www.cipl.gob.mx>, TWO MEMBERS OF THE STAFF ARE IN CHARGE OF WRITE OR DELETE THE PROGRAMS IN THE INTERNET.

I AM NOT SO SURE THAT THE INFORMATION YOU REQUEST ABOUT THIS SECOND POINT IS THE ONE I SEND TO YOU. PLEASE LET ME KNOW IF THIS IS TRUE AND WHAT YOU NEED.



## GUIA DE VISITA



## EMPRESA

## I. Datos generales

Actividad :				
Tamaño :				
Número de empleados:				
administrativos:		Obreros:		en ventas:
Capacidad aprovechada:				
Producto	Valor Facturación	Volumen Facturación	Mercado Interno	Mercado externo

## I. Administración.

## II. Comercialización (Proceso de producción)

## a) Materia prima utilizada

Materia prima	Importancia %	Procedencia	Problemas

## b) Productos en proceso

Producto y/o Proceso	Produce	Maquila	Subcontrata

## GUIA DE VISITA



c) Procesos de mayor importancia

Proceso	Importancia

d) Antigüedad de la maquinaria

Línea de producción	Tiempo y mantenimiento

e) Sistema de producción

ξ Tecnología

ξ Integración del proceso de producción



## GUIA DE VISITA



- ξ Planeación de la producción
- ξ Control de calidad
- ξ Estándar de calidad
- ξ Desperdicios y/o mermas
- ξ Control ambiental

### **III. Costos de producción y operación**

#### a) Principales costos de producción

- ξ Insumos

#### b) Principales costos de operación

- ξ Inventarios

- ξ Turnos

- ξ Mantenimiento, etc.

### **IV. Medidas de seguridad**

#### a) Equipo de seguridad para los empleados.

- b) Cuenta con normas de seguridad y equipo

## GUIA DE VISITA



- c) Cuenta con seguros o fianzas
- d) Antecedentes y riesgos de la empresa

### V. Distribución de planta

- a) Describir las características del espacio requerido para:
  - ξ Las máquinas y equipo
  - ξ Estantería y área de almacenamiento (inventarios materia prima, producto en proceso y producto terminado)
  - ξ Trabajadores y empleados (condiciones de trabajo y prestaciones)
  - ξ El movimiento y manejo de materiales y producto
  - ξ Areas de seguridad
  - ξ Espacios exteriores (tanques de depósito, estacionamientos, jardines, etc.)
  - ξ Espacio para oficinas
  - ξ Iluminación natural y artificial, clima artificial, loseta antiderrapante, puertas y accesos

Se incluye en esta parte lay out y flujo

- b) Análisis de:

## GUIA DE VISITA



ξ Flujo lógico y funcional de la producción

ξ Configuración del terreno disponible

ξ Previsión para ampliaciones

### VI. Comentarios del personal clave

a) Personal operativo

b) Personal administrativo

### VII. Observaciones

Fecha:

Elaboró:

## GUIA DE VISITA



- c) Cuenta con seguros o fianzas
- d) Antecedentes y riesgos de la empresa

### V. Distribución de planta

- a) Describir las características del espacio requerido para:
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  - ξ Areas de seguridad
  - ξ Espacios exteriores (tanques de depósito, estacionamientos, jardines, etc.)
  - ξ Espacio para oficinas
  - ξ Iluminación natural y artificial, clima artificial, loseta antiderrapante, puertas y accesos

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a) Personal operativo

b) Personal administrativo

### VII. Observaciones

Fecha:

Elaboró:



GDP伸び率 (%)

	プエブラ州	メキシコ全体
1996年	9.3	5.2
1997年	8.9	6.8
1998年	6.9	4.9

出所：INEGI

プエブラ州内での製造業の構成比 (%)

自動車、自動車部品	37.56
食品、飲料、たばこ	22.12
繊維、衣料、皮革	16.31
化学	7.53

出所：プエブラ州政府広報

なお、製造業は同州GDPの25.12%





### CRECE ネットとは?

国内中小零細企業の競争力の促進を目的として、1996 年民間および連邦政府のイニシアティブにより企業競争力のための地方センター・ネット(CRECE)が創設された。

CRECE は全分野の企業に対し日常の事業活動において検出された特定の問題解決のために、総合的現状診断の適用により直接的かつ専門的な補佐を与えることを目的としている。

### CRECE ネットの外部コンサルタント全国システム

総合的現状診断が適用される企業の約 10%が、その複雑性のためにより専門化したコンサルティングを要する問題を呈している。

CRECE は高度の能力を備えた専門コンサルタントと共にこれらの企業を導く。これらのコンサルタントは、外部コンサルタント全国システムにおいて事前に評価され、認可を受けたものである。

このシステムを通して CRECE はコンサルティング・サービスと総合的アテンドを提供する。これは、外部コンサルタント業務のプロジェクトが成果を納めるまで CRECE 側から恒常的に監督されるからである。

### 外部コンサルタントとなるための要件

- \* 企業活動を伴う自然人であること
- \* 稼働実績 3 年以上
- \* 中小零細企業のコンサルティングかつ/または補佐における成功経験を示す

### 外部コンサルタントとしてどのように認可されるか?

外部コンサルタントとして認可されるためには、当事者は申請書に記入し経歴書と共に地元の CRECE に提出しなければならない。CRECE は評価プロセスを実施する。

コンサルタントが受け入れられる場合は、次の 2 段階から成る研修プログラム (PROCACE) に参加しなければならない：研修コースおよび実践ケースの解決。下記の書類を提出しなければならない。

登録項目

- \* 財務証明書
  - \* 職業証明書または最高学歴証書
  - \* 本年度または前年度の年間税務申告書あるいは前年度の決算報告
- コース終了時にコンサルタントは外部コンサルタントの国内システムにおける登録番号を受け取る。

外部コンサルタントの利益

顧客数の増加

全国ネットを通して無償で販売促進ができる。

CRECEが無償でコンサルタント・サービスの販売促進を行う。

1997年3月から1999年8月までに対応した2688企業の内、517企業が外部コンサルタントに導かれた。

外部コンサルタントの機能は以下の通りである。

- \* CRECEにより作成された総合的現状診断から実践的かつ具体的な解決案を作成する。
- \* 予防かつまたは修正手段が顧客企業内に生み出すインパクトの決定
- \* CRECEに対する関心および中小零細企業の利益のための調査と広告作成に協力する。これらは、回収コストでCRECEにより普及が可能である。
- \* CRECEが組織する企業研修コースの教鞭をとることに協力する。

問合せ先：

センター：企業競争力開発センター、外部コンサルタント関連事務局

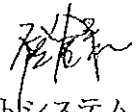
Insurgentes Sur 1940-PB, Col Florida, C.P.01030, México, D.F.

Tel: 5229-65-94, 5229-61-00, 内線 3054/64

Fax: 5229-61-00 内線 3043/64

E-mail: lreyes@cetro-crece.org.mx

HP : <http://www.cetro-crece.org.mx>



外部コンサルタントシステム

外部コンサルタント概要

### 一般特性

年齢：35・50才

住所：CRECEが所在する地域

学歴：職業人あるいは大学院生

職歴：経営/財務/工学/または関連職歴

### 専門分野

マーケティング

財務

オペレーション管理/ロジスティック/工業エンジニアリング

経営

人的資源

技術近代化

品質

環境改善

### 必要とされる知識

基礎会計

財務

経営

分析および問題解決方法論

### 経験

中小零細企業において確認可能な成功介入実績をもつコンサルタントとして、あるいは候補者が CRECE の外部コンサルタントとして信用保証を希望する専門分野における民間部門の従業員として最低3年の経験を有すること。

### 個人的資質

確認された倫理的および経済的能力

### 能力

問題の検出、分析および解決能力

個人のコミュニケーション能力

組織能力

改善提案の総合能力

リーダーシップ

交渉力

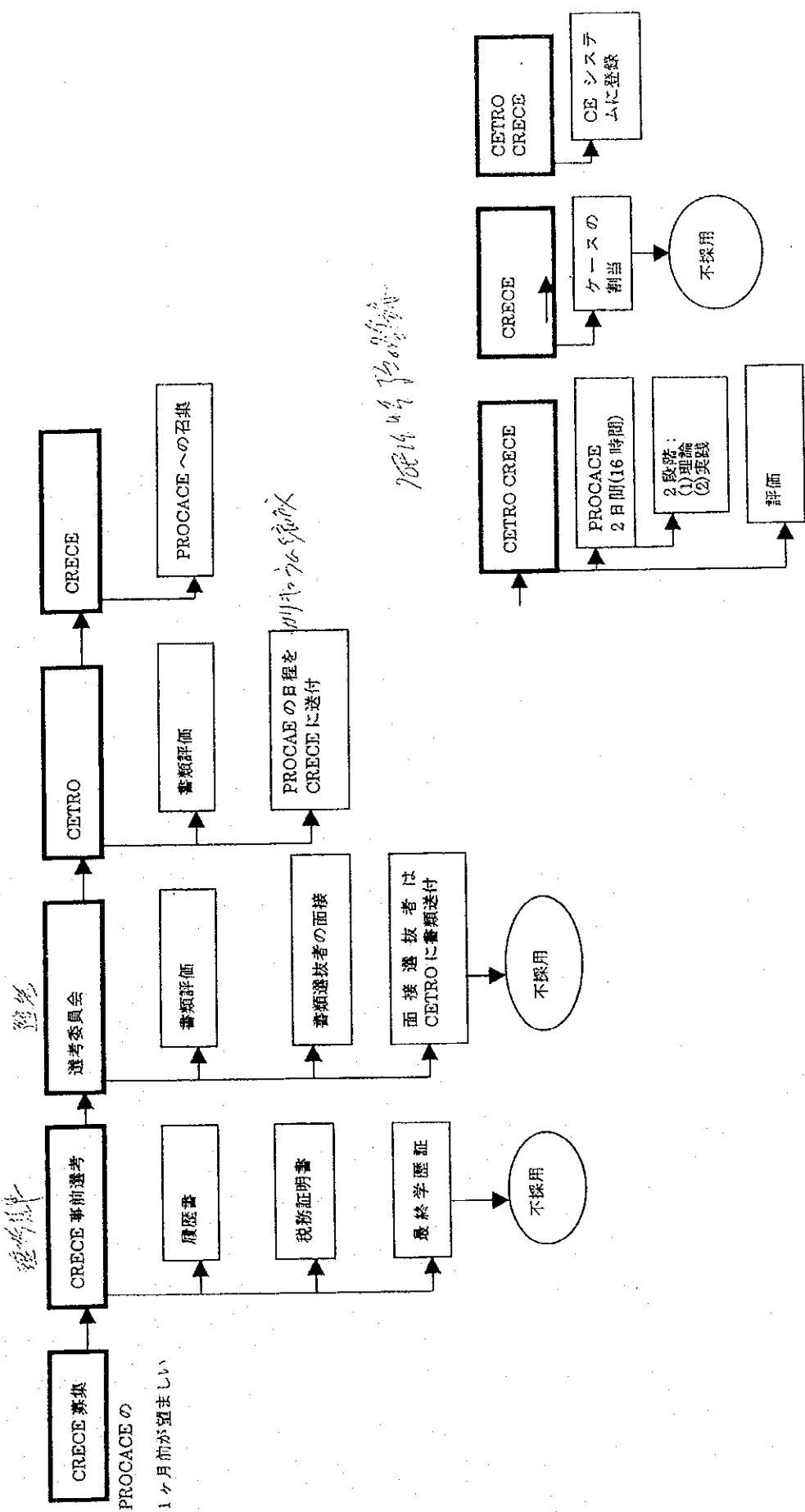
#### 法的側面

コンサルタントは、税務義務を遂行していることを示さなければならない。そのために、本年の最新会計年度に該当する税金の申告書を提出しなければならない。

#### 物的資源

コンピューター機器、教材、連絡用の電話およびファックス回線、通信を受領するための固定住所など業務展開に必要な物的資源を有していることを示す。

# 認可プロセス



CRECE

企業競争力のための地方センター・ネット(CRECE)

外部コンサルタント全国システム

認可申請

一般データ

父方姓

母方姓

名前

住所

通り名： \_\_\_\_\_ 番 \_\_\_\_\_ 号 \_\_\_\_\_  
町名： \_\_\_\_\_ 自治体名： \_\_\_\_\_ 郵便番号 \_\_\_\_\_  
国籍： \_\_\_\_\_ 既婚・未婚： \_\_\_\_\_  
市外局番および電話番号： \_\_\_\_\_ 市外局番およびファックス番号： \_\_\_\_\_  
E-mail： \_\_\_\_\_ HP： \_\_\_\_\_  
独立コンサルタントとしての開業日： \_\_\_\_\_ 年 \_\_\_\_\_ 月

学歴

教育レベル	学校名	専門	入学および卒業年月	成績
大学院				
専門課程				
高等学校				

**職歴**

すべての雇用先に対してこの用紙を使用し、最後の雇用先の情報から始めて下さい。(あなたが企業に提供しようとしているコンサルティング業務の支えとなる活動を行った雇用先のみを指摘してください。)

<b>企業名：</b> _____	<b>役職：</b> _____
<b>実施した活動かつまたはプロジェクト：</b> _____	<b>電話番号：</b> _____
_____	<b>退職の理由：</b> _____
_____	<b>備考：</b> _____
_____	
_____	
_____	
_____	
_____	
_____	
_____	
_____	
_____	
_____	
_____	
_____	
_____	
_____	
<b>直属上司：</b> _____	
<b>在籍期間(年/月)：</b> から まで	
_____	
_____	

コンサルタントとしての経験

コンサルタントとしてのあなたの経験を評価、認識、考慮するために、あなたが対応した中小零細企業各4社までについての下記のデータを提供して下さい。

企業名： \_\_\_\_\_

住所

通り名： \_\_\_\_\_ 番 \_\_\_\_\_ 号 \_\_\_\_\_

町名： \_\_\_\_\_ 自治体名： \_\_\_\_\_

郵便番号 \_\_\_\_\_ 市 \_\_\_\_\_ 州 \_\_\_\_\_

市外局番および電話番号： \_\_\_\_\_ 市外局番およびファックス番号： \_\_\_\_\_

E-mail： \_\_\_\_\_

この企業に提供された業務の説明： \_\_\_\_\_

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

コンサルティング期間： \_\_\_\_\_ 年 \_\_\_\_\_ 月から \_\_\_\_\_ 年 \_\_\_\_\_ 月まで

企業の担当者名：

\_\_\_\_\_

市外局番および電話番号： \_\_\_\_\_ E-mail： \_\_\_\_\_

この書式で他の企業のデータも提出して下さい。(コピー)



コンサルタントとしての専門領域

コンサルタントとして提供する業務の概要(プロモーションを目的としてあなたの業務を最も良く識別する要素を強調して下さい): \_\_\_\_\_

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

あなたがコンサルティング業務を提供した産業分野:

あなたがコンサルティング業務を提供したその他の産業分野(アネックス1参照):

\_\_\_\_\_

あなたがコンサルタントとして提供するテーマあるいは業務毎の領域を最も良く識別する(説明的)キーワードは何ですか?(アネックス2参照)

キーワード

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

業務の種類

下記の業務の中から、コンサルティング業務に加えてあなたが提供するものはどれですか?

研修: \_\_\_\_\_ 調査: \_\_\_\_\_

分析業務: \_\_\_\_\_ 情報処理: \_\_\_\_\_

その他(具体的に): \_\_\_\_\_

コンサルティング会社

コンサルティング会社に所属していますか? はい \_\_\_\_\_ いいえ \_\_\_\_\_

「はい」の場合、以下のデータを提供して下さい。

会社名: \_\_\_\_\_

会社所在地:

通り名: \_\_\_\_\_ 番 \_\_\_\_\_ 号 \_\_\_\_\_

町名: \_\_\_\_\_ 郵便番号 \_\_\_\_\_ 自治体名: \_\_\_\_\_

市 \_\_\_\_\_ 州 \_\_\_\_\_

市外局番および電話番号: \_\_\_\_\_ ファックス番号: \_\_\_\_\_

E-mail: \_\_\_\_\_

会社社長名: \_\_\_\_\_

市外局番および電話番号: \_\_\_\_\_ E-mail: \_\_\_\_\_

顧客担当者名: \_\_\_\_\_

市外局番および電話番号: \_\_\_\_\_ E-mail: \_\_\_\_\_

コンサルティング担当者名: \_\_\_\_\_

市外局番および電話番号: \_\_\_\_\_ E-mail: \_\_\_\_\_

在籍期間: \_\_\_\_\_ 年 \_\_\_\_\_ 月

主に従事した活動の説明:

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

支社

あなたが在籍する会社は他の都市に支社かつ/または代理店を持っていますか?

はい

いいえ

支社/代理店所在地：  
\_\_\_\_\_

申請者氏名：  
\_\_\_\_\_

通り名： \_\_\_\_\_ 番 \_\_\_\_\_ 号 \_\_\_\_\_

町名： \_\_\_\_\_ 郵便番号 \_\_\_\_\_ 自治体名： \_\_\_\_\_

市 \_\_\_\_\_ 州 \_\_\_\_\_

市外局番および電話番号： \_\_\_\_\_ ファックス番号： \_\_\_\_\_ E-mail： \_\_\_\_\_

支社が1社以上の場合は別紙で提出して下さい。

インフラ

貴事務所あるいは支社の従業員数、機材数等を記入して下さい。

インフラ	本社	支社
従業員数		
科学者		
工学者または技術者		
助手		
コンサルタント		
事務員		
小計		
通信インフラ		
電話回線		
ファックス回線		
電子メール機器		
インターネット機器		
その他(具体的に)		
小計		
物的インフラ		
顧客対応事務所		
ラボ		
情報処理センター		
資料保管室		
その他		
小計		

必要書類

本申請書には、ECE ネット内で実施を希望するコンサルティング活動の支えとなる明確な側面を強調したコンサルタントの履歴書ならびに書きに示す書類のコピーを添付しなければならない。

財務証明書

職業証明書または最終学歴証明書

連邦納税者登録証(RFC)

前年度の税金申告書かつ/または経済能力証明書

住所確認書類

対応した2社からの推薦状

私は真実を述べることを誓い、以上の情報が真正であり、署名者の単独責任下に提供されたものであることを宣する。

場所および日付 \_\_\_\_\_ 申請者署名 \_\_\_\_\_

## アネックス1

### 産業分野

#### 2次産業

分野：食品

副分野：

食肉

魚介工業

乳製品

冷菓製造

果実加工

野菜加工

製粉・小麦

トクモロシパン生地・トルティーリャ製造

コーヒー

砂糖

製菓

食用油・油脂

家畜用製品

分野：飲料

副分野：

アルコール飲料

ビール、モルト

清涼・炭酸飲料

分野：たばこ

副分野：

タバコ、葉巻

その他(具体的に)

分野：テキスタイル

副分野：

織物、軟繊維

分野：印刷・出版

副分野：

紙・カートン

印刷

出版

その他(具体的に)

分野：化学およびその派生製品

副分野：

石油および派生製品

基礎石油化学

肥料

殺虫剤、除草剤

合成樹脂

防水剤・接着剤

製薬工業

塗料、ニス、ラッカー

石鹼・洗剤

歯磨き、化粧品、香水

防水製品

天然ゴム製品

分野：非金属鉱物製品

副分野：

ガラス、ガラス製品

セメント

陶器

その他(具体的に)

分野：機械金属工業

副分野：

織物、硬繊維  
服飾加工  
その他(具体的に)

鉄、鋼鉄  
非鉄金属

分野：木材製品  
副分野：  
製材所  
木材およびコルク製品  
その他(具体的に)

分野：機械および機材  
副分野：  
金属家具  
機械、機材  
自動車、車体  
エンジン  
自動車パーツ  
その他(具体的に)

分野：電気・電子  
副分野：  
電子機械、機器  
電子家電  
電子電気機材、機器  
電気機器  
その他(具体的に)

分野：その他の産業  
副分野：  
外科用精密器具  
その他(具体的に)

### 三次産業

分野：修理およびメンテナンス  
分野：飲食業  
分野：ホテル  
分野：通信  
分野：輸送  
分野：金融サービス  
分野：教育サービス  
分野：商業  
分野：政府

アネックス2  
分野および副分野リスト

分野	副分野
テクノロジー管理	<ul style="list-style-type: none"> <li>* テクノロジー同化</li> <li>* テクノロジー購入</li> <li>* 製品/プロセスの開発</li> <li>* テクノロジー・イノベーション</li> <li>* テクノロジー移転</li> <li>* テクノロジー関連付け</li> </ul>
農業および一次産業	<ul style="list-style-type: none"> <li>* 農業</li> <li>* 牧畜</li> <li>* 漁業および養殖</li> <li>* 林業</li> </ul>
食品	<ul style="list-style-type: none"> <li>* 加工食品</li> <li>* 飲料</li> </ul>
建設	<ul style="list-style-type: none"> <li>* 建設プロジェクト</li> <li>* 都市開発</li> </ul>
テクノロジー	<ul style="list-style-type: none"> <li>* 生化学</li> <li>* 作物開発</li> <li>* 発酵</li> <li>* 遺伝学</li> </ul>
品質	<ul style="list-style-type: none"> <li>* 品質確保</li> <li>* 品質証明</li> <li>* 品質管理</li> <li>* 方法論</li> <li>* 規格化</li> </ul>
応用科学	<ul style="list-style-type: none"> <li>* 土壌科学</li> <li>* 核科学</li> <li>* 材質</li> <li>* 流体メカニズム</li> <li>* 光学</li> <li>* 獣医学</li> </ul>
基礎科学	<ul style="list-style-type: none"> <li>* 天文学</li> <li>* 生物学</li> <li>* 物理学</li> <li>* 地理学</li> </ul>

分野	副分野
	<ul style="list-style-type: none"> <li>* 数学</li> <li>* 医学</li> <li>* 化学</li> </ul>
社会科学	<ul style="list-style-type: none"> <li>* 経営</li> <li>* 経理</li> <li>* 経済</li> </ul>
貿易	<ul style="list-style-type: none"> <li>* 製品順応</li> <li>* 関税</li> <li>* 輸出プロジェクト開発</li> <li>* 貿易への資金調達</li> </ul>
通信	<ul style="list-style-type: none"> <li>* 電気通信</li> <li>* データの電子移転</li> </ul>
皮革および製靴	<ul style="list-style-type: none"> <li>* 製靴</li> <li>* 皮革</li> </ul>
デザイン	<ul style="list-style-type: none"> <li>* グラフィックデザイン</li> <li>* 工業デザイン</li> </ul>
エコロジーおよび環境	<ul style="list-style-type: none"> <li>* 汚水</li> <li>* 大気、気候</li> <li>* 汚染管理</li> <li>* 持続可能な開発</li> <li>* 生態系秩序</li> <li>* 水/海洋資源</li> <li>* 危険廃棄物</li> <li>* 土壌</li> </ul>
電気/電子	<ul style="list-style-type: none"> <li>* 電子</li> <li>* 電気機器</li> </ul>
包装および梱包	<ul style="list-style-type: none"> <li>* パッケージデザイン</li> </ul>
エネルギー	<ul style="list-style-type: none"> <li>* エネルギーの節約</li> <li>* 燃焼</li> <li>* 太陽エネルギー</li> <li>* 発電</li> </ul>
薬局	<ul style="list-style-type: none"> <li>* 化粧品</li> <li>* 製薬工業</li> </ul>



分野	副分野
秤	
抽出工業	<ul style="list-style-type: none"> <li>* セメント</li> <li>* 鉱業</li> <li>* 石油および石油化学</li> </ul>
情報処理	<ul style="list-style-type: none"> <li>* データベース</li> <li>* アプリケーション開発</li> <li>* システム開発</li> <li>* ネット設計</li> <li>* ハードウェア</li> <li>* 人工知能</li> <li>* インターネット</li> <li>* ソフトウェア</li> </ul>
土木光学	<ul style="list-style-type: none"> <li>* 建設</li> <li>* 水理工学</li> <li>* 衛生工学</li> <li>* 土壌機構</li> </ul>
産業エンジニアリング	<ul style="list-style-type: none"> <li>* 自動化とコントロール</li> <li>* メンテナンス</li> <li>* 製造</li> <li>* 産業安全</li> </ul>
機械工学	<ul style="list-style-type: none"> <li>* 機械設計</li> <li>* 電気機械</li> <li>* 自動推進機械</li> <li>* 冷却</li> </ul>
化学工業	<ul style="list-style-type: none"> <li>* 触媒作用</li> <li>* 腐食</li> <li>* 電気化学</li> <li>* 環境工学</li> <li>* プロセス工学</li> <li>* 冶金</li> <li>* 熱変換</li> </ul>
機械工業	<ul style="list-style-type: none"> <li>* 自動車工業</li> <li>* 油圧エンジニアリング</li> <li>* 機械および機材</li> </ul>

分野	副分野
家具	
プラスチック	
知的所有権	<ul style="list-style-type: none"> <li>* 著作権</li> <li>* 商標</li> <li>* パテント</li> </ul>
テキスタイル	<ul style="list-style-type: none"> <li>* テキスタイル</li> <li>* 伝熱</li> </ul>
輸送	<ul style="list-style-type: none"> <li>* 貨物輸送</li> <li>* 鉄道</li> <li>* 輸送エンジニアリング</li> <li>* ロジスティック</li> <li>* 海上輸送</li> <li>* 都市輸送</li> </ul>

## コンサルタント・データベース(BDC)および認可プロセスの推移

最新の委員会会合で採択された、コンサルタントの唯一の登録を作成するための合意に基づき、この作業を以下の2段階に分けることとした。

1. コンサルタント・データバンク(BDC)の形成
2. BDCに含まれるコンサルタントの認可

### 1. コンサルタント・データバンク

育成、コンサルティングおよび技術援助<sup>1</sup>プログラム担当機関との間で、BDC形成のためにテクノロジー・サービス(SISTEC)に関する情報システムの改訂版を使用することが合意された。

SISTECの枠組みを採用することにより、取扱う情報について市場で最も完全なものとなる他に、時間と資源が節約される。

データバンクは、INFOTECによる設計、情報確認およびメンテナンスを含み、そのコストは657,600ペソである。この金額は、メキシコ中小企業イノベーション・技術移転財団(FUNTEC)により後援される。

BDCは、総計4,151名のコンサルタントを擁し、2000年2月にすべての機関に対して利用可能となる予定である。(アネックスI参照)

### 2. コンサルタントの認可

#### 国際経験

コンサルタントの認可は、下記のような先進国において30年以上前から行われているものである。

\* 日本は1954年から、コンサルタントが通産省(MITI)と契約ができるための要件として3年間の有効期間をもつ認可証明書のための試験を実施している。

\* USAは1968年から、申請するコンサルタントに対して有効期間3年の証明書発行のための評価と面接を行っている。証明書取得は義務ではないが、市場の需要である。

#### 認可プロセス

プロセスは、コンサルタントの認可のための特定パラメーター設定を可能にする基準の作成を必要とする。

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<sup>1</sup> このデータバンクを構成するプログラムは、STPSのCIMO、NAFINのRED PRODEM、BANCOMEXTのPATおよび技術育成プログラム、SECOFIのCompite e ISO 9000、CONACYTのRED CETRO CRECEおよびRCCTである。

労働競争力基準化および認可審議会(CONOCER)は、コンサルタント分野の基準化委員会<sup>2</sup>を通して、コンサルティング一般基準<sup>3</sup>を備えている。これは、コンサルタントの認可業務のベースとして使用されるべく各プログラムの責任者によりしかるべく承認されたものである。

認可プロセスの進展を総合的かつ整合的に監督すべく、委員会の様々なメンバー機関が同委員会の理事会<sup>4</sup>に編入された。

認可プロセスは、認可組織により実施され、この組織は全国コンサルタント企業会議所、ITESM、NAFIN および UNAM により構成され、試験実施のために評価センターおよび独立評価機関を使用する<sup>5</sup>。この組織は、本年1月に公式に設立される。

認可プロセスの各段階(アネックスII参照)

- a) パイロット試験の開発：この試験は、認可のメカニズムあるいは基準自体の差異を検出することを目的とする。この試験は、3ヶ月の継続期間を持ち、認可プロセスの運用、コストおよび所要時間を知るために役立つ。
- b) 認可のプロモーションと感化：パイロット試験と平行して、各機関は様々な伝播手段を通してコンサルタントの自主的認可のプロモーションを行う。
- c) 要件としての認可：SHCP, SECODAM および省庁間産業政策委員会の技術事務局は、本業務を実施するための提案である短期の義務的概要を分析し、委員会の次の会合に提出しなければならない。

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<sup>2</sup> 委員会は、理事会と技術者グループから構成される。理事会は、委員会による基準の戦略および承認の責任を負い、技術者グループは基準作成を担当する。

<sup>3</sup> この基準は、メキシコ全品質財団(FUNDAMECA), UIA, ITESM, UNAM, DynExcel および Axis y Asociados コンサルタント株式会社により作成された。

<sup>4</sup> 理事会の構成員は、SECOFI, BANCOMEXT, CONACYT, CIMO, NAFIN, RED CETRO CRECE, CNEC, FUNDAMECA, UIA, ITESM および DynExcel コンサルタント会社である。

<sup>5</sup> 例：様々なキャンパスにおける ITESM の経済学部および NAFIN の国の地方支所。

#### BDC 設立のメリットと外部コンサルタント認可のメリット

- \* 最低品質基準を保証することにより、この分野に割当てられた公共支出の効率を高める。
- \* コンサルティング市場の専門化を促進する。
- \* 全ての機関に対して、有効な唯一の企業診断を整備するためのベースを固める。

#### 合意への提案

- I. 各機関が BDC を現働化維持することを約束すること。
- II. Nafin, Bancomext, Conacyt, STPS および SECOFI など育成、コンサルティング、技術援助を提供する機関のプログラムが、12 ヶ月以内の自主的認可をコンサルタントに促進する必要性を設立するために、その運営規則の修正を約束すること。  
この規定は、P.E.F. がその第 73 条<sup>6</sup>において定める期間内に、SHCP および CIPI 技術事務局により監修されるものとする。
- III. SHCP、SECODAM および技術事務局が委員会の第八次会合に、連邦政府に契約されるコンサルタントの認可を行うための提案として、短期・中期の義務概要を提出すること。

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<sup>6</sup> 同条項は、各機関がプログラムの運営規則提案を、遅くとも 3 月 15 日に公示されるために 1 月の最終労働日までに SHCP の承認を得るべく送付しなければならないことを定めている。

アネックス I

2000年1月18日現在のBDCの状況<sup>7</sup>

	SECOFI			NAFIN	BANCOMEXT		STPS	CONACYT
	CETRO CRECE	COMPITE	ISO-9000	RED PRODEM	PAT	育成	CIMO	RCCT
4151	181	50	72	179	17	59	3322	271
セクションI 申請者のデータ								
人物あるいは倫理性	✓	✓	✓	✓	✓	✓	✓	✓
肩書または機関の種類	✓	✓	94%	63%		✓	✓	✓
氏名	✓	✓	✓	✓	✓	✓	✓	✓
住所	✓	✓	88%	✓	✓	✓	✓	91%
町名または地区名	✓	✓	63%	✓	✓	59%	✓	87%
郵便番号かつまたは私書箱	81%	✓	63%	✓	✓	83%	✓	91%
自治体名	82%	40%	40%	✓	12%	22%	✓	87%
都市名	✓	✓	68%	✓	✓	✓	✓	87%
既婚・未婚の別	✓	✓	✓	✓	✓	83%	✓	✓
RFC	82%	94%	50%	✓			✓	2%
	✓	✓	✓	✓	✓	✓		✓
電話番号	✓	✓	✓	✓	✓	✓		✓
ファックス番号	88%	86%	86%	✓	✓	✓		51%
電子メール	66%	68%	✓		47%	40%		80%
ホームページ		32%	22%		12%	40%		32%
開業日	62%	✓	29%		12%	3%		6%
業務説明		44%	20%		12%	3%		6%
経歴書説明	79%		61%		12%	3%		92%
セクションIV 能力および経験								
対応領域	✓	✓	✓	54%	✓	✓		✓
本業務および副業務	2%	44%	30%		12%	3%		6%
経済分野	53%	44%	60%		12%	3%		6%
記述	2%	44%	30%		12%	3%		6%
関連付け	2%	44%	30%		12%	3%		6%
対応企業の%	2%	44%	30%		12%	3%		6%
最新の対応企業	34%	44%	30%		12%	3%		6%
セクションII 他都市における支社または代理店								
(一語欠落)、住所、電話、ファックス、e-mail	2%	44%	24%		12%	3%		6%

<sup>7</sup> 本表は、構成項目に関してBDC形成のために各機関より送られた情報の進捗程度を反映している。INFOTECは、コンサルタントの電話番号を提供しなかったCIMOを除き、電話調査により残りの情報を入手する。

セクションⅢ 業務責任者								
氏名、役職、 電話	2%	44%	30%		12%	3%		6%
セクションⅣ インフラ								
従業員	2%	44%	30%		12%	3%		6%
外部または 臨時スタッ フ	2%	44%	30%		12%	3%		6%
通信インフ ラ	2%	44%	30%		12%	3%		6%
物的インフ ラ	2%	44%	30%		12%	3%		6%

アネックス II

認可プロセスのためのスケジュール

活動内容	2000年1月	2000年2月	2000年3月	2000年4月	2000年5、6月	2000年7、8、9月	2000年10、11、12月
認可組織の設立							
評価センターの設立							
パイロット試験の作成と開始。各プログラムのコンサルタントのグループに対して実施される。							
認可基準またはメカニズムへの適応 <sup>8</sup>							
コンサルタント向け感化プロセス							
基準承認の過程にあるコンサルタントへの支援活動。NAFINはコンサルティング分野での研修や資格取得コースを提供する。							
パイロット試験の結果を、運営、コストおよび所要時間について、また認可プロセスの基準やメカニズムに対して行った適応について各プログラムの責任者に通知する。							
自主認可プロセスの開始							

<sup>8</sup> 一般コンサルティング基準および認可プロセス実施メカニズムは、業務の妥当性を保証することを目的として、パイロット試験ならびに CIPI のメンバー機関による推奨案から改善可能である。



## 6. コンサルタント認可統合システム導入に向けての動き

最終報告書において、様々な機関が独立コンサルタントの認可を行っている現状を大きく前進させるために、様々なコンサルタント認可システムの統合が提案された。すでに、コンサルタント認可システム統合の動きは始まっていた。本調査の期間中、現状を調べるために関係機関への訪問が行われた。現在、コンサルタントを擁する組織は、CETRO-CRECE, SECOFI(COMPITE, ISO 9000), NAFIN(RED PRODEM), BANCOMEXT(PAT, Capacitación), STPS(CIMO), CONACYT(RCCT)である。

コンサルタント認可のための統合システムを設立するための経緯一覧を以下に紹介する。

(1) 省庁間産業政策委員会(CIPI)は、大統領の合意により、企業を支援するため連邦政府の様々な機関の努力を調整し、評価することを目的として 1996 年に創設された。CIPI は、以下の 8 つの所属機関と 3 つの事業体の代表により構成されている:SECOFI, SAGAR, SHCP, SEP, SEDESOL, SAGAR, SEMARNAP, SECODAM, BANCOMEXT, NAFIN, CONACYT。

(2) CIPI のワーク・グループ(SHCP, SECCODAM および CIPI 技術事務局)が実施したプログラムの評価業務から派生して、育成、コンサルティングおよび技術援助プログラムが企業プロモーションの枠組み内で最大の重要性を持つ項目となっていることが判明した。因って、業務品質を保証し、この目的のために割当てられた予算をより効率的にするため、コンサルタント認可プロセスを開始することが合意された。

(3) 基準化および認可審議会(CONOCER)は、労働管轄毎の認可プロセスが基づくところの基準を設立し承認することをその機能とし、1995 年 8 月に創設された。この審議会は、企業部門から 6 名、社会部門から 6 名、国務省から 6 名の代表により構成されている。CONOCER 内には運営実施委員会である、コンサルタント部門の基準化委員会がある。

(4) 省庁間産業政策委員会は、「コンサルティング一般基準」に基づき、認可プロセスの開始に合意した。この基準は、CONOCER の指導部によりしかるべく承認されている。

(5) 本業務の実施を容易にするために、CIPI は認可業務を 2 段階に分けた。最初はコンサルタントのデータバンク(BDC)の作成であり、続いて BDC 登録コンサルタントの認可である。

(6) BDCの作成と管理は、産業のための情報と文献調査財団(INFOTEC)が担当する。2000年1月18日現在、4,151名のコンサルタントが登録されている。

(7) コンサルタント認可システムの体系化のために、日本および合衆国の例が参考とされる。

(8) CONOCERは1999年にコンサルティング一般基準を設定し、これがコンサルタントを認可するためのベースである。つまり、これが、連邦政府の企業支援プログラムにより契約されるためにコンサルタントが遵守すべき規準である。

(9) 認可組織は、コンサルティング一般基準に従い、認可証明書を授与するためにCONOCERにより許可された事業体である。現在、米州品質ネット(RICSA)のみがこの基準の認可組織としてCONOCERにより認可されている。

(10) 認可組織の下で、評価センターおよび評価機関がコンサルタントの試験および実践の評価を担当する。現在、モンテレイ高等技術研究所(ITESM)、メキシコ自治大学(UNAM)、育成開発センター(CENCADE)およびメキシコ溪谷大学(UVM)のスタッフが認可組織として認知されることを申請している。

(11) コンサルタント認可の統合システム導入を提案する理由は、評価基準があまり厳格でないため、ばらつきの大きいコンサルタントの品質を改善することの他に、混迷した認可の現状に見られる不都合な側面の修正に基づいている。能力の低いコンサルタントが認可証明書への信頼性を貶めたり、能力の高いコンサルタントが正しく評価されないケースが発生している。評価基準は、生産テクノロジーを軽視する傾向がある上に、企業の経営、生産および現状診断というテーマに偏向していると言える。

前項において、公共の技術援助機関の機能として「基本的テクノロジーの移転と普及」が強調された。認可システムの見直しプロセスにおいて、一般テクノロジーの特性および専門性が正しく位置付けられることが期待される。これが前回の調査期間中の移転の目的であり、同様に技術援助の公的機関内の「基本的テクノロジーの移転と普及」担当者が適正に評価されることも期待されている。

## APEC の PYMES のコンサルタントのための育成と認可プログラム

### APEC とは?

アジア太平洋経済協力会議または APEC は、太平洋海域に属する 12 カ国間の経済協力を推進するための非公式対話グループとして 1989 年にオーストラリアのキャンベルで発足した。メキシコは 1993 年の USA のシアトルでの大臣級会議中に APEC に参入した。

現在 APEC は、次の 16 カ国の経済から構成されている：オーストラリア、ブルネイ、カナダ、中国、韓国、アメリカ合衆国、フィリピン、香港、インドネシア、日本、マレーシア、メキシコ、ニュージーランド、シンガポール、台湾、タイ。

この地域において、PYMES は全企業の 90%を形成し、雇用の 32~48%を担当し、国内総生産の 30~60%、輸出の 35%を生み出している。従って、地域経済繁栄への貢献の重要性を認識し、APEC の作業の中で PYMES 支援は優先的位置を占めている。

### プログラムの妥当性

現在、育成され認可を受けた PYMES のコンサルタントを伴う APEC の経済は数少ない。大半の経済において、PYMES へのコンサルティング活動は職業として認識されていない。このような認識が存在する経済においては、コンサルタントの大半は試行錯誤の上に学んできたのであり、提供される業務も限られている。

コンサルティング業務を受ける PYMES はより高い存続や成長指数を持つことが調査で示されている。従って、PYMES を補佐するコンサルタントを認可に導くものと同様の育成によって能力および競争力の向上と専門的開発が急務であることが確認された。

### プログラムの目標

コンサルタントの育成および認可プログラムの目標は、APEC 地域内で PYMES に対してコンサルタント業を認知・支援することであると共に、世界市場における PYMES の競争力を高めることである。

プログラムは、最良のアクセスとコスト効率を得るため、できるだけ既存の育成およびコミュニケーション・テクノロジーを使用する。プログラムは、通信指導される独習コンポーネントや、コンサルタントに求められる能力を評価し、認可を確実なものとするための直接参加のワークショップを含む。

## プロジェクトの展開

本プログラムを展開するためのプロジェクトは、フィリピンとカナダにより共同で統率されており、次の 11 カ国の経済の参加を得ている：オーストラリア、カナダ、アメリカ合衆国、フィリピン、香港、インドネシア、日本、メキシコ、パプア・ニューギニア、シンガポール、台湾。

メキシコの場合、SECOFI 側から CETRO が、我国を代表して国際的専門家グループへの参加の招聘を受けた。

プロジェクトは以下の 3 段階に分けられる。

### 第一段階

1997 年 6 月から 10 月に実施された。参加国の専門家の国際グループの確認が行われた。彼らは以下の作業に従事した。

プログラム展開のための共通基準を設立する。

各国経済におけるコンサルタント育成の必要性を確認し、その認可のためにコンサルタントに要求される基本的適性について合意する。

プログラム構成のための基準を設定し、主要モジュールを確認する。

能力、適性、基準および育成の主要モジュールに関する討議を終了するためにカナダのオタワ市での第一回ワークショップに参加する。

### 第二段階

1997 年 10 月から 1998 年 10 月までの期間である。この期間中、専門家グループはプログラムの進行を指導している。これには以下の作業が含まれる。

独習モジュールおよびワークショップのための育成資材の開発。

プログラムの構成要素評価のための枠組みの開発。

プログラム授与のためのインフラ設定に必要な基本的な法的文書の準備：

中央機関選択のための規定と参考条件、国際会議およびその政府組織の構造と指示、様々な種類のメンバーシップおよびその要件、倫理コード、各国の PYMES のコンサルタントの現地機関および現地の授与センターの選定基準等。

### 第三段階

プログラム実施と全参加国におけるプログラム授与のためのインフラ設定から構成される。以下のものを含む。

プログラム授与に関連する 5 種類のグループの育成：統治者の着手委員会のメンバー、授与センター管理者、育成専門家または仲介者、ワークショップの指導者および顧問。

仲介者、ワークショップの指導者、顧問のための育成マニュアルの開発およびコンサルタントが使用するための育成パッケージの印刷。

総裁の指名を含む中央機関の設立、3年間の事業計画の作成、初年次の運営経費をカバーするための資金調達。

PYMES のコンサルタントの現地機関および減と授与センターを設立するための各参加国への補佐。

現在まで、プロジェクトの運営コストの大半が APEC の資金から調達されていることは特記すべきである。各参加国の拠出は選定された専門家グループの作業を伴う現物拠出である。

第三段階に対して、各参加国にプログラムを収容し、管理する本部機関が存在するように提起された。この段階の運営コストは、APEC と各参加国の本部機関で分けられる。

#### プロジェクトから期待される利益

このプログラムから得ることが期待される利益は、以下のものである。

国際的レベルで有効性を持つ、コンサルタントの育成と認可の公式メカニズムの取得。PYMES に対してコンサルティングのオファーと品質が向上し、コンサルタントにこれらの企業の実現性と成長を容易にするために必要な能力が備わる。

この地域内で PYMES への対応を希望するコンサルタントの雇用機会が増大する。

インターネットに支えられた通信教育などの革新的育成方法の使用。このことは、PYMES のコンサルタントの高品質の業務を提供する能力を高めるものである。

工業化経済と工業化途上経済の間に相乗作用を生み出すこと。これがテクノロジー移転、共同投資プロジェクトおよびビジネス・チャンスに派生するのである。

