

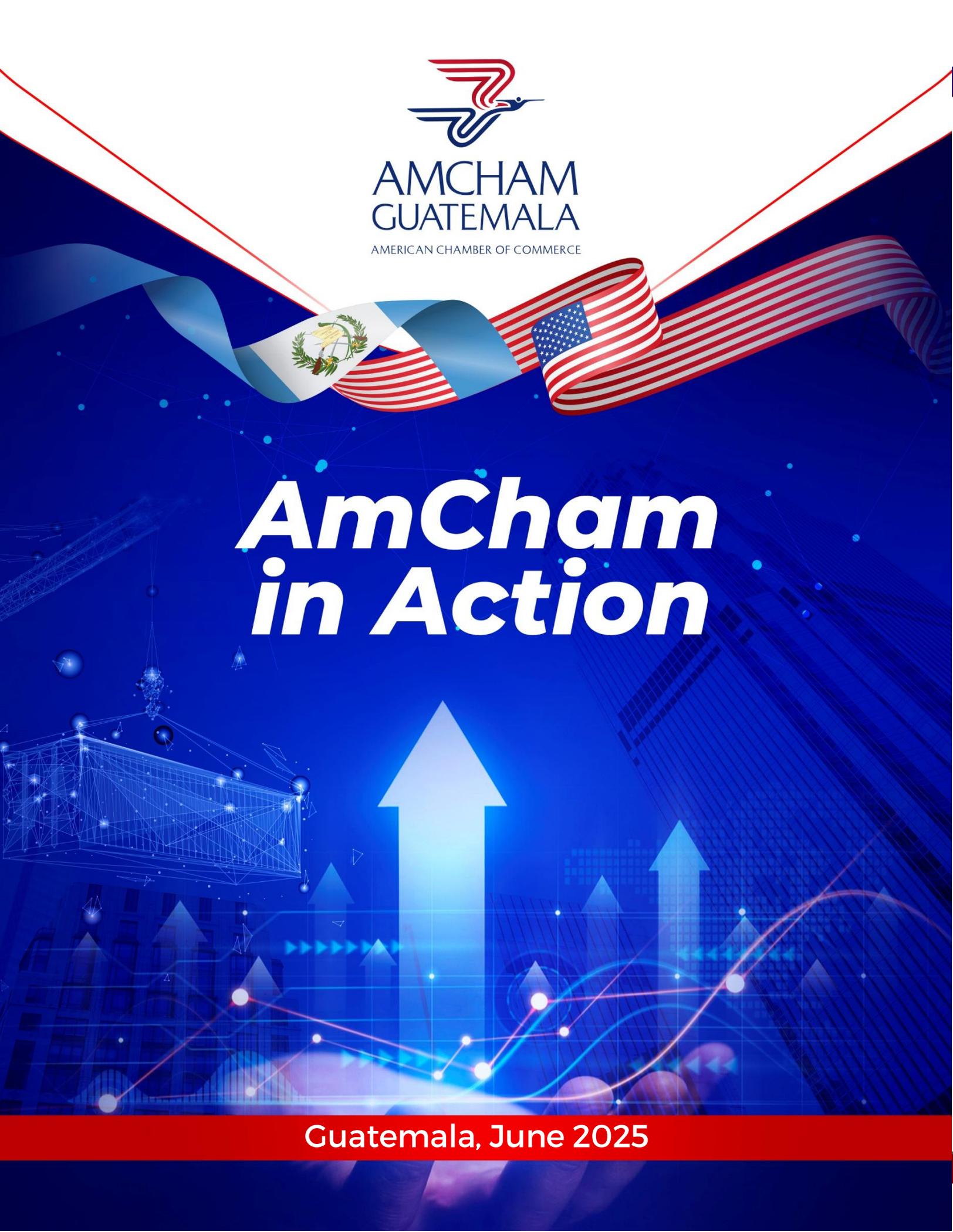


AMCHAM
GUATEMALA

AMERICAN CHAMBER OF COMMERCE



AmCham in Action



Guatemala, June 2025

AMCHAM IN ACTION 2025

AmCham in Action 2025 reflects our ongoing commitment to building a more competitive, transparent, and prosperous environment for Guatemala. Through a strategic vision and concrete actions, this document outlines the institutional priorities of the American Chamber of Commerce in Guatemala (AmCham Guatemala), aimed at improving the country's business climate, promoting sustainable development, and strengthening the bilateral relationship with the United States.

AmCham Guatemala is the most influential bilateral chamber in the country, with a proven track record in promoting free trade, foreign direct investment, and regional economic integration. Our membership—comprising more than 500 companies across diverse sectors—represents a key engine for formal job creation, innovation, and technology transfer. This diversity positions us as a strategic actor in shaping and advancing public policies focused on economic growth and institutional strengthening.

In today's global context—shaped by economic transitions, geopolitical shifts, and technological disruption—Guatemala faces both significant challenges and strategic opportunities. Building an open economy, integrated into resilient value chains and supported by the rule of law, requires coordinated efforts among the public and private sectors and international partners. AmCham serves as a catalyst for dialogue, a technical thought leader, and a trusted bridge between business priorities and public policies.

Over the past year, AmCham has actively participated in technical roundtables, multisectoral coalitions, and bilateral forums to build joint solutions to Guatemala's most pressing challenges. We have supported key reforms in infrastructure, trade facilitation, foreign investment attraction, and institutional strengthening, while promoting regulatory improvement and international compliance.

We have also driven high-impact initiatives such as Reconéctate—linking migration policy with local economic development—as well as technical proposals for port modernization, public-private partnerships, and the implementation of priority laws such as the Road

Infrastructure Law and the Competition Law. These actions reflect our integrated vision: economic growth with social impact, productive inclusion, and continuous improvement of the business environment.

This report identifies and prioritizes three strategic pillars to improve Guatemala's business climate: the development of critical infrastructure, legal certainty and institutional strengthening, and sustainable economic development. Each of these areas is addressed in depth, highlighting both structural challenges and actionable opportunities, and offering concrete reform proposals, technical partnerships, and collaboration mechanisms.

The relationship between Guatemala and the United States remains a cornerstone of the country's development. Beyond trade and investment, the bilateral alliance is essential for regional stability, hemispheric security, and shared prosperity. AmCham's efforts align not only with the interests of its members, but with a broader national vision: a more connected, competitive, and inclusive Guatemala.

Key Actions to Improve the Business Climate in Guatemala

I. Infrastructure Development

- a. Implementation of the Priority Road Infrastructure Law
- b. Legal strengthening of the port system
- c. Enhancement of public-private partnerships in Guatemala

II. Legal Certainty

- a. Institutional strengthening and rule of law against corruption
- b. Implementation of the Competition Law
- c. Enforcement of the law for streamlining administrative procedures
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- e. National Water Process
- f. UPOV Law

III. Economic Development

- a. Trade Facilitation
 - i. Engagement on USTR/Tariff Issues
 - ii. Reactivation of the National Trade Facilitation Committee
 - iii. Training for key institutions: RPI, SAT, among others
- b. Attraction of Foreign Direct Investment
- c. Inter-institutional Project: *Reconéctate*
 - i. Participation in the Returnee Assistance Center
 - ii. Escuela de Pilotos (Pilot School)
 - iii. Business training to facilitate trade
 - iv. Promotion of investment and entrepreneurship

Key Actions to Improve the Business Climate in Guatemala

I. Infrastructure Development

Strategic infrastructure is one of the fundamental pillars for ensuring a competitive environment conducive to investment and trade in Guatemala. However, the current condition of the country's roads, ports, and logistics services presents a serious obstacle to sustainable development and job creation. A lack of maintenance, planning, and modernization has led to bottlenecks that increase logistical costs, raise the prices of basic goods, and undermine national competitiveness.

It is urgent to move toward a comprehensive strategy that enables:

- Expansion of the road network by more than 20,000 kilometers to connect productive and border regions.
- Rehabilitation and maintenance of the existing 8,000 kilometers of roads, many of which are in critical condition.
- Improvement in the efficiency of port access, customs, and key border checkpoints.

A notable example is the Palín-Escuintla highway. Despite its strategic importance for the Pacific logistics corridor and its proximity to major production and commercial centers, the highway has significantly deteriorated, with a marked increase in traffic accidents. It is imperative to develop an efficient management model that embraces modern frameworks such as public-private partnerships, to prevent further negative impacts on competitiveness and road safety.

In addition, the absence of strong institutions and an updated legal framework for infrastructure development undermines investor confidence and limits the use of modern financing tools. Establishing a clear regulatory environment with long-term vision is essential to transforming the current system.

a. Road Infrastructure Law

In Guatemala, regulations governing road infrastructure are fragmented, outdated, and lack technical coherence. This situation hinders project execution and discourages investment. The General Road Infrastructure Law presents a critical opportunity to strengthen a comprehensive legal framework that provides legal certainty, agility, and sustainability in road development, while promoting binding national planning. Despite its approval by Congress, implementation of the law remains a pending challenge in order to begin achieving positive outcomes.

Nevertheless, its main strengths include:

- The creation of a long-term national infrastructure plan with mandatory institutional enforcement.
- A dedicated legal framework for the contracting and operation of road projects, enabling more dynamic and specialized processes.
- Enabling of the "unsolicited proposals" mechanism, already proven in other countries to attract innovative projects.
- Clear regulations regarding right-of-way, intervention, contract termination, and remuneration modalities.

However, to maximize its impact, the law requires adjustments in key areas:

- The Ministry of Communications must retain its strategic role and not be limited to minor functions.
- The board of directors of the Road Infrastructure Superintendency (SIVIAL) must be selected through a merit-based process to ensure technical and independent profiles.
- The regulation of special funds for emergencies, studies, and rural development must be strengthened to ensure transparency and proper execution.
- The Advisory Council should be designed with an operational rather than bureaucratic focus, prioritizing technical representation and decision-making efficiency.

If these improvements are achieved, the law could mark a turning point in Guatemala's road infrastructure governance, providing effective tools to address connectivity and economic development needs with a long-term vision.

b. Ports

Guatemala's ports handle approximately 85% of the country's international trade and are critical to its integration into regional and global value chains. However, inheriting systemic inefficiencies and governance limitations continue to undermine the competitiveness and credibility of the logistics sector. Operational congestion, low investment levels, absence of effective competition, and a fragmented institutional framework have resulted in high logistical costs and vessel unloading delays that can extend up to 45 days. These issues erode investor confidence and also limit Guatemala's ability to serve as a reliable commercial partner to the United States.

The following structural challenges remain acute:

- Weak institutional authority, enabling discretion, conflicts of interest, and ineffective oversight.
- Rigid contractual frameworks that delay private and public investment.
- Low operational productivity due to insufficient digitalization, shortage of technical personnel, and lack of efficient control mechanisms.
- Absence of an integrated port development strategy among key institutions.

In response to these pressing challenges, AmCham highlights the strategic modernization of Puerto Quetzal as a cornerstone initiative to improve national logistics infrastructure. The recent cooperation agreement between the Government of Guatemala and the U.S. Army Corps of Engineers represents a historic milestone in bilateral collaboration. This 30-year strategic vision includes technical studies and port redesigns to reduce trade costs and waiting times, enhance regional connectivity, and foster a more competitive and secure economic environment.

Key benefits of this initiative include:

- Strengthening the bilateral trade relationship through improved operational efficiency and reduced delays for U.S. vessels.
- Attracting new private-sector investment and enabling Guatemala to position itself as a competitive logistics hub in the Pacific.
- Supporting national efforts to reduce irregular migration by generating formal employment and economic opportunities in port-adjacent communities.
- Contributing to hemispheric security through the development of strategic infrastructure with regional impact.
- Exploring long-term multimodal integration, including the potential reactivation of Guatemala's national railway system.

AmCham member companies are ready to support this critical project and reaffirm their commitment to working with both governments to drive high-impact infrastructure that facilitates trade, fosters competitiveness, and reinforces Guatemala's role as a strategic U.S. ally. Modernizing port operations is essential not only for facilitating bilateral commerce but also for advancing the broader vision of a Prosperous, Safer, and Greater America.

c. Strengthening Public-Private Partnerships in Guatemala

The traditional model of infrastructure development in Guatemala has proven insufficient to meet the country's needs. Budget constraints, institutional weakness, and low execution rates have stalled strategic projects. In this context, the Public-Private Partnership (PPP) model presents a viable and efficient solution to advance high-impact, long-term infrastructure works.

Despite having a legal framework in place and a specialized agency (ANADIE), Guatemala has not implemented a single PPP project in over a decade. This is partly due to regulatory barriers that limit the model's application. Key challenges include:

- The exclusion of social projects (education, health, potable water) from the PPP framework, missing a key opportunity to enhance human development.
- The requirement for congressional approval after the bidding process, which has led to uncertainty, delays, and project cancellations.

It is essential to reform the PPP Law to allow the inclusion of social infrastructure and to restructure the contract approval process—either by requiring it before bidding or through a pre-approved general authorization. Likewise, the technical capacity of involved institutions must be strengthened by providing trained personnel, operational manuals, and transparency frameworks.

Guatemala has a relevant project portfolio with high potential under this model, including modernization of the international airport, high-traffic highways, penitentiary infrastructure, and regional hospitals. Promoting PPPs will allow Guatemala to improve its infrastructure to international standards, increase productivity, generate employment, and attract investment—translating into economic development and improved well-being for the population.

II. Legal Certainty

In Guatemala, the perception of legal certainty remains a critical factor influencing investment decisions. The fragility of the rule of law, coupled with the absence of robust institutions, has created an environment of uncertainty that discourages both foreign investment and the expansion of domestic enterprises. This is especially concerning for strategic infrastructure projects, where capital demands clear legal guarantees, effective mechanisms for investment protection, and transparency in public execution.

Strengthening the country's legal and institutional framework is imperative to consolidate investor confidence. Legal certainty is not merely a legal principle—it is an essential condition for attracting foreign direct investment (FDI), generating quality employment, and promoting sustainable development. Additionally, a reliable legal environment is key to reducing corruption risks, improving business security, and safeguarding fair and ethical market conditions. In this context, AmCham Guatemala reaffirms its commitment to supporting all actions aimed at reinforcing legality, transparency, accountability, and regulatory stability in favor of the country's business climate.

a. Institutional Strengthening and Rule of Law against corruption

AmCham Guatemala asserts that respect for the rule of law is the foundation for sustainable economic development, investment attraction, and the fight against corruption. It is therefore essential to ensure the independence of judicial bodies, protect private property, and guarantee that judicial rulings are issued based on technical and not discretionary criteria. Arbitrary decisions by some courts and institutional weaknesses have eroded business sector confidence, particularly in strategic sectors such as energy, infrastructure, telecommunications, and financial services.

Political and social stability rests upon solid, impartial, and efficient institutions. Consequently, advancing reforms to strengthen the judicial career system is critical—ensuring the professionalization of judges and magistrates, and safeguarding the independence of the Judicial Career Council from external interference. This requires enhancing performance evaluation mechanisms and ensuring that selection and

promotion processes are merit-based, technically sound, and resistant to political or economic capture.

AmCham welcomes the gradual implementation of tools that improve access to justice, such as the Electronic Processing of Judicial Files Law passed in 2022 and calls for its full execution to reduce case backlogs, increase system efficiency, and mitigate opportunities for corruption. The technological modernization of Judiciary must be a national priority, not only to enhance transparency but also to build public trust and create a more predictable legal environment for businesses.

Legal certainty must go hand-in-hand with integrity and transparency. AmCham reiterates the urgent need to implement effective internal control systems, strengthen oversight bodies, and enforce anti-corruption frameworks within public institutions. Greater accountability deters illicit practices, levels the playing field, and sends a clear signal to international investors about Guatemala's commitment to ethical governance. Respect for the legal framework must be uniform, predictable, and enforceable, creating a secure and trustworthy environment for business, formalization, innovation, and fair competition.

b. Competition Law

The recent enactment of the Competition Law in Guatemala represents a historic step toward modernizing the country's economic model and strengthening the regulatory framework governing market operations. This law—developed with the support of AmCham and various private sector stakeholders—constitutes a key advancement in promoting open, fair, and efficient markets. Its effective implementation will be critical in safeguarding freedom of enterprise and enhancing the country's competitiveness.

The Competition Law is based on essential principles that must be preserved during its application, including institutional independence, economic efficiency, and the rule of reason, striving for a balance between curbing anti-competitive practices and protecting fundamental rights such as due process and the presumption of innocence. AmCham continues to support the law's technical and progressive implementation, promoting an

educational approach that allows economic actors to adapt gradually to the new regulatory environment.

Furthermore, the competition authority must operate with full functional and administrative independence, free from political or economic interference. Implementation should focus on building strong institutional capacity, with well-trained personnel and rigorous technical processes. It is vital to uphold the principle of confidentiality and ensure that sanctions are proportional, remedial, and not punitive, in accordance with Article 15 of the Constitution.

AmCham insists that the application of this law must be contextualized to Guatemala's economic reality—avoiding regulatory duplication, respecting the specificity of already-regulated sectors, and establishing a reasonable transition period to allow economic agents to adapt effectively. Moreover, competition advocacy must be strengthened through educational and institutional campaigns that foster a culture supportive of free competition as a driver of economic development.

With the entry into force of the Competition Law, Guatemala sends a positive signal to the international community and strategic trade partners such as the European Union and the United States. This law represents a commitment to strengthening the business climate, attracting investment, and consolidating a modern, dynamic, and equitable economy.

c. Public Procurement Law

A transparent, efficient, and modern public procurement system is key to attracting investment and strengthening the country's institutional framework. The current Public Procurement Law (Decree 57-92), despite undergoing multiple reforms, still contains legal gaps, regulatory contradictions, and mechanisms that allow discretion and opacity in public resource management.

AmCham Guatemala emphasizes the need for a comprehensive reform that addresses current requirements for administrative efficiency, optimal use of public spending, and the reinforcement of public trust. A modernized procurement system should promote private

sector participation on equal terms, ensure fair competition, and protect the interests of the State and taxpayers.

Any proposed regulatory framework on this matter must be built upon the following pillars:

- **Institutional Strengthening:** The public procurement system must have a solid institutional infrastructure that promotes efficiency and reduces arbitrary decision-making. All entities involved in procurement must follow unified guidelines to prevent fragmented regulations subject to varying interpretations.
- **Professionalization:** System efficiency depends on the professionalization of public officials. Tools and policies should ensure that those responsible for procurement are highly trained and uphold integrity.
- **Public Budget and Planning:** Procurement must be integrated with public financial management to improve efficiency and optimize public spending. Regulations must establish coordination between procurement and budgeting, including multi-year financial planning and clear obligations for budget preparation.
- **Anti-Corruption System and Accountability:** The procurement system must include internal controls, contract compliance measures, and anti-corruption programs for both contracting entities and suppliers. Public contracts must include anti-corruption warranties and verification mechanisms.
- **Dispute Resolution:** Efficient conflict resolution mechanisms must be included in the law's administrative procedures to ensure the effectiveness of the procurement system.
- **Regulatory Consolidation:** Procurement terms and conditions must be as clear and simple as possible, avoiding contradictions with other legal frameworks. All relevant procurement regulations and directives must stem from a single regulatory authority to streamline compliance and oversight.

- **Minimal Exceptions:** Excessive use of exceptions has led to an unpredictable and unmanageable system vulnerable to corruption. Exceptions, including sole-source procurement, must be limited, and emergency contracting must be specifically regulated.
- **Specific Regulation for Works, Goods, and Services:** Separate regulations should govern the procurement of works, goods, and services based on their unique characteristics.
- **Information Accessibility and Technology Use:** The regulatory framework must promote transparent and effective stakeholder participation throughout the procurement cycle. Leveraging ICTs is essential to achieve this goal.

d. Insolvency Law

Guatemala currently lacks a comprehensive insolvency law that regulates bankruptcy proceedings in a modern and effective manner. This legal void creates uncertainty for both creditors and distressed businesses. The absence of such a framework hinders the recovery of viable companies, discourages foreign investment, and restricts access to credit—key elements for stimulating the national economy.

The existing legal regime is fragmented and outdated, failing to meet the needs of the economic environment or international standards for corporate restructuring and creditor protection. This undermines financial system confidence and limits the orderly recovery of distressed firms, which, in more advanced economies, can often be reintegrated into productive activity with appropriate legal support.

AmCham Guatemala views the passage of a modern Insolvency Law—aligned with UNCITRAL standards—as urgent. Such a law should ensure streamlined, transparent processes with clear and balanced rules for both debtors and creditors. It must prioritize reorganization over liquidation, allow for preventive procedures, provide tailored mechanisms for businesses of different sizes, and establish specialized courts with technically qualified personnel.

Additionally, it must guarantee due process, protect workers' rights, support out-of-court resolutions, and promote a culture of compliance and economic reintegration. Implementing this law would be a decisive step toward strengthening Guatemala's business environment and consolidating legal certainty in cases of corporate crisis.

e. Tax Legal Certainty

Legal certainty in the tax domain is a determining factor in investment decisions and voluntary compliance with tax obligations. In Guatemala, frequent shifts in administrative criteria, retroactive reinterpretations of regulations, and the increasing judicialization of tax cases have generated an environment of uncertainty that negatively impacts the country's competitiveness and risk perception among businesses.

Against this backdrop, it is essential to move toward a transparent, predictable tax system with clear rules and regulatory stability. Tax legal certainty must ensure taxpayers' right to prior knowledge of how tax authorities will interpret and apply the law—particularly regarding accounting reclassifications, transfer pricing, audits, and interpretative criteria.

AmCham Guatemala reiterates the importance of upholding principles such as non-retroactivity of the law, due process, and the presumption of good faith on the part of the taxpayer. While the Tax Administration Superintendency (SAT) must strengthen its audit and enforcement capacities, this should not come at the expense of business activity through discretionary rulings, double standards, or coercive tactics.

Issuing binding criteria, strengthening the Tax Administrative Court, and systematically publishing relevant rulings are critical tools to improve transparency and reduce litigation. It is also vital to foster ongoing technical dialogue between SAT and the private sector to enhance regulatory quality and ensure equitable conditions for all taxpayers.

Strengthening tax legal certainty is essential to creating a trustworthy environment that encourages investment, responsible tax compliance, and the country's sustainable economic development.

III. Economic Development

This pillar is key to enhancing competitiveness and generating sustainable opportunities. Its components—trade facilitation, foreign direct investment (FDI) attraction, and the Reconnect project—must operate synergistically to drive growth, employment, and regional development.

a. Trade Facilitation

• Engagement on USTR/Tariff Issues

AmCham Guatemala actively participated in the technical working groups established to address the observations raised by the Office of the United States Trade Representative (USTR) regarding tariff and trade-related matters. The Chamber submitted proposals, contributed to the development of consensus positions, and was part of the public-private delegation that traveled to Washington, D.C., to engage in high-level dialogue. These efforts aimed to promote the interests of the Guatemalan business community within the framework of DR-CAFTA and to ensure that Guatemala remains a credible and strategic economic partner for the United States.

AmCham recognizes the leadership of the Ministry of Economy and the Government of Guatemala in establishing a structured, high-level working group to respond to USTR concerns. This initiative reflects sound governance, institutional coordination, and the political will to uphold international standards—particularly in areas such as regulatory streamlining, removal of unnecessary barriers, and reinforcement of intellectual property rights. Such institutional progress strengthens legal certainty, enhances public-private dialogue, and improves Guatemala's positioning as a trustworthy trade partner.

As part of its contributions, AmCham submitted specific reform proposals to the Ministry of Public Health and Social Assistance (MSPAS) and the Ministry of Agriculture, Livestock and Food (MAGA), focusing on regulatory modernization and competitiveness.

- To MSPAS, AmCham recommended accepting FDA pharmaceutical and food approvals with minimal administrative review, transitioning to plant-based registration models for processed foods, certifying third-party laboratories to expand national analytical capacity, and digitalizing processes to reduce approval timelines.
- To MAGA, AmCham proposed recognizing FDA food safety authorizations, resuming the processing of agricultural biotechnology applications, and reactivating regulatory evaluations of genetically modified seeds by hiring specialized personnel.

These measures aim to foster innovation, enhance regulatory predictability, and streamline market access—all critical to reinforcing trade ties and restoring competitiveness in strategic sectors.

Despite institutional progress, structural barriers persist. Guatemala continues to face challenges related to biotechnology regulation, inefficient sanitary registration systems, and limited interagency coordination at ports. These issues affect logistics costs, diminish competitiveness, and weaken investor confidence. Addressing them decisively is essential not only to unlock Guatemala's trade and investment potential, but also to align with U.S. efforts to build safer, more resilient supply chains.

AmCham has put forward a broader set of strategic proposals, including: mutual recognition of FDA registrations, mandatory joint inspections at ports, digital integration of key regulatory platforms, harmonization of customs and sanitary procedures, and investment in modern infrastructure through public-private partnerships. These actions directly support a more Prosperous and Safer America—where economic cooperation contributes to shared security, formal job creation, and regional stability.

Through its continued engagement, AmCham reaffirms its commitment to advancing regulatory reform, anti-corruption safeguards, and legal certainty—cornerstones of a competitive and inclusive economy. Strengthening Guatemala's trade relationship with the United States requires consistency, transparency, and institutional modernization.

- **Reactivation of the National Trade Facilitation Committee:**

Since its relaunch in April 2024, the Committee has operated with a multisectoral approach, developing an operational plan focused on expediting customs procedures, modernizing border posts, and implementing joint clearance mechanisms. This initiative, aligned with the National Trade Facilitation Plan 2024–2028, brings together entities such as the SAT, MINECO, MAGA, MARN, MSPAS, among others.

To consolidate these advances, AmCham recommends strengthening the implementation of its commitments with clear goals, measurable indicators, and continuity in institutional leadership. The Committee must evolve from a consultative body to an executing authority with budgetary capacity and operational mandates to address urgent matters, such as sanitary alerts or regulatory changes.

- **Training for Key Institutions: RPI, SAT, among others**

The implementation of the Single Window for Foreign Trade (VUCE), part of the 2024–2028 Plan, ensures a 15–20% reduction in administrative costs and processing times. However, insufficient training for operators continues to limit interoperability among SAT, RPI, MAGA, and DIACO.

AmCham recommends establishing a permanent technical training program aimed at both public officials and private agents, with certified curricula aligned with international benchmarks. The training agenda should cover smart customs, risk management, digital supply chains, and response strategies to logistics contingencies.

b. Foreign Direct Investment (FDI) Attraction

FDI has maintained an upward trend: Guatemala attracted USD 1.694 billion in 2024, a 5.1% increase over 2023, exceeding the official target of USD 1.650 billion. The Bank of Guatemala projects FDI could reach up to USD 1.815 billion in 2025.

The financial services (42%), manufacturing (16%), and commerce (15%) sectors account for approximately 73% of total FDI. The main investor partners were Panama, Mexico, and the United States, reaffirming the region's geoeconomic alignment.

To boost FDI inflows, AmCham proposes:

- Strengthening the implementation of the National FDI Strategy 2024–2027 and its targeted investment agenda, prioritizing promotion and post-investment services.
- Advancing targeted incentives for high-impact sectors (logistics, technology, renewable energy, agribusiness, and manufacturing).
- Streamlining permits: business registrations, import authorizations, licenses, and related procedures.
- Strengthening free zones and special regimes by ensuring legal, fiscal, and customs stability.
- Enhancing cooperation with key allies—especially the U.S.—in alignment with existing commitments such as DR-CAFTA.

c. Institutional Project: *Reconéctate*

The *Reconéctate* program promotes the strengthening of public-private coordination for social and business development, especially among returnees and MSMEs, through four structural components:

- Returnee Assistance Center

AmCham Guatemala, through its working committees, maintains a presence at the Returnee Assistance Center of the Guatemalan Migration Institute. Returnees are being profiled and provided with legal assistance, technical training, and regulatory guidance. AmCham aims to expand outreach in regions with high returnee rates through partnerships with foundations and companies.

- Pilot Training School

This initiative aims to train professionals in logistics, transportation, and applicable regulations (customs, immigration, and more). To deepen its impact, AmCham proposes the international recognition of training certifications, coordination with local

logistics firms, and progress toward a dual education model with practical training in regional trade hubs.

- Trade Facilitation Training for Businesses

Workshops will be provided to companies on customs procedures, tariffs, phytosanitary standards, e-commerce, and technical barriers. These efforts are intended to boost export competitiveness. This outreach should be expanded, prioritizing rural and agro-industrial sectors, incorporating e-learning platforms for MSMEs, and developing internationally validated programs—such as ISO certifications or specialized audits.

- Promotion of Investment and Entrepreneurship

Reconnect will foster incubators and youth entrepreneur networks with mentoring pathways and access to financing. AmCham proposes expanding the initiative to include themes of social innovation and sustainability, forging partnerships with multilateral agencies and seed capital funds, and designing a socioeconomic impact measurement framework to assess job creation, income generation, and local value chains.

The synergy between trade facilitation, FDI attraction, and Reconnect sustains a comprehensive strategy to strengthen competitiveness and social cohesion. Sustained progress will require ongoing implementation of the VUCE and institutional capacity-building, intensified FDI promotion and incentives, and consolidated support for entrepreneurs and returnees. Only then can Guatemala move toward a more connected, formalized, and productive economy.

Conclusion

Guatemala stands at a pivotal moment to build a dynamic, reliable economy aligned with the highest international standards. Achieving this goal requires leadership, institutional consistency, and a business environment that fosters investment, innovation, and formal employment.

AmCham Guatemala reaffirms its full commitment to this transformation. As a strategic ally of the country and a trusted partner of the United States, we will continue to advance priority reforms, strengthen public-private collaboration, and promote a culture of legality, transparency, and inclusive development.

The pillars outlined in this report are not only designed to address immediate challenges—they aim to lay the foundation for a resilient economy capable of adapting to global shifts and integrating into sustainable and modern value chains. Promoting competitiveness, broadening productive opportunities, and reducing informality must be shared national goals.

Through our technical committees, institutional partnerships, and platforms for dialogue, AmCham will continue to mobilize technical expertise, promote the exchange of best practices, and support evidence-based policymaking. This roadmap reflects a long-term vision—and a call to decisive, collective action.

Our work does not end with this report. Rather, it sets the course for continued leadership. Guatemala needs action, a shared vision, and bold decision-making. AmCham will remain an active partner on this path forward.