

I. PROJECT IDENTIFICATION

PROJECT TITLE PD - AAK - 014 INSTITUTE FOR INTERNATIONAL DEVELOPMENT INC. GRANT	APPENDIX ATTACHED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO 2. PROJECT NO. (M.O. 1025.2) 032-13-050-034
3. RECIPIENT (agency) <input type="checkbox"/> COUNTRY _____ <input type="checkbox"/> REGIONAL _____ <input checked="" type="checkbox"/> INTERREGIONAL PA/PA	4. LIFE OF PROJECT BEGINS FY 73 ENDS FY 75
5. SUBMISSION 7/11/72 <input type="checkbox"/> ORIGINAL _____ DATE _____ <input type="checkbox"/> REV. NO. _____ DATE _____ CONTR./PASA NO. _____	

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US _____ (1:1)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	I. COOP COUNTRY		
										(1) U.S. GRANT LOAN	(1) JOINT	(1) BUDGET
1. PRIOR THRU ACTUAL FY												
2. OPRN FY	100						100					
3. BUDGET FY 72	100						100					
4. BUDGET 73 FY	100						100					
5. BUDGET 72 FY												
6. BUDGET 73 FY												
7. ALL SUBO. FY												
8. GRAND TOTAL	300						300					

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER Stephen Berman	TITLE PA/PA	DATE 7/11/72
2. CLEARANCE OFFICER John A. Winkler, Jr.	TITLE Deputy Director, PA/PA	DATE 7/28/72

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

BEST AVAILABLE DOCUMENT

2. CLEARANCES

BUR/OFF.	SIGNATURE	DATE	BUR/OFF.	SIGNATURE	DATE
AA/TA	Samuel Butterfield	*	Asst/DP	Alfred White	*
AEP/TAC	Richard Brown	**	PPC/PC	Richard Bond	**
ARA/LA/PA	Richard Brown	*			

3. APPROVAL AAS/AG/DIR DIRECTORS

SIGNATURE JAROLD A. KENNEDY	DATE	SIGNATURE	DATE
TITLE Assistant Administrator, PA		ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT	

* Approved by memorandum
 ** Approved by phone
 *** Comments by phone

D R A F T

Project Paper

Proposed program support grant for
Institute for International Development, Inc.(IIDDI)

Prepared by Stephen W. Bergen, PHA/PVC

July 11, 1972

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Program support grant for Institute for International Development, Inc. (IIDI). This new non-profit Institute is endeavoring to help start and strengthen viable, locally beneficial businesses in the LDCs. Its approach is to encourage project proposals, provide for project review and analysis, and give various kinds of help to project initiators including locating project finance. In this work, it is calling on the knowledge and resources of American businessmen from smaller companies, in particular.

A. Project Goal:

1. Goal Statement:

To increase, in the LDCs, gainful employment and local incomes; opportunities for on-the-job training, employee advancement, profit-sharing and share-purchase in local enterprises; the number of indigenous, locally owned business enterprises; and other particular benefits to LDC communities such as better food supply and nutrition, and national export earnings.

2. Measurement of Goal Achievement:

Through the making of comprehensive project histories by IIDI staff, data will be gathered on each IIDI project to measure progress toward the goals and sub-goals of desired project characteristics and benefits such as employee training, advancement, profit-sharing, local ownership, and export earnings (see paragraph 4 under Outputs).

3. Assumptions of Goal Achievement:

The IIDI approach assumes there are many business and investment opportunities in LDCs not now being taken up because businessmen (both LDC and foreign) either do not know about them, or lack one or several elements for a project (such as capital, contacts, specific know-how, and a grasp of the local business environment) which IIDI and its associated groups of businessmen can help with.

B. Project Purpose:

1. To foster small and medium-size businesses in the LDCs - through help to indigenous entrepreneurs and also through encouraging foreign investment - which have demonstrable locally beneficial characteristics as enumerated above (goal statement).

2. End of Project Conditions:

Over the next three years, IIDI hopes to achieve the following measures, toward the stated goals:

	<u>FY 73</u>	<u>FY 74</u> (non-cum.)	<u>FY 75</u> (non-cum.)
Number of enterprises started	11	20	36
Number of jobs created	770	1,400	2,520
Investment to be made (\$ million)	5.5	10.	18.

3. Basic Assumptions:

IIDI expects the investors and businessmen whom it helps to accept and provide for the project characteristics and benefits (described at para. A.1): it assumes they will be able to run successful projects and at the same time fulfill these characteristics.

Project concept assumes that voluntary services by businessmen committees with respect to project proposals, together with a variety of inputs by a small IIDDI staff to project principals, will result in a stream of viable projects. (IIDDI recognizes the importance of cultural factors in business development, and hopes to take them into account in giving help on projects).

Another assumption is that a non-profit organization with these aims can attract a first-rate staff, and can keep its zest and drive. IIDDI is an instance of the Protestant Ethic, but devoted to helping others to start and run profitable ventures. (There is the earlier, and successful, case of IBEC with somewhat similar aims of helping communities overseas through business development. But IBEC itself is profit-oriented and run as a business).

C. Project Outputs:

1. There are four activities in IIDDI's work of project development.

a. Interaction by IIDDI staff with related voluntary groups and businessmen committees overseas, and in the U.S. and Europe, which will stimulate project proposals, screen proposals on a preliminary basis to select promising projects with locally beneficial characteristics: and locate prospective investors and project principals.

b. Systematic analysis of project proposals at all stages by cooperating businessmen and IIDDI, to determine their viability and to provide in the project structure for locally beneficial characteristics.

c. IIDDI staff help to project principals on varied aspects of project development, including feasibility analysis, technology, finance sources, market and country specifics, briefing of new expatriate staff, etc.

d. Project histories of a kind which will enable A.I.D., and IIDDI itself, to evaluate the effectiveness of its services. These histories should steadily increase IIDDI's ability to realize its objective of fostering projects that are beneficial to the local employees, communities and countries, as well as being profitable to those who invest in them.

2. Output Indicators.

IIDI will have an effective capacity to promote/with locally beneficial characteristics, and assist LDC and U.S. businessmen with projects in various fields. Among indices of this capacity are:

a. Continuing "productive interaction" between IIDI and its related groups, as shown by: (1) record of volume of initial project requests; (2) record of preliminary project screening (done constructively to stimulate second tries); (3) record of effectiveness in finding qualified project principals and investors.

b. Maturing IIDI capability to supervise and/or perform analysis of high quality; requires good staff (headquarters and area representatives). and systematic procedures on each project. Record of IIDI performance with analysis, and specific provision for local benefits in the project structure, will be contained in project histories (see paragraph d, below).

c. IIDI capability to give help in many phases of project development, as shown by successful projects in being.

d. IIDI capacity to evaluate its own performance on projects, and thereby increase its effectiveness in promoting locally beneficial projects (its ability to help businessmen realize the possibilities, under the circumstances of each project, for employee training, profit-sharing, advancement, local ownership, etc). The project histories will need to be comprehensive, and honest in telling what happened at each key step in project development, and how much each project actually meets IIDI's stated objectives in project development.

3. Basic Assumptions

a. That members of the voluntary groups associated with IIDI (overseas: businessmen, missionaries, teachers, agriculturalists, and others) and cooperating businessmen in the U.S. and Europe, can and will, when encouraged to do so, come up with a large number of good project ideas, and continue to do so, year after year.

b. Strong appreciation by IIDI of the importance of objective analysis, and strong guidance to staff on this point by IIDI leadership.

c. Unusual versatility of IIDI's small staff.

d. In making a comprehensive history of each project and what IIDI contributed to it, IIDI staff will be able to obtain necessary project data and results from the project owners, and to interpret cause and effect in project design, management and results.

D. Project Inputs

1. a. Contributions of the judgment and experience, through advice on proposals, on-site visits, and other services, of cooperating businessmen and others with which IIDI interacts. These are in the U.S., Europe, and in the LDCs.

The American church and other groups which support IIDI, and whose members will contribute voluntary services, are:

- The National Association of Evangelicals (totals 35 denominations, 38,000 churches and 3½ million members):
 - Laymen of the Southern Baptist Convention. Leaders of this denomination are concerned to provide the businessmen in their group with a challenge and opportunity to help economically in the LDCs where the Southern Baptists have established missionary activity;
 - International Junior Chamber of Commerce. The President of IJCC has asked IIDI to provide technical and catalytic help needed to enable Jaycees to implement their concern to help overseas.
 - Development Assistance Services, of International Students, Inc. DAS is in touch with foreign students studying in the U.S.

These groups are now committed to raise about \$150,000/year for their own costs related to their IIDI-related activities in publicity, stimulation of project proposals, project screening, and locating candidate investors, project principals and where needed, expatriate project staff.

b. IIDI staff activities in project development, as measured by a first-year budget of about \$300,000 (to the total of which A.I.D. will contribute about one-third).

c. Projected private contributions to the IIDI budget by foundations, corporations, and individuals, with target level of \$200,000 for the first year (FY 1973).

d. In project areas overseas, local church groups and others may contribute time and services. Local agencies and investors will participate in some projects.

2. Budget

a. Basic indicators will be reports by these groups to IIDI, and the record of project proposals and subsequent actions, as contained in the required project histories.

b. A.I.D.'s initial contribution provisionally set at about \$100,000 (FY 1973). A.I.D. support would continue at a comparable level for two more years, depending on IIDI performance.

c. Record of IIDI fund-raising efforts and results.

d. Efforts by IIDI and others where appropriate to broaden local contributions and participation.

3. Basic Assumptions:

a. That IIDI can work out productive relationships with its supporting groups, to provide for a good division of labor and respective roles, efficient procedures, etc.

c. That IIDI will succeed in raising the projected level of private contributions.

E. Rationale:

This project should be regarded as an experiment in mobilizing private resources toward important objectives of fostering small and medium investment and business enterprises which are of real demonstrable benefit to local participants, communities and their countries.

The project, if successful, would help foster businesses which often will involve local entrepreneurs and investors, provide jobs and on-the-job training and opportunity for advancement, possibilities for local profit-sharing, and eventual local ownership. Many of IIDI's currently proposed projects would also have wider benefits through export earnings, and improvement of local food supplies and nutrition. (See Attachment A for description of projects).

If IIDI is given limited Agency funding (over an experimental period of up to three years), and if IIDI is required by the Agency to evaluate its own performance on each project rigorously, IIDI could become a significant private agency for promoting projects of the above kind. Much depends on the abilities and adaptability of its leaders, and the quality of advice and other resources they are able to muster from their supporting groups.

Agency support is premised on a judgment that the main ingredients are now present for successful evolution of IIDI. These ingredients are: clear objectives; dedicated leaders; commitment of private support by responsible American groups; initiatives already taken to get the work underway; some (limited) success with fostering projects.

Partial Agency support of IIDI is justified in this context in the reasonable hope the IIDI approach may succeed in a majority of project cases. IIDI has already assisted several significant projects (one in Honduras, already started; and a proposed nutrition project in S.E. Nigeria - see project descriptions in Attachment A) and is working on several more.

IIDI's approach endeavors to draw responsibly on the judgment and experience of private American businessmen, and their profit-making drive, in order to promote the starting and growth of businesses in the LDCs, particularly smaller business. It hopes to tap, for technical assistance and capital transfer, extensive resources of the U.S. small and medium business sectors which have not been much engaged in overseas development to date.

IIDI's aims, it is recognized, are not at all simple to carry out. The undertaking is high-risk, and full success is not being forecast. Nevertheless, IIDI's initiative appears to reflect a dedicated private effort. Its supporters are committing themselves to bring their resources of funds and talents to the program.

This is an ambitious endeavor to mobilize talents, funds, and sense of social responsibility in a voluntary but well-organized way. Success will be achieved only through an unusual mixture of dedication and commonsense. It is felt the Agency should give some support to such private efforts, provided it is given in a way that will help IIDI to learn through trial and error how to realize its aims effectively.

F. Course of Action:

1. Implementation Plan:

a. Proposed pattern of funding under Agency grant. The pattern is laid out so that Agency support is available to IIDI on a continuous basis through a program year, but limited in that IIDI itself must raise two-thirds of its annual budget. In brief, A.I.D. would provide \$1 for every \$2 that IIDI raises privately.

Funding in advance of expenditure is also provided, but only on a limited basis. (This reduces the possibility of a loss of Agency funds). IIDI will also be required to have raised one-sixth of its annual budget from its supporters before Agency funds can be tapped. This requirement should insure that private support for IIDI is real at the outset and not speculative. Finally, the pattern can provide for IIDI to revise its annual budget total downward or upward in light of its success in fund-raising during the year.

For illustration below, a budget total of \$300,000 is assumed.

<u>Quarters</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>Annual Totals</u>
IIDI (50)*	50	50	50		200
(Projected) Expenditures	75	75	75	75	300
A.I.D.	25	25	25	(25)**	100

* IIDI required to have on hand, or already expended to date in the program year.

** If A.I.D. gives IIDI an advance of \$25,000 for, say, the first quarter of the year, this projected fourth payment by A.I.D. would not be necessary. If the grant is extended for a second year, A.I.D. payments would continue and could leave the advance outstanding.

Grant funds may be drawn down by expenditure vouchers to Agency, on a monthly or quarterly basis, which give IIDI's total expenditures during that period; the monthly (or quarterly) drawdown would be for one-third of the total for the period. The total drawdown for 12 months could not exceed \$100,000. Advances to meet cash-flow requirements would be arranged on a limited periodic basis.

b. Other A.I.D. inputs besides funding. The Agency project manager will, at the end of each program quarter, review IIDI's activities on the basis of detailed reports required under the grant. His review will cover the four main project "outputs" (see above). That is, he will evaluate how well IIDI is (1) managing its interactions with its supporting groups, to stimulate and develop proposals, and mobilize resources for viable projects; (2) ensuring that project proposals are well analyzed and that projects explicitly provide for local benefits as discussed above; (3) providing good help to project principals; and (4) keeping significant project histories, in order to determine whether the aims of each project are being realized, and as a record to help IIDI improve its own performance in project development steadily.

The project manager will also alert IIDI to available Agency and other resources that could help IIDI in its work, such as the Agency's export-development services; the Office of Nutrition's grant program for feasibility studies; technical and area-related advice available from TAB, the Regional Bureaus, OPIC, etc.

PHA/PVC:SWBergen:cew

Institute for International Development Project List

1. International Wood Products, S.A. (IWP). Incorporated in Honduras.
 - a. San Pedro Sula, Honduras.
 - b. Cut stock lumber mill making sized products for use in louvered units and doors. Entire production to be shipped to plants in the U.S. owned by the principal investors (U.S. companies) in IWP, to be assembled into products presently made and marketed by these U.S. companies.
 - c. Benefits to country: Employment, first year, 78; second, 116. Value of exports will be about \$2.4 million, as against \$960,000 for export of unfinished lumber.

IWP has engaged a good consulting firm, McBer and Company of Cambridge, Massachusetts, for a pre-employment orientation program to prospective employees, including motivational and on-going training for advancement.

IWP has agreed to set aside 25% of profit before taxes for profit sharing and community assistance. A share-purchase plan is being worked out. Consideration is also being given to using an approach (developed by Kelso of the Institute for Study of Economic Systems) for orderly and practicable ultimate sale of the business to the employees. The Bank of America, which operates in Honduras, is being asked to assist in this through a possible special trust arrangement.

- d. Project principals: Mr. Ted Curtas, president of IWP, and associated U.S. investors.
- e. Size: Annual gross sales volume, \$2,400,000. IWP investors equity is about \$400,000. Total investment, \$1,250,000.
- f. Project status: In 1971, IWP was formed by Curtas and his associates. Curtas had founded and built up his own company, American Louvered Products, in Tampa, after the war (the ALP company is one of the largest users of shopgrade pine in the South).

Loan financing has been obtained, and plant construction in Honduras will start July 1972, with mill operations to begin in the autumn.

- g. IIDDI role. In April 1970, at Curtas' request. Mr. Reidhead explored sources for loan finance at Ex-Im and National City; also, investment insurance info and finance at OPIC. In Fall 1970, Reidhead accompanied Mr. Curtas to Honduras and participated in discussions on the project with Honduras agencies, and helped gather information on lumber sources and costs. When IWP was formed, IIDDI assisted in getting some cost and price planning data, and information re options on bank loan finance.

(Finance is being provided by the Bank of Central America) IIDI recommended the McBer Company to IWP for the training programs.

In conclusion, IIDI appears to have steadily encouraged Mr. Curtas to undertake this venture, provided the specific assistance noted above, and was influential by coming forward with ideas for practical ways of realizing prospective benefits for the company employees (the training, profit-sharing, and ownership proposals.)

2. Nigeria Food Products (NFP)

- a. Iman, S.E. State, Nigeria.
- b. Nutrition - food processing. Process soybeans and other potential protein sources to food grade intermediates for human consumption. Product development for local and regional institutional and retail markets.
- c. Benefits to country. Provision of low-cost food in protein deficient area. Also, possibility of feed production for local poultry farmers. Employment and on-the-job training for about 85 workers: opportunity for Nigerians to purchase NFP company shares. Other profit-sharing is planned. Intent is for Nigerians to take over company as soon as feasible.
- d. Project principals. President of NFP is Dr. Al Saari, food chemist, General Mills, Minneapolis, who has developed American project supporters and small investors. Nigerian associates are associated with Apostolic Lutheran Church, which will donate land. Nigerians include three with relevant business, agriculture, and marketing experience.
- e. Size: \$350,000 - 500,000. Business could become self-supporting in 2 - 3 years. First-year product development phase, \$35,000.
- f. Project status: NFP was incorporated in Minnesota in May 1971. For the first operational year beginning fall 1972, using \$35,000 donated by U.S. supporters, Dr. Saari will conduct product development and testing in Nigeria, using pilot plant developed by USDA Peoria lab. NFP will then request A.I.D.-Office of Nutrition grant for market testing and to strengthen other business features. Dr. Saari has discussed project with M. Bandle of TA/Nutrition. Thru IIDI, NFP will draw on technology and experience of Africa Basic Foods now operating in Uganda. Possibility of Ex-Im finance for equipment has been explored favorably.
- g. IIDI role: Substantial. In touch with Dr. Saari since March 1969. Suggested idea of local food industry. Made on-site visit with Dr. Saari. Helped NFP develop link with Africa Basic Foods. Secured review of draft project proposal by Dr. Walter Furbay, an agricultural economist.

3. International Sesame Company (Santa Ana, California), in association with Lerner-Lehara, Inc., Grand Rapids, Michigan

- a. Pilot plant is planned for Mexico. Requests for plants, pending success of the first, have come from Korea, Nigeria, El Salvador, Sudan and India.
- b. A new, commercially viable process for hulling sesame which, in addition to yielding a more valuable oil, also provides a protein rich flour of high quality. This flour is an economic protein supplement for developing countries.
- c. Benefits to country: Sesame flour to be used as a protein additive. Export market for surplus sesame flour exists. Sesame oil is presently exported but improved product would provide additional income. (Present processes used in LDC's press oil through the hull and the cake is used as animal feed.)

Substantially correct information indicates that a blend of one pound of sesame flour with 2 pounds of defatted soy flour would enrich the product so that half a pound of the mixed flour would be superior in nutritional value to one pound of soy flour alone.

The availability of sesame flour (presently unavailable) through the proposed hulling and processing plant (developed and to be installed by International Sesame - Werner Lehara, Inc.) would make it possible to provide a truly nutritional high protein food from in-country products. (Presently, milk solids from Corn-Soy-Milk must be imported from some developed country.)

- d. Project principals: Norman Habu is a professionally-trained agricultural engineer with several years experience in Mexico.

Werner-Lehara, Inc. are the inventors and world's largest manufacturers of automated cookie manufacturing machinery. This company has the capacity and experience to provide a turn-key sesame dehulling and processing plant as well as to operate the same. Presently, they own and operate cookie factories in the Dominican Republic and Jamaica.

- e. Size: It is expected that the pilot plant capable of processing 10,000 tons per year will require a total investment of approximately \$750,000.

The recommended size plant^{is} capable of processing 20,000 tons per year and it is anticipated that the investment will be about \$1,250,000.

- f. Project status: I.S.C. is caring for the sales and promotion and will do the negotiating with the various countries. Werner-Lehara, Inc. provides the capital and the engineering and manufacturing facilities and will be responsible for operations where this is required.

- g. IIDI Role: IIDI, which has been interested in this project since April 1971, aided in revising the presentation, guiding in project

development, locating prospective joint-venture partners, and developing interest in the project in several countries.

IIDI has put ISC in touch with three other companies besides Werner-Lehara and has facilitated discussions. IIDI has also facilitated exchange of information between Nigerian Food Products and I.S.C.

4. Add Enterprizes, Incorporated, Accra, Ghana.
 - a. Tema, Ghana.
 - b. Shrimp fishing and processing project. The processed shrimp to be exported to the U.S. and marketed through the U.S. joint venture partner.
 - c. Benefits to country:
 - (1) The fact that this project will bring the shrimp into port for peeling, deveining and freezing (a portion to be freeze-dried) will provide up to 150 jobs by the end of the first year. (75 pounds per year that are processed).
 - (2) Workers will be given pre-employment orientation, on-the-job training for advancement, plus specialized training needed for key jobs and promotion according to ability and opportunity as the business grows.
 - (3) The project includes at the outset a profit-sharing plan, including a share purchase program, plus definite plans for the orderly sale to the citizens, especially employees, after the business is well established.
 - (4) The export of shrimp, a valuable and readily saleable export item, will benefit internal economic growth as well as improve the balance of payments.
 - (5) At the outset the project ownership will be 50% U.S. owned, 40% Ghana Agricultural Development Bank and 10% Add Enterprizes, Inc. (The example of this project could encourage other Ghanaians and international students in the U.S. generally to assist in project development in their homelands).
 - d. Project principals: (In addition to the firm described below, two other substantial U.S. firms are actively interested in this project.* Since the one described was the first to respond to the opportunity, they are being assisted with the expectation that the project will be started by them).

Ocean Trove, Inc., Washington, D.C.
Mr. William Stevenson, President.

* 1. Kroger Food Stores - Sea Pack, Inc. (W.R. Grace subsidiary).
2. Booth Fisheries, a division of Consolidated Foods, Inc., Chicago.

- e. Size: Investors Equity \$400,000.
 Final Total Investment size \$1,200,000. (over 3 years)
 Annual Gross Value, first year \$375,000,
 third year \$900,000.
- f. Project status: Ocean Trove, Inc., is responding to the request of Add Enterprizes and Agricultural Development Bank of Ghana by presenting a proposal in mid-July. An on-site study of the project in Ghana is tentatively scheduled for early August.
- g. IIDI role: Request to aid in starting a shrimp fishing and processing plant in Ghana was received from three Ghanaians studying or practising their profession here in the U.S. who were concerned about mounting unemployment in their homeland. Rather than just return and take jobs waiting for them in Ghana, they determined to start a business in Ghana which would provide employment for many others.

At their own expense they surveyed possibilities and decided that a shrimp fishing and processing industry had considerable potential. They had spent over \$10,000 on study, research and travel expenses, without significant progress, when they were directed to IIDI.

IIDI guided the revision of the project proposal and located an American firm to make an on-site study. Trips were made by officials of Lund Fisheries, Cape May, New Jersey, in September and November of 1971 and in January, 1972. These visits produced a large amount of valuable current information re shrimping in that area although this company chose not to proceed with the project.

Also, contact was made by Add Enterprizes, Inc., with the Agricultural Development Bank of Ghana. A joint venture proposal was worked out with a U.S. firm which was approaching consumation when it was discontinued because of complications unrelated to the project.

In May, 1972, the Agricultural Development Bank of Ghana requested Add Enterprizes to locate another U.S. firm as a joint venture partner in the project. IIDI was asked to assist in this task.

In conclusion, IIDI has persisted in efforts to assist these Ghanaian students by guiding in preparation of the proposal, verifying statistics, locating essential information. At present it is the cooperation of IIDI in the project which is ensuring consideration by U.S. companies.

It is to be observed this project underlines the potential role of students from LDCs now studying in the U.S. in the development of their countries. IIDI, through Development Assistance Services, a voluntary group cooperating with IIDI, has contact with and provisions for service to such students.

5. "Central Farms, Inc.", Pullman, Washington.

- a. Aba, Nigeria.
- b. Small, commercial poultry processing plant. Plan calls for vertically integrating laying flocks, hatchery, feed-out program, processing, packaging and distributing 800 ready-to-cook broilers per day - expanding to 1,200 broilers per day in the second year.
- c. Benefits to country: Plan is to provide financing for construction of farm building needed by farmers who will cooperate in feeding out the chickens. This will enable the farmer to own his own buildings in a few years. It will provide supervision for the farmer while he is learning a new business.

In addition to aiding the small farmers of the area, it will help reduce the cost of improved protein source. In all it will stimulate business and assist in regional and country development.

- d. Project principals: Mr. James U. Onwunali, a Nigerian student at Washington University, Pullman, Washington and Mr. Marvin DeWitt, Bel-Mar Turkey Farms, Borculo, Michigan.
- e. Size: Initial total investment \$75,000. Annual gross sales volume: First year \$204,000; third year and thereafter \$411,000.
- f. Project status: This project was referred to IIDI in May, 1972 by A.I.D. After a preliminary evaluation, it was sent on to Mr. Preston Kool, Director, International Development Assistance Commission (IDAC) in Grand Rapids, Michigan.

Mr. Kool arranged for the project to be evaluated by businessmen who are presently successfully operating poultry businesses in Michigan, who favorably recommended the project. Mr. Marvin DeWitt, Bel-Mar Turkey Farms, Borculo, Michigan has expressed his strong interest in participating in development of this project.

During the week of July 10, Mr. DeWitt will meet personally with Mr. Kool to learn how he may further participate in the project. Mr. DeWitt has said that he is willing to go to Nigeria when James Onwunali returns there, after receiving his college degree in early August, 1972.

- g. IIDI role: IIDI was able to confirm the merit of the proposal and refer it to IDAC (which the Institute had been instrumental in creating) for further processing. The Director of IDAC was able to secure the cooperation of a successful poultryman operating in the medium scale of the industry to personally and carefully evaluate the proposal.

IIDI will continue to provide assistance to this project as it develops.

- Ghana. Tema. Manufacture by Ghana company of furniture parts from hardwood. Units will be shipped to contracting U.S. furniture company for assembly, finish, and sale. Benefits of jobs (150), larger export earnings, and creation of a new industry. Investment: \$850,000; annual volume: \$2,700,000 (third year).
- Colombia. Puerto Barrio area. Expand capacity of small local rice mill; also, to handle corn, etc. All sales to be within country. Benefits of more jobs, and better production and marketing in this area, where this is the only mill. Main outlet in Medellin would be church-sponsored commissary in neediest district of that city. Investment: \$122,000; annual volume, \$180,000.
- Pakistan. Processing of local potatoes into flakes and granules as instant mashed, for export through an American firm with world-wide sales outlets; also for local market as feasible. Benefits of helping stabilize market, provide employment (50), and export earnings. Investment: \$550,000; volume: \$435,000.
- Nigeria. Zaria - Sokoto area. Set up onion dehydration plant, to sell onion essence to food firms such as Nestle. Benefits of jobs (25), export earnings. Investment: about \$450,000; annual volume about \$650,000.
- Costa Rica. Guapiles, Limon Province. Cassava starch and processing plant, starch production to be sold to local packaging companies (which presently import starch). By-products also to be used locally and exported. Benefits of jobs (about 60) in a high unemployment area, and import substitution. Investment: about \$250,000; annual starch sales, about \$240,000.
- Ghana. Swedish company, to set up factory to manufacture doors for export and some local sales. Possibility of later expansion into modular housing. Benefits of jobs (150), and export earnings.
- Ghana. Accra. Ice manufacture, for sale to industry and fishing fleet out of Tema. Benefits of 10 jobs.
- Costa Rica. Port Limon. Expansion of hardwood mill. 40 jobs.
- Honduras. Comayagua Valley. Vegetable growing and canning, for export and local markets. Jobs, and import substitution.
- Colombia. Medellin. Tire retreading. 20 jobs.
- Ethiopia. Addis Ababa. Leather glove factory, U.S. company. About 100 jobs.
- Ethiopia. Addis Ababa. Leather garments, Finnish company. 60 jobs.

Nigeria. S.E. State. Salt extraction and processing. U.S. company and U.K. associate studying feasibility, for local market, to replace imports. Over 300 jobs.

India. Bombay. Soybean processing for milk, meat substitutes, and oil, for local markets. Benefits of improved nutrition, and jobs (about 80). Investment: about \$1,600,000. (Project not active but might be revived, with new sponsors.)

PHA/PVC/PDS:SWBergen:cew
7-7-72

INSTITUTE FOR INTERNATIONAL DEVELOPMENT

TIDI project budget (3)

ACCOUNTING FOR BUDGET

7/1/72 to 6/30/73

<u>Item (A/C Title)</u>	<u>Budget Amount</u>	<u>A/C No.</u>	<u>Description</u>
Salaries & Related:			
Director General	30,000	0100	Control a/c for salaries and fringe
Executive Director	25,000	0101	Executive salaries
Director Finance	25,000	0101	" "
Developmentalist (2)(Eff.8/1 & 10/1)	33,320	0102	Staff salaries
AsstDevelopmentalist		0102	" "
Admin. Asst. Corp. Affairs	10,500	0102	" "
Admin. Asst. Operations (9/1)	10,420	0102	" "
Exec.Sec/Book keeper	8,000	0103	Secretarial & clerical salaries
Clerk Typist (11/17)	4,400	0103	" " "
Typist Receptionist(1/1)	3,300	0103	" " "
Fringe (19%)	29,100	0104	Company contribution for Health,FICA, Life, U.C., W.C.,Reti
Total	<u>179,040</u>		Er
Travel:			
Director General	20,000	0200	Control a/c for travel
Executive Director	10,000	0201	Executive travel, food, lodging, entertainment, visas, pass
Director Finance	12,000	0202	" " " " " " " "
Developmentalists	4,500	0203	" " " " " " " "
Total	<u>46,500</u>	0204	Staff " " " " " " "
Rent & Related:			
Space	15,000	0300	Control a/c for rent and related
Equipment	3,500	0301	Costs to lease office space
Services	2,000	0302	Costs to purchase or lease furniture and equipment
Total	<u>20,500</u>	0303	Costs to xerox, maintain equipment, etc.
Other Expenses:			
Telephone & telegraph	15,000	0400	Control a/c for other expenses
Printing & postage	10,000	0401	National & internat'l cable, teletype, telephone, etc.
Memberships & conventions	6,000	0402	Office materials, stationery, photos, offset printing, etc.
Promotion	28,000	0403	Travel, meals, tolls etc. (for meetings, conference, convent
Professional Services	3,000	0404	All fund raising costs,i.e. fees, publicity, literature,
Office supplies	8,000	0405	Legal, accounting films, travel, etc.
Miscellaneous expenses	3,000	0406	and other consulting services.
Total	<u>73,000</u>	0407	Stationery, books, papers, magazines, etc.
Contingencies	<u>10,000</u>	0500	Costs to move household furniture, bonding, insurance, etc.
Grand Total	329,040		Extraordinary items

BIOGRAPHICAL SKETCH

IID: - principal staff member

PARIS W. REIDHEAD. (Director General)

Personal Data

Born, May 30, 1919, Hennepin County, Minnesota
Married, 1943 to the former Marjorie Nash of Oskaloosa, Iowa
3 sons, 3 daughters (2 sons married)

Education

Taylor University, Upland, Indiana. A.B. Degree
Northwestern Schools, Minneapolis, Minnesota. Graduate
of Theology
Graduate Studies: Linguistics and Anthropology

Memberships

Society for International Development
National Association of Evangelicals

Positions

- 1945-48 Pioneer linguistic analysis of unwritten languages in the Anglo-Egyptian Sudan under auspices of Sudan Interior Mission while seconded to the Educational Department of Sudan Government.
- 1949-53 Deputational Secretary of the Sudan Interior Mission with responsibility to represent the Society's interests in Southeastern United States.
- 1954-56 Conference speaker and lecturer throughout the United States and Canada representing the possibilities of service and assistance in developing countries.
- 1957-66 Pastor of Gospel Tabernacle Church of the Christian & Missionary Alliance, 260 W. 44th Street New York City. Closely identified with activities in behalf of the underprivileged in the New York area.

1966 to present:

As Director of Development Assistance Services, visited sixteen developing countries to formulate and prove many of the concepts, principles and proposed program which will be implemented by the Institute of International Development, Inc.

Residence

2124 Docket Lane, Vienna, Virginia 22180

BIOGRAPHICAL SKETCH

ALFRED A. WHITTAKER (Executive Director)

Personal Data

Born, January 28, 1918, Elizabeth, New Jersey
Married: 3 children (all married)

Education

New York University. B.S. Degree, Business Administration

Honorary Degrees

Taylor University, Doctor of Laws Degree

Position

Executive Vice President and Director, The Mennen Company,
Morristown, New Jersey

Former Positions

1936-1942	A. C. Nielsen Company, New York City (Head, Presentation Analysis Department)
1942	War Production Board, Washington, D.C. Economist
1946	Benton & Bowles, Inc. Vice President in Charge of Research.
1958-1959	Bristol Myers Products Division (Director of Market Research). Vice President in Charge of Market Research and Vice President and Director of Advertising.
1962	Vice President and Director of Marketing.
1965	Promoted to President of Bristol Myers International Corporation
1968	Vice President & Director of Marketing, The Mennen Company
1970	Promoted to Executive Vice President

Other

Chairman, Board of Trustees Nyack Missionary College
Chairman of the Board of Associates, Taylor University
Founder & President of Board of Trustees, New Life Center, Inc. (an organization devoted to the rehabilitation of unwanted and neglected boys.)

Service: Lt. U.S. Navy, 1943-1946

Residence

Box 297A, R.R.#1 Washington Corner Road, Barnardsville, PA 07924

BIOGRAPHICAL SKETCH

BARRY C. HARPER (Controller & Asst. Treasurer)

Personal Data

Born May 28, 1942, Hershey, Pennsylvania
Married, 1963 to Sally Parks, Pennsylvania
2 Children

Education

Lebanon High School, Pennsylvania. Graduated, June 1960
Pennsylvania State University. Graduated, September 1966 (M.B.A.)
Certified Public Accountant, Pennsylvania

Position

Treasurer and Controller, Sturdi-Weat Clothes, Division
of U.S. Industries, Inc. Scranton, Pennsylvania

Former Positions

General Motors, Corporation. College graduate in training program
(C.G.I.T.) 1 year.
Bethlehem Steel Corporation. Staff Accountant in Employee Benefits,
2½ years.
Ernst & Ernst. Staff Accountant, 3 yrs.

Organizations

American Institute of C.P.A's
Pennsylvania Institute of C.P.A's
National Accounting Association
American Accounting Association
Financial Secretary of Clarks Summit United Methodist Church
Goodwill Industries
Chamber of Commerce

Residence

208 Barry Dr., Clarks Summit, PA 18411