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1980 ANNUAL REPORT

TO

THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

FROM

(THE INSTITUTE FOR INTERNATIONAL DEVELOPMENT, INC.)

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I. BACKGROUND AND INTRODUCTION

The Institute for International Development, Inc. (IID), based in the Washington, D.C. area and an operating entity for nearly ten years, is a private, voluntary, tax-exempt, 501(c)(3) organization. Its purpose is to establish indigenous businesses in developing countries through the resources of the U.S. private business sector as a means of creating jobs, alleviating unemployment, and providing income for the poor majority.

IID generates and screens proposals in order to focus on potential businesses (agricultural, industrial, and service type) appropriate to the economic development of the developing countries; and locates and recruits competent businessmen with appropriate resources who are willing to actively participate in the projects.

The businessmen serve as "investor/sponsor" who provide realistic support to counterpart LDC entrepreneurs through a variety of means, including the exchange of technology, critical analysis of potential projects, advice, training, investments and loans. Such sponsors have, in many cases, traveled at their own expense to developing countries with IID staff to gain first-hand knowledge of the projects and to meet the local businessmen who have the potential to implement them.

IID does not become involved in project operating decisions, but it does

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furnish active support by providing counsel, training, staff assistance, and financing to help ensure the success of projects in cultural, economic, and political conditions unfamiliar to the project sponsor. The ultimate objective is to have each project achieve complete independence from IIDI and its North American sponsor through one hundred percent host country personnel management and ownership and then multiply itself through assisting other local entrepreneurs in starting enterprises, thus working in the direction of institutionalization.

IIDI involvement in a project is at the highest level before and immediately after a project is underway. Subsequently, IIDI sharply curtails its involvement as the business demonstrates growing self-sufficiency; e.g., perceived ability of host country personnel to manage and operate the business - its growth and financial health, the effectiveness of the training program, its ability to repay loans, the nature and severity of the problems encountered, etc. IIDI continues minimal contact primarily to collect outstanding loans, provide counsel of a problem-solving nature, and to monitor the progress toward ultimate institutionalization as well as replication.

Between August 1972 and March 1978, IIDI received two general support grants from AID, each of which set forth specific matching requirements. During this period of time, AID funds to IIDI totalled \$675,460 or 35% of the total of \$1,929,397 received from all sources (\$1,251,937 from non-AID sources).

On May 14, 1979, IIDI was awarded a three-year matching grant (calendar years 1979, 1980, and 1981) for \$998,000 renewable each year. The 1979

grant amounted to \$317,000 and was made retroactive to January 1, 1979.

The 1980 grant amounted to \$335,000 effective January 1, 1980.

The statistical and financial data of this report covers an eleven month period (January 1, 1980 to November 30, 1980) of actual experience plus a best estimate for December 1980.

II. SUMMARY

The following are the significant conclusions with respect to the 1980 IIDI program and activities:

- A. Project performance in terms of number of projects initiated and the number of jobs generated thereby again exceeded expectation by a significant degree. The capital investment represented by these projects was slightly above the goal.
- B. Approximately one half of the 48 projects started in 1980 were agribusiness in conformity with IIDI priority and the Congressional mandate. The average capital investment per project was \$19,158 and the average financing (loans from either IIDI Revolving Fund, OPIC, or private investors) was \$7,872.
- C. The monitoring of projects initiated prior to 1980 has proven to be effective as indicated by the low incidence of failure (less than 5% of projects underway prior to 1980). However, the increase in monitoring time has caused a slight increase in indigenous staff size along with the opening of two new strategically located offices (Denpasar, Indonesia and Santa Marta, Colombia). We are currently evaluating the number of projects each office can effectively handle without an increase in administrative time and costs (completion of this evaluation should occur during early 1981).
- D. The goal of institutionalizing our activities in Colombia, Honduras and Indonesia by the end of 1981 appears realistic at this point. An indigenous board of directors developed by IIDI in each of these countries has agreed to take over the administrative and financial responsibilities in continuing the IIDI program after 1981. We have

helped to form indigenous P.V.O. s in each country (Colombia - AGAPE, Honduras - I.D.H., Indonesia - Bali Church Credit Association and Kenya - Daraja) and reached agreement to turn over revolving fund assets to each PVO after 1981. At this point, Kenya being the youngest of the four operations, our commitment to Daraja will extend at least two years beyond 1981, until it reaches a more mature posture.

- E. In light of the success of institutionalizing outlined in D. above, we are exploring possibilities for the future (post 1981) in the Philippines, Peru and the Dominican Republic. This type of "expansion" could be handled without any additional U.S. based staff. In addition, our experience in institutionalizing with an indigenous board and staff should make IIDI much more cost effective and administratively efficient in the future.
- F. During June 1980, we had our first international staff conference. With nearly fifty (Vienna staff, IIDI Board of Directors, project directors and assistants, indigenous board members, consultants, etc.) in attendance at various times, we were able to review and discuss virtually every area of IIDI activity. The critique by conference participants showed the time and effort spent will result in more effective program administration, communications, and personal relationships. We have already noted improved performance throughout IIDI as a result of the conference.
- G. The summer of 1980 saw the development of a tri-part (IIDI, Druben & Ricci and USAID) approach to a strategic evaluation of IIDI. This evaluation will be based upon a concept which is somewhat unique in that it integrates evaluation into the planning and goal setting

process. A comprehensive report of this evaluation is being prepared as a separate document to be in final form no later than January 15, 1981.

- H. As a result of an internal management evaluation of 1979 appropriate technology activities and the field directors' input at our June conference, it was generally agreed that the initiative should shift from the IIDI headquarters to the in-country operations. Accordingly, A.T. requests from the field for technical assistance are directed to the IIDI A.T. consultant (Howard Wetzell) at IIDI headquarters.
- I. The training programs are proving very effective in Honduras, Colombia and Indonesia, although the approach in each country is rather different. In Indonesia, participants are not only trained in the basics of business but in health care and community development in general. The training program in Honduras deals exclusively with developing the basic business skills of current and future project principals. AGAPE in Colombia has developed a training program in collaboration with AITEC to provide the basic tools to make a small business successful. However, this program includes not only IIDI project participants but the general community of small businessmen and women throughout the country. At this stage, the first training course is being prepared for Kenya to be held in January 1981. A U.S. businessman/accountant has volunteered his services along with some successful Kenyan businessmen as a nucleus responsible for conducting the Daraja training program. Since the goal is to create autonomy and independence within each country, IIDI has been supportive of the different approaches to this form of training. Each program

is achieving the goals agreed to before it was initiated. There are successful portions of each program that could be easily transferred to another country in the future.

- J. IIDI, for a number of reasons, did not renew its agreement with the Department of Social Affairs, of the Indonesia Government, which expired on November 15, 1980. IIDI has replaced itself with the World Relief Commission which has a greater resource base from which to implement the community development program of the Department of Social Affairs. IIDI has to carry out all of its commitments (in effect on November 15, 1980) with the government of Indonesia through December 31, 1981. In addition, IIDI will continue its small business program in Indonesia and assist the World Relief Commission during the early stages of the transition. All parties concerned (USAID/ Jakarta, IIDI, W.R.C. and Department of Social Affairs) have met and agreed upon a transition plan which is mutually satisfactory to all parties.
- K. Significant staff additions were made during 1980: Carlos Hernandez as assistant project director in Honduras, Oscar Chicas as project evaluator in Honduras, three Peace Corps employees to monitor and evaluate projects in Honduras, David Wroughton as assistant project director in Colombia, Fernando Castano as accountant in Colombia, Seth Barnes as assistant project director in Indonesia and Alex Kandou as accountant in Indonesia.
- L. IIDI received a second infusion of funds (\$75,000 grant for possible bad debts and a \$75,000 loan) from the Overseas Private Investment Corporation in April 1980 to be used for loans to IIDI projects

(the first such funding was provided in May, 1978 and was used to finance 31 different projects).

- M. There were no major deviations in the actual financial performance in relation to the projected income and budget. Income (\$923,684) essentially matched the goal of \$900,000. Program costs, in total, materialized as anticipated except that the expenditure in resource mobilization was slightly more than anticipated. Actual costs of administration materialized as anticipated or approximately 16% of expenditures.
- N. Project loans provided from IIDI's Revolving Fund (\$210,456) were leveraged by substantial financing from non-IIDI sources (\$230,385). During 1980, approximately 25% of the funds contributed to the Revolving Fund were applied on a direct grant basis to projects at the request of the donor.

III. INPUT

A. IIDI's total income for 1980 was \$923,684 compared with a budgeted amount of \$900,000 as follows:

	<u>BUDGET</u>	<u>ACTUAL</u>
Total	\$900,000	\$923,684
AID	335,000	347,900
Non-AID sources	565,000	575,784

Exhibit A, (appendix) shows a comparison of the income actually received from non-Aid sources compared to the expectancy at the beginning of the year. In addition, a breakdown of dollar input by type of program within the framework of the overall IIDI effort is shown on Exhibit B.

B. An IIDI staff of 16 was in place at the beginning of the year. Without any increase in the headquarter staff of six in Vienna, Virginia, we have added nine employees overseas. In addition to the current staff of 25, we have three Peace Corps volunteers working with us in Honduras.

The staff overseas is engaged primarily in generating and screening proposals for projects, identifying host country project principals, negotiating and preparing loan agreements, monitoring projects underway, collecting loans, developing contacts and building working relationships with other PVO's, government agencies and individuals and carrying on the various training programs with local entrepreneurs.

The headquarter staff continues to be involved with mobilizing the resources of the private business community, development of overall strategy and planning administration, financial control and government agency relations along with the coordination of self-evaluation.

The following significant staff changes have been made in 1980:

- David Wroughton (age 24): born and raised in Peru, graduate of Wheaton College with major in economics and business, joined IIDI as assistant project director, Colombia in June 1980.
- Fernando Castano (age 23): born and raised in Colombia, college graduate with major in accounting, joined IIDI as financial supervisor, Colombia in January, 1980.
- Seth Barnes (age 23): graduate of the Wheaton College Hunger Program with an economics major, spent several months each year during college in a developing country, joined IIDI as assistant project director, Indonesia, in June, 1980.
- Carlos Hernandez (age 36): born, raised and educated through graduate degrees, in Latin America, joined IIDI as assistant project director, Honduras in January, 1980.
- Alex Kandou (age 51): born and raised in Indonesia, college graduate with major in accounting, joined IIDI as general accountant, Indonesia, April, 1980.
- Oscar Chicas (age 30): born, raised and educated in Honduras, joined IIDI as project evaluator in September 1980.

C. The contributions of expertise by the private sector in the L.D.C.'s represent a new and significant resource. The growth in volunteer time by members of the indigenous boards of directors is improving both the effectiveness and approaching independence of the in-country organizations. As a result of such expertise and commitment, it is quite probable that such a pattern can be emulated by other L.D.C.'s using IIDI's experience and resources to facilitate the start-up of

a totally indigenous operation. The focus of IIDI activity would be in an advisory and financial context for two or three years until the local staff and board thoroughly understand the method of operation.

- D. Financial participation in IIDI projects through grants and loans from non-IIDI sources has amounted to \$230,385. Such sources include private investors, Overseas Private Investment Corporation (OPIC), private voluntary organizations (such as the Maranatha Foundation, C.I.D.O. and World Vision) as well as operating program grants (OPGs) from the USAID mission in Indonesia. This amount, together with the loans made from the IIDI Revolving Fund, represents a total of \$440,841 in loans/grants to 56 projects in 1980.

IV. A. Project Activity

1. During the year, more than 100 proposals for projects were presented to the IIDI field staff for consideration and of these, 77 were screened out as viable and submitted to IIDI headquarters for review and approval. Fifty seven projects were either approved or are under consideration and 48 actually became operational during the year. In addition, another eight projects entered phase II for financing and administrative purposes in 1980. These 56 projects represented 1849 jobs and total investment of \$1,072,860. (See Exhibit D).

Compared to the IIDI estimate at the end of 1979, the number of projects becoming operational in 1980 (48) well exceeded the estimate (33) as did the number of jobs (1849 actual versus 650 estimate). The actual dollar investment (\$1,072,860) was above the anticipated amount (\$1,005,000).

2. Each of the projects initiated and underway is listed in Exhibit E

with relevant detail. The following summarizes the significant data:

Project performance in Honduras, Colombia and Kenya well exceeded the annual goal in number of projects underway. The much larger size of the projects than forecast in Indonesia commensurate with the related increased administrative efforts caused the difference between actual and estimated projects underway.

Projects Underway - by location

	<u>Estimate</u>	<u>Actual</u>
Honduras	8	18
Colombia	12	15
Kenya	3	8
Indonesia	<u>10</u>	<u>6</u>
TOTAL	33	48

Half of the projects started in 1980 were agricultural in type. This reflects IIDI priority given to the importance of food and nutrition as reflected in Exhibits B and F showing the 1980 expenditures (input) by type of program.

3. Coincidental with the initiation of new projects in this year, substantial time and effort was devoted by field staff to the monitoring of approximately 107 projects underway prior to 1980. Such activity includes management consultation, problem-solving, training, and collection of loans. The importance and effectiveness of these activities is documented by the very low failure rate of IIDI projects (less than 5%).
4. Women were the project principals in 7 of the projects initiated in 1980.
5. Total financing provided to the 48 projects started in 1980 amounted

to \$360,661 of which \$210,456 was loaned/granted from the IIDI Revolving Fund, \$72,210 from private investors, and \$77,995 from OPIC. A detailed picture of this financing is provided in Exhibit C.

6. During the past twelve months, the following describes the activity of Howard Wetzell, a registered professional engineer who is acting as a consultant to IIDI for Appropriate Technology.

The following are the major accomplishments:

- a. A comprehensive library of books and publications was completed on Appropriate Technology subjects related to IIDI's interest in agriculture and small industry. Examples of information assembled include energy systems such as water ram pumps, windmills, methane, water wheels and solar devices; agricultural information such as fish farming, poultry raising, beekeeping, grain storage; small industry information such as leather tanning, blacksmithing, brick and tile making. The information was generated upon requests from the project directors in the four countries where IIDI is operating for use in an IIDI project or as a component of an IIDI project.
- b. Personal contacts were made with individuals and organizations working in the field of Appropriate Technology. During this time, visits were made to organizations in Honduras, Indonesia, and the Philippines. Appropriate Technology sites were visited and assisted by IIDI, including water wheel manufacturing, fish farming, leather tanning, and poultry raising.
- c. The following projects were undertaken in cooperation with the in-country project director and include on-site visit, in-

country discussions with government agencies, development organizations, technically trained experts, local universities, and Peace Corp volunteers.

--A low cost, highly efficient ram pump was developed and tested in the United States and taken to Honduras and Indonesia for application at the village level. After a successful testing, the pumps were made in-country. In Honduras, a local manufacturer was set up in an IIDI small business. Personnel from the U.S. traveled to remote in-country manufacturing sites to assist in solving the manufacturing problems. In Bali, Indonesia, pumps are being manufactured presently by student trainees at Dhyana Pura under IIDI supervision.

--Visits were made to Escuela Vocional Iguldad, Santa Cruz Honduras to assist in the design and application of water wheels. IDH - Honduras has been asked by USAID (Honduras) to set up, manufacture and build two units for application throughout Honduras.

--Working with Central de Educacion Vocacional Evangelico y Reformado (CEVER), technical assistance is jointly provided by IIDI and CEVER in the manufacturing and testing of a prototype alcohol still along with a market study in Honduras. This project is funded by A.T. International.

--Upon request from the Project Director in Colombia, a method was devised to transport blackberries from IIDI project site to market. The problem solved was the crushing of berries that were placed in a sack and slung over the back of a pack animal so as to transverse the rugged terrain. The protective device was successfully tested and applied.

--We have provided an Appropriate Technology component and technology to the:

--manufacture of brooms

--manufacture of bee hives in both the equipment and materials

- raising poultry (Indonesia) and
- research and development of roofing material made from cement and coconut fiber (Indonesia).
- Appropriate Technology test sites were visited in Honduras and Indonesia. Equipment was studied at these sites for possible application into IIDI projects such as solar water heaters, methane generators, Lorena stoves, and grain storage devices.

B. Training Programs

The approach to the entrepreneurial training programs in each country is somewhat different. This variety is not only the result of different cultures in each of the four countries but the creative freedom given to the management of our affiliates. The only training program restrictions imposed by the Vienna office were those of a small business/economic orientation.

1. Colombia

Realizing the great need for education in the area of small business administration, AGAPE and AITEC have jointly developed and implemented a series of courses directed at improving the skills of the small businessman.

To date, five courses have been written and offered. Another five are in process of being developed. The five completed courses include:

1. Basics of Administration
2. Planning
3. Cost Accounting
4. Investment Projects
5. Personal Administration

Each course is 10 hours in duration. During the year, AGAPE has sponsored eight courses with a combined total of 138 students, of which more than half took two or more courses. In addition to the five courses with AITEC materials, AGAPE also offered one 15-hour course in simplified accounting and a 15-hour course in Administration and Planning. A course was also offered to leaders of non-profit organizations and mission entities in the art of writing project proposals. World Relief Commission joined with AGAPE in offering this course to encourage greater foreign input and investment in development projects.

In 1981, a special thrust will be made in the area of teacher training. It is felt that the AITEC courses could be used by college students or other capable individuals to offer courses that are self-financed. By enlisting 20 students at a nominal fee, the teacher could earn a small personal profit and the courses could be self supported. AGAPE plans to offer a greater variety and number of courses in other parts of Colombia next year.

2. Honduras

Training seminars on the administration of small scale enterprises were held in various geographically strategic locations during 1980. Persons with small projects started through IDH financing were invited, and people requesting loans were also requested to attend. The seminars were planned with the view to an ongoing program of training and technical assistance, and much of the outlines of the content had been developed by project principals in a prior consultation gathering in November 1979. Five days were considered necessary to effectively accomplish the plan which included instruction in simple accounting, rural project administration, legal aspects of business, and motivational talks. Time was also allocated for group discussion and sharing of experiences.

The seminars were organized on the basis of specific objectives:

1. Train the participants through simplified accounting procedures how to obtain financial controls and decision making information for their businesses.
2. Motivate the participants to apply administrative tools of analysis to their businesses.

3. Communicate to present and future project principals the objective and operating procedures of IDH.
4. Promote the communicative exchange between small enterprise entrepreneurs of a variety of businesses.

Instructors involved in the seminars were:

1. Antonio Bourdet, from the government training institute (INFOP), giving 20 hours of instruction on rural administration.
2. David Befus, IDH staff member, providing seven hours instruction on simple entry bookkeeping.
3. Nilsa Deras, lawyer's aide, giving four hours instruction on legal issues related to small business.
4. Jose Elias Sanchez, consultant from government Natural Resources Agency, providing two hours on personal motivation and small business problems.
5. Jose Maria Sandoval, minister from local church, providing two devotional messages.
6. Liz Anibal Madrib, sub-director de Industrias, Ministerio de Economia.
7. Ing. Gilberto Espinosa, Chairman, I.D.H.
8. Sr. Milton Floras, Agronomist and soil analyst, Catastro.

The seminars were held in private schools with room and board provided in a nearby hotel. Classes began on Monday noon and ended at Friday noon. An average of 24 people attended each class and received a diploma for their participation.

Questionnaires were distributed after the seminars whereby participants became involved in the evaluation. From their responses, the results of

the training seem to be quite positive. The actual ability of the participants to apply what they learned to their respective businesses will be the most revealing factor in relation to its success or failure. Recent visits, however, indicate that all project principals who attended the seminar have begun to organize their record keeping, and several were able to demonstrate income statements.

Staff evaluation of the seminar brought out the following observations:

1. Both the lawyer and the government instruction provided material at times irrelevant to the needs of the IDH project principal. Future preparation for seminars should involve an increased understanding on the part of instructors of the nature of the IDH type project.
2. The inter-action between project principals was considered by them to be most valuable, and several have plans to work together in areas such as purchase of materials and marketing of their products.
3. It appears that one week is too long for many to be away from their projects. Future seminars will be held for three days on weekends.
4. All in all, the staff considered that the seminar was quite successful. A good number attended, interest was maintained throughout the week, and participants felt it was very valuable.

3. Kenya

IIDI is working with the Nakuru Laymen Association in the development of their training center which will include an entrepreneurial portion. The center began its activities effective January 1980; however, some of the buildings are still under construction. A director has been

chosen who will administer not only the IIDI training programs but more general educational courses.

A retired CPA has volunteered his services along with some prominent Kenyan businessmen in carrying out an entrepreneurial training program in 1981. They plan to have at least four sessions during the year and to use the syllabus and text developed for IIDI by FICITEC in Honduras and AITEC in Colombia.

4. Indonesia

The IIDI training center at Papangsipempuan, Sumatra continued to train young people in basic economics, housing and public health during 1980. These young people return to their respective villages to train others and implement what they have learned. Under terms of the current O.P.G. arrangement with U.S.A.I.D./Jakarta, a separate evaluation of this activity is taking place to determine the scope of next year's activities.

IIDI's associate project director for Indonesia, Mr. David Bussau, has developed and implemented a training program on the island of Bali. The emphasis in this program is on leadership, economics of small business and community development activities. The participants in 1980 were current IIDI project principals along with prospective principals. The plans are to carry on with the current syllabus during several sessions in 1981. The training takes place over several days at the Dhyana Pura training center.

V. Observations for 1981

As a result of the experience gained by IIDI and its related host country

affiliates, it is appropriate to consider changes and priorities in a projected program. Accordingly, it is planned that the following will be built into the IIDI program and activities in 1981.

- A. Effect an orderly transfer of IIDI resources (personnel and financial) in order that the administration of the program is under the control of an indigenous PVO affiliate (Honduras - IDH, Colombia - AGAPE, Kenya - Daraja and Indonesia - Bali Church Credit Association).
- B. Work with the indigenous affiliate boards of directors in developing a total capability over a period of time which will enable the affiliate to operate effectively with little or no dependence upon IIDI (US).
- C. Explore and plan for an expansion of the IIDI program into three new countries (possibly the Philippines, Peru and the Dominican Republic) after 1981, without increasing U.S. overhead costs.
- D. Translate the conclusions and recommendations which flow from the strategic evaluation into actions which raise the level of IIDI performance and its affiliate organizations. In addition, it is planned to combine evaluation and planning as a continuous process for IIDI in the future.
- E. Program more constructive use of appropriate technology as it relates to the starting of small businesses and implementing more effective marketing of A.T. hardware already developed.
- F. Provide a priority to projects with both women entrepreneurs and managers.
- G. Formal training will receive a greater emphasis as a result of the collaborative effort with AITEC in developing effective small business manuals.

INCOME SOURCES -- 1980

	<u>Projected</u>	<u>Actual</u>
Corporations	\$12,000	\$28,000
Individuals	140,000	176,944
Foundations	55,000	-0-
*USAID	335,000	347,900
Miscellaneous	3,000	4,805
Government Grants/Loans to Projects	145,000	155,178
IIDI Revolving Funds, Loans/Grants to Projects	<u>210,000</u>	<u>210,858</u>
TOTAL	\$900,000	\$923,685

*An additional matching grant of \$12,900 was provided during 1980
for strategic evaluation.

EXPENDITURES - 1980

	<u>Budget</u>	<u>Actual (est.)</u>
<u>Program Cost</u>		
Agricultural/rural community development	\$380,000	\$376,951
Small Industry development	170,000	165,469
Appropriate Technology	30,000	30,240
Resource Mobilization	147,000	163,341
Human Resource development	40,000	37,046
TOTAL	<u>\$767,000 (85%)</u>	<u>\$773,047 (84%)</u>
 <u>Direct and Indirect Costs of Program Administration</u>		
Professional/clerical	85,440	84,764
Travel	8,000	7,919
*Consulting/evaluation	1,200	25,600
Legal/audit	14,000	7,900
Office rent, telephone, supplies	24,360	24,574
TOTAL	<u>\$133,000 (15%)</u>	<u>\$150,757 (16%)</u>
GRANT TOTAL	\$900,000	\$923,804

*Consulting/evaluation was not originally budgeted for strategic evaluation expenses, thus causing the increase in indirect costs.

FINANCING DETAIL ON PROJECT ACTIVITY IN 1980

(Colombia, Honduras, Indonesia and Kenya)

	<u>No Projects</u>	<u>Amount of Loans</u>			
		<u>IIDI</u>	<u>PRIVATE</u>	<u>OPIC</u>	<u>TOTAL</u>
IIDI Only	21	\$106,467	-0-	-0-	\$106,467
IIDI Plus OPIC	13	67,055	-0-	\$45,495	112,550
IIDI Plus Private	7	(716)	\$12,439	-0-	11,723
Private Only	8	-0-	23,750	-0-	23,750
IIDI Plus OPIC Plus Private	5	37,650	36,021	32,500	106,171
TOTAL	54	\$210,456	\$72,210	\$77,995	\$360,661

*This negative was caused by accommodating a private investor who wanted to invest in a project already funded by IIDI revolving fund.

SUMMARY PROJECT ACTIVITY INDICATORS - 1980

	<u>Projected</u>	<u>Actual</u>
*No. Proposals Received from field	100	77
No. Projects Approved or Under Consideration	50	57
* * * * *		
**No. Projects Underway/ Operational	33	48
No. Jobs	650	1849
Investment	1,005,000	\$1,072,860
Breakdown by Country:		
Honduras	8	15
Indonesia	10	6
Colombia	12	19
Kenya	<u>3</u>	<u>8</u>
TOTAL	33	48

*As the field has learned the proposal expectations of the Vienna office, we have found the major portion of screening taking place in the field.

**The actual jobs and total investment include eight projects in the second phase, not listed as new projects underway; thus, the total input during 1980 was into 56 projects as shown in Exhibit E.

IIDI PROJECTS UNDERWAY IN 1980

EXHIBIT E (Page 1)

COLOMBIA

<u>PROJECT #</u>	<u>NATURE OF PROJECT</u>	<u>PROJECT PRINCIPAL</u>	<u>LOCATION</u>	<u>NO. OF EMPLOYEES</u>	<u>TOTAL INVESTMENT</u>	<u>OUTSIDE FINANCING*</u>
1/07/142	Foodstuffs	Rafael Arrieta	Caucasia	12	\$ 2,600	\$ 1,850
1/07/150	Animal Husbandry	Aecion Unida	Rio Sa Laqui	10	28,255	15,500
1/07/154	Auto Metallics	David Aguirre	Valledupar	16	81,000	30,000
1/07/155	Food Marketing	Katty Sarabia	Valledupar	5	52,000	16,173
1/07/157	Concrete Blocks	A Rodriquez & A Barrora	Valledupar	5	6,000	5,000
1/07/159	Picture Frames	Saúl Sanchez	Barraquilla	9	17,000	7,000
1/07/160	Fishing	Chad Stendal	Llamos Meta	10	47,000	13,000
1/07/161	Small Clothes Factory	Baldina Dabobeth	Sincelejo	2	4,750	2,100
1/07/163	Food Distribution	Gardo Morono	Tama Lameque	1	3,000	1,273
1/07/164	Food Distribution	R Velez & R Rodriquez	Bogota	5	15,000	11,240
1/07/165	General Store	Ana Virginia Uribe	Santa Marta	3	2,000	1,500
1/07/168	Clothes Making	Enrique Olmos	Armenia	2	1,200	750
1/07/172	Street Vendor	Luis Garcia	Bogota	1	1,000	700
1/07/178	Carpentry	Guillormo Quintana	Bogota	5	4,000	2,000
1/07/180	Mattress Manufacture	Marcos Mina	Palmira	3	2,000	1,235
1/07/196	Fruit Growing	Mauricio Rivera	Queremal, Valle	<u>1</u>	<u>2,000</u>	<u>1,214</u>
			TOTAL	90	\$269,305	\$110,536

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HONDURAS

<u>PROJECT #</u>	<u>NATURE OF PROJECT</u>	<u>PROJECT PRINCIPAL</u>	<u>LOCATION</u>	<u>NO. OF EMPLOYEES</u>	<u>TOTAL INVESTMENT</u>	<u>OUTSIDE FINANCING</u>
1/14/52	Coffee	Amilcar Pacheco	Guaimaca	32	\$(30,000)	\$ 7,000
1/14/54	Cattle	Samuel Ramos	Juticalpa	10	10,000	8,500
1/14/62	Broom Factory	Oscar Sabillon	San Pedro Sula	3	3,000	2,000
1/14/73	Chicken Farm	Marcos Villars	Yoro	3	10,000	6,000
1/14/74	Seamstress	Marta de Betancourth	Tegucigalpa	7	4,000	2,500
1/14/75	Shoe Shop	Angel Maria Mejia	Siguatetepeque	3	1,500	1,000
1/14/76	Welding Shop	Sebastian Ortez	Tegucigalpa	4	3,000	1,500
1/14/77	Tailor	Ramon Rosales	Quimistan	6	3,000	2,000
1/14/79	Ram Pump (AT)	Vocational Institute	Tegucigalpa/Juticalpa	5	1,500	1,500
1/14/80	Brick Factory	Juan Pineda Gomez	Siguatetepeque	9	3,500	2,500
1/14/81	Bakery	Gerardo Cruz Pineda	Tegucigalpa	4	3,500	2,500
1/14/82	Welding Shop	Osman A Velasequez	Yoro	3	2,000	1,250
1/14/84	Bakery	Alda Flores de Arias	Tegucigalpa	18	3,500	2,500
1/14/89	Tailor	Juan de Jesus Gomez	Comayaguèla	7	3,000	1,000
1/14/90	Hog Farm	Jesus Fiallos Meza	Achiote	8	20,000	10,000
1/14/91	Clothing Shop	Rosenda Garay	San Pedro Sula	12	10,000	7,500
1/14/92	Dairy	Trinidad Lobo	El Encinal	4	20,000	5,000
1/14/93	Village Industry	Community	Zopilotepe	30+	10,000	3,000
1/14/94	Bicycle Shop	Santos Canales	La Lima Vieta	6	5,000	2,750
1/14/95	Tannery	Roberta Calix	Santa Clara	8	10,000	7,500

HONDURAS (Continued)

<u>PROJECT #</u> - <u>NATURE OF PROJECT</u>	<u>PROJECT PRINCIPAL</u>	<u>LOCATION</u>	<u>NO. OF EMPLOYEES</u>	<u>TOTAL INVESTMENT</u>	<u>OUTSIDE FINANCING*</u>	
1/14/96	Salt Mining	Daniel Cardenas	El Cubulero	2	\$ 3,000	\$ 2,500
1/14/97	Tailor Shop	Adrian Rodriguez	Yoro	4	2,000	1,500
			TOTAL	188	\$ 131,000	\$ 81,500

INDONESIA

4/04/37	Regional Training Center	Yayasan Manna	Padrng Sidempuan	30	\$ 70,910	\$ 8,785
4/04/42	Village Development Project	Depsos/Community	Tigaraicsa	200	200,000	44,240
4/04/45	Poultry Storage	Protestant Christain Church of Bali	Kapal, Bali	11	(48,500)	34,450
4/04/47	Village Development	Depsos/Community	Jingkang-Cikaramus	1,000	117,195	27,155
4/04/51	Boutique, Hair Salon	Hafny M Silitonga	Jakarta	10	10,000	4,815
4/04/53	Street Vendors	PKKB	Bali	15	2,850	2,850
4/04/58	Batik Studio	Nyoman Darsane	Bali	23	9,000	5,000
4/04/61	Joinery Factory	Wayan Pegog	Denpasar, Bali	100	58,000	8,200
4/04/64	Lumber Yard	I Ketut Sudira	Denpasar, Bali	31	48,000	8,000
4/04/67	Appropriate Technology	Wayan Simpen	Sebitan, Bali	100	8,000	5,710
			TOTAL	1,521	\$523,955	\$149,205

KENYA

<u>PROJECT #</u>	<u>NATURE OF PROJECT</u>	<u>PROJECT PRINCIPAL</u>	<u>LOCATION</u>	<u>NO. OF EMPLOYEES</u>	<u>TOTAL INVESTMENT</u>	<u>OUTSIDE FINANCING</u>
3/36/02	Dairy Co-op	Josiah Kihumba	Njoro	10	\$ 40,000	\$ 20,000
3/36/03	Posho Mill	Paul Kihika	Mbaruk, Nakuru	7	20,000	15,600
3/36/04	Concrete Blocks	H K Waithaka & J M Mararo	Nairobi	16	25,850	20,000
3/36/07	Dairy Farm	Jeremiah Robi	Nakuru	2	6,000	3,000
3/36/08	Chicken Farm	George Gitiba	Nakuru	2	6,000	3,000
3/36/09	Dairy Farm	Ephantus Kariuki	Nakuru	2	5,000	3,000
3/36/10	Poultry Farm	Gideon Wamae	Nakuru	6	25,250	20,000
3/36/12	Onions	NLA	Nakuru	<u>5</u>	<u>20,000</u>	<u>15,000</u>
			TOTAL	50	\$148,100	\$ 99,600
			GRAND TOTAL	1,849	\$1,072,860	\$440,841

*Includes Financing from IIDI Revolving Fund, OPIC, Private Sources and OPGs (totaling \$80,180 in Indonesia).

PROJECTS UNDERWAY - BY TYPE AND SOURCE OF FINANCING

<u>No.</u>		<u>IIDI</u>	<u>Private</u>	<u>OPIC</u>	<u>TOTAL</u>
<u>Agricultural/Food</u>					
11	Food Distribution/ Processing *	\$48,070	\$10,566	\$18,000	\$78,636
3	Crop Farming	14,344	-0-	8,870	23,214
3	Poultry	40,451	3,000	-0-	43,451
<u>7</u>	<u>Animal Husbandry</u>	<u>34,500</u>	<u>26,000</u>	<u>14,500</u>	<u>75,000</u>
24	SUBTOTAL	\$137,365	\$39,566	\$41,370	\$218,301
<u>Small Industry</u>					
5	Clothes Making	\$ 6,650	\$10,700	\$ -0-	\$15,350
10	Retail Sales & Service **	34,113	6,377	17,875	58,365
13	Manufacturing ***	29,328	15,567	18,750	63,645
<u>1</u>	<u>Other (Village Dev.)</u>	<u>3,000</u>	<u>-0-</u>	<u>-0-</u>	<u>3,000</u>
30	SUBTOTAL	\$ 73,097	\$32,644	\$36,625	\$142,360
54	TOTAL	<u>\$210,456</u>	<u>\$72,210</u>	<u>\$77,995</u>	<u>\$360,661</u>

*Bakeries, fishery, salt, food stores, etc.

**Welding, bicycle shop, hair dresser, street vendors, auto repairs

***Bricks, cement blocks, picture frames, wood construction parts, etc

PROJECTS UNDERWAY - BY SIZE

	<u>Total Capital Investment</u>	<u>Financing*</u>
Over \$25,000	14	4
\$20,000 - \$25,000	4	3
\$15,000 - \$20,000	2	4
\$10,000 - \$15,000	6	3
\$5,000 - \$10,000	7	13
Under \$5,000	<u>23</u>	<u>29</u>
TOTAL	56	56
Average per project	\$19,158	\$7,872

*Through IIDI Revolving Fund, OPIC, OPG or loans from private individuals - from any one or a combination of these three sources.