

A.I.D. EVALUATION SUMMARY - PART I

PD-ADA-232
64183

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

IDENTIFICATION DATA

A. Reporting A.I.D. Unit: Mission or AID/W Office <u>USAID/Honduras</u> (ES# <u>FY 89-5</u>)		B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input type="checkbox"/> Slipped <input type="checkbox"/> Ad Hoc <input checked="" type="checkbox"/> Evaluation Plan Submission Date: FY <u>Q</u>		C. Evaluation Timing Interim <input type="checkbox"/> Final <input checked="" type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>	
D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)					
Project No.	Project /Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
522-0258	International Executive Services Corps	2/84	4/89	L1,250	L1,250 *
* \$1 = L2					

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director		
Action(s) Required	Name of Officer Responsible for Action	Date Action to be Completed
1) Carryout a follow-on project with the I.E.S.C.	KMoh/MKromhout	Done
2) So as to implement economies of scale, adjust the new project procedures so that the minimum stay of an I.E.S.C. volunteer is one month.	KMoh/MKromhout	Done
3) I.E.S.C. should focus more on agribusiness projects.	JColeman/IESC	Ongoing
4) So as to increase the number of microenterprises in the program, group participation by several microbusinesses should be encouraged.	JColeman/IESC	Ongoing
5) Every I.E.S.C. office should establish advisory boards which recommend potential clients that might require I.E.S.C. assistance.	JColeman/IESC	Done
6) I.E.S.C. should open an office in La Ceiba.	JColeman/KMoh MKromhout	Done

APPROVALS

(Attach extra sheet if necessary)

F. Date Of Mission Or AID/W Office Review Of Evaluation: _____ (Month) _____ (Day) _____ (Year)

G. Approvals of Evaluation Summary And Action Decisions:

Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Signature	Kermit C. Moh	John Coleman	Arturo Rivera Carmen Zambrana	John A. Sanbrailo
Date	<i>Kermit C. Moh</i>	<i>John Coleman</i>	<i>Arturo Rivera</i>	<i>John A. Sanbrailo</i>

ABSTRACT

H. Evaluation Abstract (Do not exceed this space provided)

The Project aims to foster and strengthen private enterprise in Honduras to assure the growth of a healthy market-oriented economy and thus continue to be a source of employment generation. The Project is being implemented by the International Executive Service Corp (IESC) in Honduras.

This evaluation reviews: (1) the performance of IESC's activities in Honduras since 1983, (2) the guidelines used to charge clients for an IESC service, (3) the sectors and the size of companies that have been assisted by the IESC, (4) the impact of the Tegucigalpa office on the IESC program and (5) whether to open an IESC office in La Ceiba (SOW, Appendix II). The methodology that was used to evaluate the above areas consisted of targeted interviews with recipients of IESC technical assistance, review of documents and interviews with project personnel, as well as individuals in La Ceiba.

The key findings and conclusions from this evaluation show that IESC clients have been extremely positive on the technical assistance provided to them with the vast majority wanting a repeat visit from the IESC Volunteer that had assisted them. With regard to how clients are charged, those that can afford to pay the full cost of IESC assistance do so and those who cannot, pay based on what the IESC staff in-country feels that a client can afford. The evaluation recommends that minimum fees be established under the program financed with A.I.D. funds and a minimum tenure of one month be enforced for an IESC Volunteer.

The evaluation found that IESC assistance had been given to a wide range of clients both in terms of industry and in size. The size of projects reviewed ranged from a garment maker that employed three people to a sector study of 556 total employees in 12 companies. Additionally, wide industry diversification has been the rule.

The Tegucigalpa office was found to be well worth the investment and contributed 33 of the total of 62 projects that were performed in Honduras during 1988.

Finally, sufficient demand was found for IESC technical assistance in the La Ceiba area to warrant establishing an office in this city.

Lessons learned include: 1) The importance of having an IESC office close to where a Volunteer Executive (VE) will be working so that support services can be maximized. In this way, the VE's productivity increases. 2) A public relations program including direct advertising is needed in order to make as wide a variety of potential clients knowledgeable of what IESC has to offer and to disseminate what IESC has to offer to the various productive sectors of the country.

COSTS

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Donn Davis	International Science Technology Institute (ISTI)	42 days	\$20,000	AID/W
Edward Licht	ISTI			
2. Mission/Office Professional Staff Person-Days (Estimate) <u>5 days</u>		3. Borrower/Grantee Professional Staff Person-Days (Estimate) <u>10 days</u>		

A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Purpose of evaluation and methodology used • Purpose of activity(ies) evaluated • Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> • Principal recommendations • Lessons learned |
|--|--|

Mission or Office:	Date This Summary Prepared:	Title And Date Of Full Evaluation Report:
USAID/Honduras	September 29, 1989	Honduras: International Executive Service Corps (IESC) Evaluation. January 1989

1) Purpose of the evaluation and methodology used:

As the International Executive Service Corps (IESC) has requested additional funding that would allow it to continue operations for an additional two years and open an additional office in La Ceiba, an evaluation at this time was in order. The areas that were evaluated are as follows:

- a) Determine the effectiveness of IESC Volunteer Executives (VEs) in assisting companies or organizations;
- b) Determine guidelines for charging clients of IESC and make new recommendations, if necessary;
- c) Research which sectors of the economy and the size of the companies that are being assisted through this program and comment on the relative allocations;
- d) Determine how IESC services are currently being promoted and make additional marketing recommendations, if necessary;
- e) Determine the impact in 1988 of the new Tegucigalpa office on the IESC program and comment on divisions of responsibility and authority; and
- f) Research and make recommendations on the advisability of opening a new IESC office in La Ceiba.

In making their determinations in the above areas, the evaluators methodology included an initial planning session followed by a document review and interviews with clients that had received IESC services in the past, project personnel and people in the La Ceiba area who could be potential clients for IESC services.

2) Purpose of the activities evaluated:

The project goal is to strengthen private sector organizations and enterprises to assure the growth of a healthy market-oriented economy. The development of a vigorous, competitive Honduran economy is a major goal of the overall A.I.D. economic assistance program.

The project purpose is to provide partial or total financing for short term technical assistance to resolve production, management and marketing problems of micro, small and medium sized Honduran firms and other private sector organizations who are unable to pay the standard costs of services provided by the Grantee, the International Executive Service Corps (IESC).

Since 1985, USAID/Honduras has provided local currency funding to the IESC in order for it to provide technical assistance to Honduran companies as described above.

3. Findings and conclusions:

IESC/Honduras has provided an increasing amount of assistance to diverse sectors of the economy and to a wide variety of small businesses. The evidence arising from the review of files and interviews that were conducted, strongly suggests that IESC clients are extremely positive on the assistance provided by IESC's Volunteer Executives (VE). In the vast majority of the cases, clients believed that they had received much more assistance than they had specifically requested. The evidence also shows that a clear majority wish to have a repeat visit and to see their respective VE again. In many cases, the clients feel that the VE's skills, qualifications, enthusiasm, commitment and general attitude provide substance for a role model for their own employees.

Currently, the IESC has no fixed fee for services rendered. The fee that is charged to a client is based on the local IESC officer's opinion of the individual client's ability to pay. The objective of a client sharing as much of the cost of the technical assistance as possible is encouraged. The determination of how much a client can pay is made through an interview and review of any financial information that the IESC officer can obtain. The client contribution trend in Tegucigalpa is particularly impressive.

In general, IESC has provided tangible assistance to a wide range of clients both in terms of industry and size. The size of projects reviewed ranged from a garment maker with three people to a sector study of 556 total employees in 12 companies. Additionally, wide industry diversification has been the rule. The effectiveness of IESC assistance was measured in terms of employment generation, productivity, sales improvement and profit management.

The objectives of USAID/Honduras in seeing that employment and production are increasing in micro, small and medium sized companies appears to be being met. Of the 50 companies interviewed, where fairly solid figures were provided, employment rose an average of 21 percent, production rose an average of 35 percent and scrap was reduced by 15 percent. The latter impacts on profits by a similar percentage.

Currently, IESC markets its services through various Chambers of Commerce, private voluntary organizations (PVOs), development organizations, Rotary Clubs, personal acquaintances of IESC personnel and by word of mouth. Potential clients also learn about the IESC program when an article appears in a newspaper, a magazine or from a story on the radio. The use of advisory boards in each city being served by the IESC is another means of effectively reaching some of the more difficult target sectors such as micro businesses.

In 1988, IESC/Honduras opened an office in Tegucigalpa because the San Pedro Sula office (the only IESC office in Honduras at the time) was finding it more and more difficult to implement a distant marketing program and, most importantly, support the Volunteer Executives in a city located some four and a half hours away by car. The record suggests that it was a wise decision to open an office in Tegucigalpa. During 1988, the Tegucigalpa office signed up 33 of the total 62 projects in all of Honduras. In 1987, before the IESC opened its office in Tegucigalpa, the average client contribution in this area for an IESC project was \$632. In 1988, with the opening of the Tegucigalpa office, this average increased to \$2,428.

The evaluation team examined the advisability of opening an IESC office in La Ceiba which would also serve the surrounding communities of Trujillo, Tela, Olanchito and the Bay Islands. The team visited 28 potential clients and found that there would be sustained demand for IESC services in this area. It was estimated that there would be an average of some 30 projects per year, for the next 3 or 4 years.

4. Principal Recommendations:

The principal recommendations made by the team are as follow:

- a) Leave the Volunteer Executive portion of the program alone as it is very successful and requires no adjustments.
- b) In order to achieve the A.I.D. objectives of assisting micro, small and medium-sized businesses and still maintain a viable IESC program, establish the following guidelines for A.I.D. funded projects:
 - i) Tenure: Minimum of one month
 - ii) Client Contribution: Minimum (per month)
 - a. \$1,000 for artisan cooperatives or PVO's that organize micro industries and agricultural and other cooperatives.
 - b. \$1,500 for small industries with more than 10 and up to 25 employees.
 - c. \$3,000 for medium-sized businesses or organizations with more than 25 employees or for any feasibility study.
- c) Projects that are supported with A.I.D. funds should:
 - i) Focus more on agribusiness projects.
 - ii) Seek small companies with vertical integration possibilities for follow-up visits.
 - iii) Try to increase the number of micro industries participating in the program, recognizing that many can only participate as part of a group for cost reasons.
 - iv) Seek industry cooperatives in order to maximize the effect of the VE's time. Organize, as PVO's do, an audience of personnel from 10-20 small businesses for a VE to address thereby expanding the number of businesses assisted by a single VE.
 - v) Determine when encouraging/promoting exports is a realistic possibility for a micro or small industry and identify where the primary emphasis should be in order to increase production for the local market and/or assist the growth of the company.
- d) In promoting IESC services, the following should take place;
 - i) On a quarterly basis, the Country Director should set goals for the number of projects that will be undertaken by the IESC.
 - ii) The Country Director should establish and use advisory boards for those IESC offices which do not have one.
 - iii) The Country Director should establish an advertising budget.
 - iv) The IESC should produce a 1 or 2 page color brochure with pictures and text in Spanish describing the results of 10 or 15 VE visits to local companies or organizations in Honduras.

- e) The IESC Country Director should establish formal job descriptions for his personnel and implement them.
- f) IESC field representatives should be given increased expenditure and communication authority.
- g) The IESC should open an office in La Ceiba.
- h) An officer from A.I.D./Honduras should meet with each VE just prior to his/her leaving the country in order to obtain a closer perspective of the visit and the sector in which the VE is working.
- i) IESC Headquarters in Stamford, Connecticut should establish an information clearing house or a computer data base for equipment, machinery and factories that have been closed and are considered to be out of date or which manufacture units too small to be of interest in the United States.

5. Lessons Learned:

- a) An IESC Executive Volunteer must be supported by a nearby IESC office in order to attract clients from a variety of sectors and to maximize IESC coverage throughout a region.
- b) Public relations programs including direct advertising are important in order to attract clients from a variety of sectors and to maximize IESC coverage throughout a region.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

Appendix I: Outline of Basic Project Identification Data

Appendix II: Evaluation Scope of Work

Note: The final evaluation report was forwarded to AID/W on April 6, 1989.

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

The Evaluation Report covered everything that was required in the Scope of Work. It provided an excellent summary of what had taken place over the Life of Project and recommendations for the follow-on project. Many of these recommendations have already been implemented. The evaluation produced a quality report which has been quite useful and demonstrated an excellent understanding of the project being evaluated.

APPENDIX I

OUTLINE OF BASIC PROJECT IDENTIFICATION DATA

1. Country: Honduras
 2. Project Title: International Executive Service Corps (IESC)
 3. Project Number: 522-0258
 4. Project Dates:
 - a. First Project Agreement: Feb. 29, 1984
 - b. Final Obligation Date: FY'86
 - c. Most recent Project Assistance Completion Date (PACD): 4/89
 5. Project Funding: (amounts obligated to date in dollars or dollar equivalents from the following sources)
 - a. A.I.D. Bilateral Funding (grant and/or loan) L1,250,000 *
 - b. Other Major Donors US\$
 - c. Host Country Counterpart Funds L 475,100
 - Total L1,725,100
- * \$1 = L2
6. Mode of Implementation: AID/IESC.
 7. Project Designers: IESC/AID
 8. Responsible Mission Officials: (for the full life of the project)
 - a. Mission Director(s):

Anthony Cauterucci	2/84	-	9/86
Carl H. Leonard (Acting)	9/86	-	11/86
John A. Sanbrailo	11/86	-	4/89
 - b. Project Officer(s):

Mary F. Likar	2/86	-	6/87
Kermit C. Moh	6/87	-	4/89
 9. Previous Evaluation(s): None

ORIGIN: AID-2 INFC: ECON CML/4

VZCZCTGI *

APPENDIX II

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P 261618Z OCT 88

FM AMEMBASSY TEGUCIGALPA

TO SECSTATE WASHDC PRIORITY 5945

BT

UNCLAS

TEGUCIGALPA 18161

CLASS: UNCLASSIFIED

CHRG: AID 10/19/88

APPRV: DMD:GWACHTENHEIM

DRFTD: PSP:KMOB:NRS

CLEAR: T.PSP:JTGRCSMANN

DISTR: AID

ORIGIN: OCR

AIDAC

FOR LAC/PS, JAMES SUMA

E.O. 12356: N/A

SUBJECT: EVALUATION OF INTERNATIONAL EXECUTIVE SERVICE
CORPS (IESC) PROGRAM IN HONDURAS

1. THE FOLLOWING IS A STATEMENT OF WORK TO CONTRACT FOR AN EVALUATION TEAM UNDER THE ISTI CONTRACT NO. LAC-0619-C--00-0738 WITH LAC/PS TO REVIEW IESC ACTIVITIES THAT AID HAS FUNDED IN HONDURAS. MISSION UNDERSTANDS THAT UNDER ISTI CONTRACT ALL COSTS WILL BE PAID FOR BY LAC/PS.

2. STATEMENT OF WORK

A) BACKGROUND: THE INTERNATIONAL EXECUTIVE SERVICE CORPS (IESC) IS A US PRIVATE VOLUNTARY ORGANIZATION THAT PROVIDES PRODUCTION, MANAGEMENT AND MARKETING ASSISTANCE TO PRIVATE ENTERPRISES WORLDWIDE. IT ALSO PROVIDES TECHNICAL ASSISTANCE TO PUBLIC AGENCIES IN DEVELOPING COUNTRIES. THE SERVICES ARE PROVIDED BY RETIRED US EXECUTIVES WHOSE ONLY COMPENSATION IS REIMBURSEMENT OF TRAVEL EXPENSES AND IN-COUNTRY PER DIEM.

AID/HONDURAS UTILIZES IESC SERVICES UNDER AN OPERATIONAL PROGRAM GRANT (OPG) ORIGINALLY SIGNED ON FEBRUARY 29, 1984, AND AMENDED ON NOVEMBER 4, 1985 AND AUGUST 5, 1986. UNDER THIS GRANT, THE IESC PROVIDES PARTIAL OR TOTAL FINANCING FOR SHORT TERM TECHNICAL ASSISTANCE TO RESOLVE PRODUCTION, MANAGEMENT AND MARKETING PROBLEMS OF SMALL AND MEDIUM-SIZED PRIVATE HONDURAN FIRMS WHO ARE UNABLE TO PAY THE STANDARD COSTS FOR SERVICES PROVIDED BY THE IESC. TO DATE, A TOTAL OF LEMPIRAS 1,250,000 (DOLS 625,000) HAS BEEN OBLIGATED TO THIS PROJECT WHICH IS SCHEDULED TO END ON DECEMBER 31, 1988.

IESC HAS JUST SUBMITTED A PROPOSAL TO EXTEND THE OPG FOR ONE YEAR, AND REQUESTED ADDITIONAL FUNDING OF LEMPIRAS 953,500. IN THE PROPOSAL, IESC NOT ONLY PLANS TO CONTINUE ITS PRESENT LEVEL OF OPERATIONS IN TEGUCIGALPA AND SAN PEDRO SULA BUT ALSO INTENDS TO OPEN AN OFFICE IN LA CEIEA. THEREFORE, AN EVALUATION

OF THIS PROJECT IS NOW REQUIRED IN ORDER TO DETERMINE WHETHER THE PROJECT PURPOSE HAS BEEN MET AND TO PROVIDE THE ANALYSIS AND RECOMMENDATIONS JUSTIFYING A POSSIBLE EXTENSION OF THE CPG WITH IESC.

B) SCOPE OF WORK:

THE EVALUATION TEAM WILL UNDERTAKE THE WORK NECESSARY TO ANSWER THE FOLLOWING QUESTIONS REGARDING THE PROJECT:

B.1) HOW EFFECTIVE HAVE THE VOLUNTEER EXECUTIVES BEEN IN ASSISTING COMPANIES OR ORGANIZATIONS THAT HAVE REQUESTED THEIR ASSISTANCE? IN ORDER TO ANSWER THIS QUESTION, THE TEAM WILL REVIEW PROJECT FILES AND SELECT A REPRESENTATIVE SAMPLE OF COMPANIES TO VISIT. THESE WILL INCLUDE PROJECTS WHERE WORK HAS BEEN COMPLETED AS WELL AS THOSE WHERE WORK IS UNDERWAY. MEMBERS OF THE TEAM WILL THEN VISIT THE COMPANIES THAT HAVE BEEN SELECTED AND, THROUGH INTERVIEWS WITH THE OWNERS OR GENERAL MANAGERS AND TOURS OF THE FACILITIES, DETERMINE THE IMPACT AND EFFECTIVENESS OF THE ASSISTANCE PROVIDED. (I.E. INCREASED EMPLOYMENT GENERATION, INCREASED PRODUCTIVITY, INCREASED PROFITABILITY AND BETTER MARKETING TECHNIQUES).

B.2) WHAT GUIDELINES DO IESC PERSONNEL USE TO DETERMINE HOW MUCH TO CHARGE A PARTICULAR CLIENT FOR A SERVICE? TEAM MEMBERS WILL REVIEW WITH IESC OFFICIALS THE METHOD THAT IS USED TO ARRIVE AT THE AMOUNT TO CHARGE A PARTICULAR CLIENT, DETERMINE ITS ADEQUACY AND -IF NECESSARY, RECOMMEND IMPROVEMENTS TO THE SYSTEM. ALL RECOMMENDATIONS SHOULD BE STRAIGHT FORWARD AND SIMPLE SO THAT MINIMAL STAFF TIME WILL HAVE TO BE EXPENDED IN UNDERSTANDING AND IMPLEMENTING THEM. ALSO, THE TEAM SHOULD EVALUATE THE EFFECTIVENESS OF THE METHODOLOGY USED BY IESC STAFF IN IDENTIFYING POTENTIAL CLIENTS AND RECOMMEND IMPROVEMENTS TO THAT METHODOLOGY.

B.3) TO WHAT SECTORS OF THE ECONOMY HAS THE PROJECT PROVIDED ASSISTANCE? TEAM MEMBERS WILL DEVELOP CHARTS TO SHOW THE TYPES OF INDUSTRIES OR ORGANIZATIONS THAT THE PROJECT HAS ASSISTED (AGRIBUSINESS, MAQUILA,

TOURISM, FOOD PROCESSING, ETC.), SIZES OF INDUSTRIES (MICRO--1 TO 10 EMPLOYEES AND TOTAL ASSETS OF LESS THAN L20,000, EXCLUDING LAND AND BUILDING, SMALL--11-25 EMPLOYEES AND TOTAL ASSETS OF MORE THAN L20,000 AND LESS THAN L100,000, EXCLUDING LAND AND BUILDING, MEDIUM--26 TO 99 EMPLOYEES AND TOTAL ASSETS OF MORE THAN ONE HUNDRED THOUSAND (L100,000) AND LESS THAN FIVE HUNDRED THOUSAND (L500,000) EXCLUDING LAND AND BUILDING, LARGE--OVER 100 EMPLOYEES AND TOTAL ASSETS OF OVER L500,000); AND TYPES OF ASSISTANCE PROVIDED (TECHNICAL/PRODUCTION, MANAGEMENT, MARKETING, ETC.). ALSO, SHOULD THE PROJECT DEEMPHASIZE PARTICULAR SECTORS TYPES AND SIZES OF COMPANIES AND FOCUS MORE INTENSELY ON OTHERS? IF SO, WHICH ONES AND WHY?

B.4) HOW ARE IESC SERVICES PROMOTED? CONTRACTORS WILL EXAMINE THE MARKETING METHODS THAT IESC USES TO PROMOTE AND TARGET SUCH AREAS AS SMALL AND MEDIUM SIZED BUSINESSES AND RECOMMEND (IF NECESSARY) ADDITIONAL WAYS IN WHICH IESC SERVICES MIGHT BE PROMOTED.

B.5) WHAT IMPACT HAS THE OFFICE IN TEGUCIGALPA HAD ON THE OVERALL IESC PROJECT PORTFOLIO FOR 1988? HAVE THERE BEEN CLEAR DIVISIONS OF RESPONSIBILITY (WITH REGARD TO THE AREA OF THE COUNTRY COVERED) FOR BOTH THE TEGUCIGALPA AND SAN PEDRO SULA OFFICE? CONTRACTORS WILL REVIEW THE 1988 PORTFOLIO OF PROJECTS FOR THE IESC TO DETERMINE THE IMPACT AND THE AREA THAT THE TEGUCIGALPA OFFICE HAS COVERED.

B.6) SHOULD THE IESC OPEN AN OFFICE IN LA CEIBA IN CY 1989? TO ANSWER THIS QUESTION, THE TEAM WILL PHYSICALLY VISIT LA CEIBA AND COLLECT INFORMATION ON SUSTAINED DEMAND FOR IESC SERVICES TO DETERMINE WHETHER THIS EXPENSE IS JUSTIFIED.

3. COMPOSITION OF EVALUATION TEAM: THE EVALUATION TEAM WILL CONSIST OF TWO PEOPLE WHO WILL BE IN-COUNTRY A TOTAL OF THREE TO FOUR WEEKS. ONE MEMBER WILL HAVE A TECHNICAL BACKGROUND WITH AT LEAST SEVEN YEARS EXPERIENCE IN BASIC MANUFACTURING PROCEDURES AND COSTS. THE CHIEF OF PARTY WILL HAVE A MARKETING/FINANCIAL BACKGROUND AND WILL HAVE WORKED FOR APPROXIMATELY SEVEN YEARS IN SUCH AREAS AS DRAWING UP MARKETING PLANS FOR SMALL COMPANIES AND ASSISTING IN THEIR IMPLEMENTATION. FLUENT SPANISH FOR BOTH TEAM MEMBERS IS A NECESSITY AND EXTENSIVE EXPERIENCE IN THE LATIN AMERICAN ENVIRONMENT IS A PLUS. TEAM MEMBERS WILL HAVE AVAILABLE TO THEM PROJECT FILES AS WELL AS THE JUNE 1988 REPORT EVALUATING THE IESC WORLDWIDE.

4. REPORTING REQUIREMENTS:

4.1) UPON ARRIVAL IN-COUNTRY, TEAM MEMBERS WILL MEET WITH MISSION REPRESENTATIVES TO DISCUSS THE SCOPE OF WORK AND THEIR PROPOSED WORK PLAN. THEY WILL THEN PROCEED TO SAN PEDRO SULA TO BE BRIEFED BY THE IESC

COUNTRY REPRESENTATIVES.

4.2) UPON COMPLETION OF THEIR EVALUATION, THE TEAM WILL VERBALLY PRESENT THEIR FINDINGS TO BOTH IESC AND A.I.D. PERSONNEL. A DRAFT REPORT MUST BE SUBMITTED TO THE MISSION PRIOR TO TEAM DEPARTURE FROM HONDURAS. MISSION WILL PROVIDE WRITTEN COMMENTS ON THE DRAFT REPORT NOT LATER THAN ONE WEEK AFTER THE TEAM DEPARTURE. A FINAL DOCUMENT WILL BE REQUIRED TWO WEEKS AFTER RECEIPT OF MISSION COMMENTS ON THEIR DRAFT REPORT.

4.3) REPORT FORMAT: THE CONTRACTOR WILL BE RESPONSIBLE FOR PREPARATION OF A WRITTEN REPORT IN ENGLISH CONTAINING THE FOLLOWING SECTIONS:

A) EXECUTIVE SUMMARY. THE EXECUTIVE SUMMARY SHOULD NOT EXCEED FIVE SINGLE-SPACED TYPED PAGES, AND SHOULD CONTAIN A CLEAR, CONCISE SUMMARY OF THE MOST CRITICAL ELEMENTS OF THE REPORT. THE SUMMARY SHOULD INCLUDE THE FOLLOWING ELEMENTS:

I) THE PURPOSE OF THE ACTIVITY EVALUATED, INCLUDING THE EXISTING CONSTRAINTS AND WHAT IS BEING DONE TO ADDRESS THEM.

II) THE PURPOSE OF THE EVALUATION AND THE ANALYTICAL

METHOD USED, INCLUDING THE TYPES AND SOURCES OF EVIDENCE USED TO ASSESS THE EFFECTIVENESS AND IMPACT OF THE ACTIVITY.

III) A DISCUSSION OF THE MAJOR FINDINGS AND CONCLUSIONS RELATED TO THE SPECIFIC QUESTIONS IN THE SCOPE OF WORK.

IV) A SUMMARY OF THE RECOMMENDATIONS MADE AND LESSONS LEARNED IN RESPONSE TO THE SPECIFIC QUESTIONS POSED IN THE SCOPE OF WORK.

F) TABLE OF CONTENTS

C) BODY OF THE REPORT: THE BODY OF THE REPORT SHOULD NOT EXCEED 40 PAGES. IT SHOULD DESCRIBE THE CONTEXT IN WHICH THE PROJECT IS BEING IMPLEMENTED AND SPECIFY THE INFORMATION, EVIDENCE AND ANALYSIS ON WHICH THE CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED ARE BASED. IT WILL INCLUDE SPECIFIC SECTIONS ON THE PROJECT'S DEVELOPMENTAL IMPACT AND LESSONS LEARNED, AND ON THE FUTURE STRATEGY RECOMMENDED.

D) CONCLUSIONS AND RECOMMENDATIONS: THE REPORT SHOULD END WITH A FULL STATEMENT OF CONCLUSIONS AND RECOMMENDATIONS. THE CONCLUSIONS SHOULD BE SHORT AND SUCCINCT, WITH THE TOPIC IDENTIFIED BY A SUBHEADING RELATED TO THE QUESTIONS POSED IN THE SCOPE OF WORK. RECOMMENDATIONS SHOULD CORRESPOND TO THE CONCLUSIONS AND SPECIFY WHO SHOULD TAKE THE RECOMMENDED ACTIONS.

E) APPENDICES: AT A MINIMUM THE REPORT WILL INCLUDE THE FOLLOWING AS APPENDICES:

- I) THE EVALUATION SCOPE OF WORK.
- II) A DESCRIPTION OF THE METHODOLOGY USED IN THE EVALUATION.
- III) A DETAILED ESTIMATE OF THE PROJECT'S CONTRIBUTION TO THE ACHIEVEMENT OF THE MISSION'S ACTION PLAN OBJECTIVES.
- IV) A DETAILED PRESENTATION OF THE ESTIMATED COST/BENEFIT OF THE PROJECT.
- V) A BIBLIOGRAPHY OF DOCUMENTS CONSULTED AND A LIST OF INDIVIDUALS AND AGENCIES CONTACTED.

3. LEVEL OF EFFORT: 24 DAYS FOR THE MARKETING/FINANCIAL SPECIALIST, 18 DAYS FOR THE TECHNICAL/FINANCIAL SPECIALIST AND 10 DAYS FOR A BILINGUAL SECRETARY. A SIX DAY WORK WEEK IS ALLOWED.

4. THE ISTI CONSULTANTS SHOULD ARRIVE IN HONDURAS ON OR ABOUT NOVEMBER 7, 1988.

5. THE CONTRACTOR SHOULD BUDGET FUNDS FOR BILINGUAL SECRETARIAL SERVICES WHILE IN HONDURAS. BRIGGS