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EVALUATION OF THE INTERNATIONAL
EXECUTIVE SERVICE CORPS IN ZIMBABWE

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INTRODUCTION

In September 1985, USAID made a US\$100,000 grant for the establishment and operation of an International Executive Service Corps (IESC) office in Zimbabwe. IESC is a US nonprofit organization which recruits retired American executives for short-term, voluntary assignments in eighty-one developing countries. During their stays of up to 90 days, volunteer executives (VEs) share their expertise with local businesses and parastatals. IESC extended its activities into Zimbabwe by assigning Ray Catsman as a fulltime country director (CD) in Harare last August. Catsman has spent the last year recruiting Zimbabwean clients and supporting and monitoring IESC projects. He has also assembled an advisory council representing members of the business community and government. After its year-long support of this program, USAID/Zimbabwe has conducted this evaluation based on a series of meetings and interviews with Ray Catsman and members of the advisory council, IESC documents, and a survey of thirteen client participants regarding fourteen different projects.

IESC AND THE PRIVATE SECTOR

During the period of sanctions in Rhodesia from 1965 until independence in 1980, the private sector was isolated from the international community. Sanctions forced businesses to restructure foreign trade, to diversify, to rely more heavily on domestic markets and suppliers, to postpone investments and capital improvements, and to become relatively self-sufficient. They also reduced foreign competition dramatically so that some large firms enjoyed virtual monopoly power. Since independence in 1980, the Zimbabwean private sector has had to face significant constraints on foreign exchange and, for some of those firms which enjoyed a degree of monopoly power during sanctions, foreign competition.

Zimbabwe is now creating a mixed economy. The government has outlined the objectives of its industrialization policy as follows:

- to increase government investment and involvement in productive industries through joint ventures with local or foreign capital and through greater involvement by parastatals in the activities of their respective sectors;
- to encourage import substitution in intermediate and capital goods with respect to the ability of the domestic market to support expansion into these areas;
- to promote exports of consumer goods, i.e., textiles, leather, footwear, processed foods, and capital goods to industrialized countries;

- to decentralize industry and increase competition in monopolized industries through the development of small scale industries and the generation of employment in growth points and areas outlying Harare and Bulawayo;
- to improve and adapt locally foreign technology and to promote research and development and the transfer of science and technology.

IESC complements USAID's objectives to promote the role of the private sector in development. It must also support the above objectives stated by the government of Zimbabwe (GOZ).

Businesses and parastatals have sought the expertise of IESC VEs in order to increase efficiency, to resolve technical problems, and to develop new inputs and products in order to conserve foreign exchange and improve the competitiveness of Zimbabwean enterprises. While foreign exchange is generally not available for hiring outside consultants, VEs are available to act as advisors on the utilization of scarce resources and on improved methods of production to the management team of client firms.

ADMINISTRATION OF IESC IN THE U.S.

Headquartered in Stamford, Connecticut, IESC is staffed with thirty-five volunteer recruiters. Its computer facilities contain the names of ten thousand VE applicants and categorize them by the US Labor Department's Standard Industrial Code. Once a client in Zimbabwe signs an agreement with IESC, the CD sends it to Stamford where it is approved and, on the basis of the information disclosed in the agreement, the volunteer recruiters identify several qualified applicants. These applicants are then interviewed by volunteer field representatives, who are themselves former VEs. Finally, the volunteer recruiters select one candidate and send his or her curriculum vitae to the CD and client. Although the CD and client together review the CV, the client at this point has no formal right of refusal. However, if it is plainly clear that a misunderstanding has occurred and that the VE candidate is entirely unacceptable, IESC will in fact locate another candidate. If the VE arrives and is not suitable, IESC will provide another volunteer at no expense to the client. Meanwhile, the CD sends a country guide prepared by his wife and information regarding the client to the VE.

IESC relies upon a wide range of publicity both in Zimbabwe and in the US to recruit VEs and clients. Many new participants hear of the program by word-of-mouth. IESC also relies upon the Rotary Club, community groups and professional organizations to promote the program. Furthermore, IESC receives publicity through the Ad Council in the US and through newspaper articles and press releases in the US and Zimbabwe.

ADMINISTRATION OF IESC IN ZIMBABWE

Upon arrival of the VE and his or her spouse, the CD takes over. He meets the couple at the airport, provides a brief orientation, and then arranges a dinner including the client, the VE, himself, and their spouses. The VE begins his assignment and within two weeks submits a project work plan, which establishes a reporting system between the client and the VE. Frequent contact is maintained among the CD, VE, and client throughout the project. When his or her assignment is finished, the VE prepares a final report for the client and a confidential report for the CD. Within nine to twelve months, the CD does a review of IESC projects completed by examining a representative sample.

The IESC client must meet certain criteria in order to be eligible for assistance. If it is a private enterprise, it must be at least 51 percent Zimbabwean-owned. IESC assumes that such firms reinvest in Zimbabwe since Zimbabwean law seeks to discourage expatriation of profits. If the client is a parastatal, then it must not be in competition with the private sector. Finally, the client must be able to pay the IESC fee, which generally reflects the cost of roundtrip airfare from London to Harare, hotel and accommodations, and a US\$5/day per diem for the VE and his or her spouse. Although the fee should also reflect the client's ability to cover IESC costs, IESC has provided its services on concessionary terms to only one client, the National Council of YMCAs, Zimbabwe. Parastatals in all cases must pay the full cost of the VEs visit from the US.

IESC ACTIVITIES IN ZIMBABWE TO DATE

While Attachment 2 of the USAID grant agreement with IESC states that IESC will "target not less than twenty-five projects for assisting the private sector in Zimbabwe," IESC will have completed nineteen projects in Zimbabwe by the end of the grant period, August 31, 1986. Two clients, the Cold Storage Commission and Zimbabwe Mining Development Corporation, are parastatals. The Non-Aligned Movement Conference which will be taking place in Harare at the end of August and the beginning of September has made accommodations for VEs during this period impossible, and IESC will have only one project underway during the Conference. Although IESC will not have completed the minimum twenty-five projects for the private sector, CD Catsman is in the process of signing fifteen projects to commence after the Conference in early September. Four of these pending projects are with the Zimbabwe Electricity Supply Authority (ZESA), a parastatal. If the Conference had not made accommodations for VEs so difficult, it is safe to assume that IESC would have met the minimum of twenty-five projects.

Before CD Catsman's arrival, an IESC representative or "circuit-rider" from Stamford arrived in Zimbabwe and signed twenty-four agreements with Zimbabwean clients. Of those twenty-four agreements, twelve have been cancelled but may be resumed at a later date. The cancellations largely resulted from unfulfilled contingencies, such as foreign exchange allowances, which changed the plans of the client's management team. Although some of these

cancellations may participate in IESC at a later date, Catsman classifies them as cancellations instead of as deferrals for administrative purposes.

Many of the projects CD Catsman has signed are with repeat clients. Three projects have been completed for Hunyani Paper & Packaging Ltd., and one of the VEs, John Dappen, will be returning to follow up his recommendations and proposals regarding Hunyani's expansion plans. IESC has completed three projects for Nedlaw Investment and Trust Corp. and its subsidiaries since Catsman arrived. Nedlaw has submitted requests for two more IESC VEs. Of the thirteen client participants surveyed, three expressed hesitation when asked whether or not they would use an IESC volunteer if a need arose in the future. Two of these three client participants represent smaller-scale enterprises; the other one relies heavily upon specialized technical expertise.

EFFECTIVENESS OF IESC IN ZIMBABWE

USAID conducted a survey of thirteen client participants regarding fourteen projects in order to ascertain the effectiveness of IESC in Zimbabwe. The sample was chosen to be representative and to obtain as much quantitative information as possible in order to determine IESC's "bottom-line" impact.

IESC volunteers proved themselves to be very effective in a bottom-line analysis. Their proposals helped to conserve foreign exchange, reduce costs and generate revenue, expand markets (including export markets), and promote long-term growth and profitability. Many client participants found it difficult to quantify the benefits realized through their participation in the IESC program. However, some were willing to offer conservative estimates providing that USAID keep those figures confidential and present them as aggregates. These participants were asked to estimate the benefits resulting directly from the suggestions made by their IESC VEs. On the basis of these responses, it is estimated that Z\$2,367,500 in foreign exchange has been saved this year and an additional Z\$170,000 will be conserved in the long run as a result of IESC's involvement with eight Zimbabwean firms. Furthermore, export earnings worth between Z\$2 and Z\$2.5 million will be realized within the coming year. Cost savings stemming from participation in IESC have amounted to Z\$565,000. An estimated 50 to 100 jobs will be created as a result of one VE's recommendations to a client firm. Many other participants claimed that they were realizing similar benefits due to the advice offered by VEs but were unable to quantify their gains.

These bottom-line benefits generally resulted from the advice of VEs with a technical background lending their expertise to large-scale enterprises. Two of Zimbabwe's biggest private enterprises which undertook projects with IESC reaped most of the benefits. Together, these two firms accounted for Z\$1.15 million of the total foreign exchange savings, Z\$465,000 of the cost savings, and the entire Z\$2 to Z\$2.5 million in export earnings resulting from the involvement of IESC VEs in Zimbabwe. These two firms were able to enjoy such large benefits due to their size and dependence upon imported goods.

IESC VEs have also contributed management expertise to clients. One good example is VE Hector MacNeil who consulted with Nedlaw on management problems with one of its subsidiaries, the Kadoma Ranch Motel. MacNeil fulfilled his original objectives by improving the hotel's systems and controls. He also noted that the KRM is the only hotel in Zimbabwe that is entirely managed and staffed by black Zimbabweans and other Africans, so MacNeil sought means by which to reinforce that point of pride. In this case, the intangible contributions of an IESC VE were at least as significant as the bottom-line results produced.

IESC VEs have become involved in a wide array of projects. For the most part, these projects have complemented IESC's and USAID's overall objectives. However, one project concerned the provision of technical assistance to a small enterprise, Electronic Design and Sales, which does the bulk of its business in filling defence contracts with the Zimbabwean armed forces. It is questionable as to whether or not USAID wishes to be indirectly involved in a project which furnishes technical assistance to foreign defence contractors, regardless of how small the enterprise is. This project was one of the twenty-four signed by IESC's "circuit-rider" Charles Hostler during his visit to Zimbabwe, and CD Catsman was not aware of the nature of Electronic Design and Sales' business until the project was underway. Nevertheless, IESC should make itself fully aware of a firm's business before signing a project in order to avoid putting USAID or itself in a compromising position.

IESC ZIMBABWE OFFICE EFFECTIVENESS

Since IESC assigned Ray Catsman as a fulltime CD, the program has been able to function more smoothly. Prior to his arrival, clients were billed directly for the VE's hotel and accommodations, transportation, meals, and per diem. This system led to at least one case of a VE charging excessive bills to a client. Catsman now administers the payment of hotel bills and per diems directly. Once he assesses a fee based on the cost of roundtrip airfare business-class from London to Harare, hotel, and per diem, he pays those bills from the amount he receives from the fee. The client is still directly responsible for other expenses, including local transportation. Catsman's office manages this side of the program quite well.

CD Catsman provides a great deal of support to the VE and the client once the project is underway. He maintains frequent contact with them, entertains and organizes social functions, and monitors the project until its completion. Aside from organizing the first meeting between the VE and his counterpart, Catsman keeps a project action record, attends a final report session with the VE and client, obtains a confidential report from both the VE and the client, makes his own project evaluation report, and evaluates the VE for future reference. All of this material is copied for his files and then sent to Stamford, where a project summary is written. This extensive reporting system has provided good feedback channels for the CD and also very helpful documentation for this evaluation. The survey revealed that when projects did encounter problems or difficulties, Catsman was quick to respond appropriately. He was generally praised for being well organized, thorough,

conscientious, and very supportive.

Catsman has been very successful in marketing IESC to new and to repeat clients. Both Hunyani and Nedlaw have made extensive use of IESC VEs. The three clients which expressed reluctance to participate in the program again were both signed by the IESC "circuit-rider" before Catsman's arrival, and their disappointment largely resulted from miscommunication and differing expectations. Other client participants surveyed all stated that if they saw a need for another IESC VE, they would participate in the program again and that they would recommend the program to other firms.

One comment which unexpectedly arose on several occasions during the survey concerned IESC in relation to British, French, German, and Dutch counterpart organizations. Nedlaw had had a disappointing experience with the Dutch counterpart to IESC at the Kadoma Ranch Motel, and Willards Foods remarked that IESC had already located a volunteer for their project before the British IESC counterpart responded to their initial enquiry or the others could locate a qualified volunteer. IESC was commended for its ability to locate qualified volunteers in a very prompt and efficient manner. IESC headquarters in Stamford, Connecticut appears to provide Catsman with the proper support and with its computerized facilities is able to locate qualified VEs quickly.

Some clients surveyed expressed a desire to select themselves their VE from the final pool of suitable applicants identified by IESC. IESC identifies and completes upwards of five hundred projects each year. Catsman stated that IESC may face organizational difficulties if each client were allowed to review and select CVs of volunteers who might be better suited for another assignment. However, those pending projects presumably require VEs in many different and even unrelated fields, and they are not all pending at the same time. Since its operations have recently been computerized, IESC should explore the feasibility of allowing each client to select its VE from the final pool of qualified applicants. The client's increased participation in the selection process would encourage appropriate preparations and expectations for the VE's visit.

Virtually all firms surveyed stated that they would have benefitted greatly if they had been able to have direct communication and contact with the VE before he left the US. In the case of the Cold Storage Commission and the Everglo Holdings projects, CD Catsman facilitated the exchange of information between the client and the VE in order to ensure the suitability of the VE's technical background. This exchange marked a significant contribution to the success of both projects and strongly suggests that direct communication between the client and VE be encouraged before the VE's departure. Apparently, IESC used to allow clients to contact VEs prior to their arrival but changed its policy as some clients attempted to resolve their technical or managerial problems over the phone or through telexes with VEs. In these cases, IESC faced organizational problems as clients withdrew from the program at the last minute and then sought to reapply after realizing that their problems had not been resolved over the phone. Although it is regrettable that these incidents took place, many clients surveyed felt that if they had had some sort of

direct communication with the VE prior to his or her arrival, they would have been able to utilize the VE's services more quickly and efficiently and, in some cases, would have realized that the VE's qualifications were not suited to their firm's objectives. Some claimed that after a few minutes discussion with a VE following his arrival, they saw that the VE's qualifications or abilities did not really match the client's objectives as well as they did on paper.

By virtue of their size, large corporations were flexible and able to revise a VE's assignment if his qualifications did not meet the objectives originally stated. Hunyani, which signed three projects simultaneously, reshuffled their VE's in order to match better each one's expertise to the firm's needs. VE Kenneth Moser was assigned to the Hunyani plant in Bulawayo. CD Catsman stated in his project report to IESC: "Although the VE was not totally qualified for the original request, his actual qualifications led to a far more valuable contribution than the original request for assistance specified." In a similar case, VE Edward Bagg's objectives were also changed upon his arrival to the complete satisfaction of the client, Nedlaw Investment and Trust. This flexibility augmented the benefits resulting from the client's involvement with IESC. However, small enterprises do not have the latitude to shift volunteers or change their objectives. This problem became evident in the Electronic Design and Sales and Leather Institute of Zimbabwe projects.

IESC will provide another VE free-of-charge to a client if it is apparent that the VE is not suitable. However, none of the firms which expressed dissatisfaction with their VEs acknowledged that they were aware of such a policy. Moreover, they stated that even if they had been, they felt obliged to do the best they could with the VE they were already assigned. IESC requires that a VE have a fulltime counterpart, secretarial and support services while assisting the client. These and other preparations necessary for a successful project require time and planning, and respondents to the survey claimed that they would not be able to postpone their project for the four weeks or so it would take to obtain a new VE. They also felt that the VE had travelled too far to be turned away despite his shortcomings.

FINANCIAL ASPECTS OF IESC IN ZIMBABWE

The full in-country cost of the IESC VE in Zimbabwe reflects business-class roundtrip airfare from London to Harare, hotel and accommodations, and the US\$5/day per diem for the VE and his or her spouse. Thusfar, all IESC clients have paid the full in-country cost plus local transportation. One project with the National Council of YMCAs Zimbabwe has been provided IESC services on a concessionary basis whereby the International YMCA in Chicago is covering 25 percent of costs and the YMCA of Zimbabwe is not making any contribution to in-country costs but only meeting some local expenses, such as transportation.

Many of the clients surveyed felt that the IESC fee was reasonable and that it did not represent a significant cost to their firm. The fee for parastatals such as the Cold Storage Commission and the Zimbabwe Mining Development

Corporation always reflects full costs. However, the lion's share of IESC clients were either large corporations or their subsidiaries, medium sized businesses, and parastatals, so the Z\$10,000 to Z\$14,000 thousand total cost of an IESC VE proved to be a relatively small expense, especially in light of the various savings VEs were often able to produce.

Only two IESC projects have involved the small business community. Electronic Design and Sales is a sole proprietorship whose sales suddenly grew from US\$175,000 in 1983 to US\$500,000 in 1984 and who requested an IESC VE with expertise in the production of electronic printed circuits. The Leather Institute of Zimbabwe represents more than twenty shoe and leather companies who shared the cost of an IESC VE to advise members on improved design and raw material utilization for footwear. To each of these clients the IESC fee represented a business risk. Neither project fulfilled the client's expectations. In both cases, the VE did not have the time to comprehend fully the constraints under which small and emergent businesses must operate in Zimbabwe. The Leather Institute of Zimbabwe found that time limited the amount of assistance the VE was able to give each member.

These two cases do not disclaim the potential benefits IESC may be able to bring the small business community in Zimbabwe. They do not provide enough information to make such a judgement. They do, however, highlight some of the special difficulties IESC may encounter in serving small businesses. Small businesses in Zimbabwe operate within a set of parameters different from that of their American counterparts. Their expansion is limited in many respects by the lack of foreign exchange. As with middle and large scale Zimbabwean enterprises, they may be aware of what they need, but they are limited to what they have at hand. Some of their machinery and methods might appear quite antiquated to an American small businessperson, even if he or she has several decades of experience in that industry. Furthermore, while larger clients are able to entertain and provide services to their VE in addition to paying the IESC fee, smaller enterprises are not in that position. In order to make their risk worthwhile, a small business client must realize relatively large benefits as a result of the VE's input; it generally will not have the flexibility to adapt its objectives to the VE's qualifications. Consequently, added pressure is placed upon the client and VE.

CD Catsman has been trying to accumulate funds this year in order to offer IESC services to small businesses on concessionary terms the following year. In assessing the fee for large clients, CD Catsman has included the cost of airfare in Zimbabwean dollars although the IESC core grant pays the cost in US dollars. The fee is also based on a ninety day stay for the VE and his wife. Some projects are completed in less time and under cost. The local currency generated by reflecting roundtrip airfare from London to Harare and a ninety day hotel stay in the client's fee is to be allocated to a fund which will enable IESC to provide assistance to smaller enterprises. However, this fund is not established separately but is part of Catsman's general operating fund, and no estimates of its size have been provided to USAID.

RELATIONS WITH THE ZIMBABWEAN BUSINESS COMMUNITY

IESC has established good links with the local business community largely through its Zimbabwe advisory council. Chris Molam, the executive director of Hunyani Paper and Packaging, serves as acting chairman. Other members include Enos Chiura, chairman of Delta Corporation and the Zimbabwe Electricity and Supply Authority (ZESA), Andy Colhoun, managing director of the Farmers' Co-op, Eddie Cross, general manager of the Cold Storage Commission (CSC), and Dr. N. E. Dhlembeu, general manager of the Small Enterprise Development Corporation (SEDCO). ZESA, CSC, and SEDCO are all parastatals.

Many clients and members of the advisory council are members of the Rotary Club, which has provided CD Catsman with useful contacts. Unfortunately, there is no organization to represent the small and emergent business community. SEDCO provides financial assistance to small businesses, and through Dr. Dhlembeu CD Catsman has obtained a list of seven potential clients. Hopefully, SEDCO will provide IESC with greater links to small businesses in Zimbabwe that will be reflected in future projects and in the future membership of the advisory council.

IESC'S FUTURE OBJECTIVES IN ZIMBABWE

IESC worldwide wants 50 percent of its clients receiving assistance on a concessionary basis to represent the small business community and 25 percent to represent agribusiness or smallholder cooperatives by the end of 1987. IESC in Zimbabwe will be offering more assistance to its clients this coming year. In order to reach IESC's worldwide targets, CD Catsman will rely upon his contacts with SEDCO and other parastatals, banks, and finance agencies involved in each of those sectors.

IESC has considered extending its operations into Malawi. CD Catsman is not actively recruiting Malawian clients, but he has agreed to cooperate with any potential clients there.

CONCLUSIONS AND RECOMMENDATIONS

Overall, IESC has supported USAID's goal to promote the role of the private sector in development. Its assistance to parastatals has not conflicted with the interests of the private sector. IESC has also met several main objectives of the GOZ's industrialization policy by saving significant amounts of foreign exchange through import substitution, generating export earnings, increasing the efficiency of parastatals, and providing transfers of technology.

The program is well managed and organized. CD Catsman offers extensive support to both clients and VEs and documents thoroughly the progress and outcome of each project. Most IESC clients surveyed were pleased with the results of their participation. The VEs were generally suited to their tasks. In many cases, they have maintained personal and professional ties with their contacts in the client firms.

After evaluating IESC's first year in Zimbabwe, USAID offers the following recommendations:

- 1) IESC should expand its efforts to involve the small business community in its program in Zimbabwe. Its grant agreement with USAID stipulates that IESC should provide assistance to "small and medium-sized Zimbabwean firms." Although involvement with large firms has led to significant savings of foreign exchange and the generation of export earnings, IESC's assistance to date to the small business has been limited. Only two projects have served that sector, and the outcomes of each project were not up to expectations.
- 2) As part of its efforts to expand the number of small and medium-sized businesses benefitting from its program, IESC should be more flexible in the application of its fee for VE services. Part of the local resources generated by the fees paid by larger clients could underwrite a share of the costs borne by smaller clients.
- 3) USAID strongly suggests that clients have some form of direct contact with the VE before his departure from the US in light of the fact that the client is neither able to select a VE from the pool of qualified applicants nor able to have a formal right-of-refusal once presented with the client's CV. Such communication would enable both the VE and the client to be better prepared, to set realistic expectations, and to make more efficient use of the time available to them. It would also help assure that the right person is selected for each assignment. The suitability of a VE is particularly important to smaller businesses, which do not have the flexibility to shift VEs to other tasks within their organization.
- 4) IESC should consider ways to increase the role of the client in the VE selection process. Many clients surveyed stated that they would prefer to select the VE themselves from the final pool of qualified applicants. This involvement on behalf of the client would ensure the best VE match possible and would underscore the client's commitment to the project.
- 5) Although the advisory council includes members with contacts to and serious interest in the small business community, some small and emergent businesspeople would make a valuable addition to its membership. They would undoubtedly be able to present and discuss the challenges of serving Zimbabwe's small business community, which have not yet been fully considered.
- 6) IESC should form carefully its plans to extend services to agribusiness in light of Zimbabwe's dualistic agricultural sector. In order to create the greatest developmental impact, IESC should

focus on the needs of smallholders and traditionally underdeveloped farmers and ensure them the direct benefits of IESC involvement in the agricultural sector.

- 7) IESC should make itself fully aware of the nature of each client's business in order to avoid putting itself or USAID in a compromising position. The project for Electronic Design and Sales, which is primarily a military contractor, serves as an appropriate example. IESC should also question directly the reinvestment of profits in client firms with sizeable foreign ownership; Zimbabwean law only seeks to discourage, not prevent, expatriation of profits.
- 8) While IESC has a broad publicity network in the US it should try to attract small and minority businesspeople through their organizations in the US. The experience and expertise of such businesspeople would be particularly relevant to the small, emergent business community of Zimbabwe. Their participation would make IESC as an organization more responsive to the needs and situation of Zimbabwean small businesspeople.

IESC has completed a successful first year in Zimbabwe. It has had a very positive impact at the bottom-line for its clients and the Zimbabwe economy. Many firms surveyed claimed that their VE's suggestions contributed to the long-run viability of their firm or industry. Furthermore, CD Catsman is extending his efforts to reach the target small and medium-sized business community. With the above recommendations in mind, IESC should be able to augment the role of Zimbabwe's private sector in national development.

APPENDIX A

IESC CLIENTS SURVEYED

<u>CLIENT</u>	<u>CONTACT</u>	<u>VOLUNTEER EXECUTIVE</u>
Cold Storage Commission (parastatal)	E. M. Denison, Deputy General Manager	Joseph P. Simons
Zimbabwe Mining Development Corporation (parastatal)	M. T. Wakatama, General Manager and Chief Executive	Luther B. Jenkins
Everglo Holdings Ltd.	Paul Domoney, Managing Director	Dr. Frank Kussy
Treger Industries	Lindsey Stewart	Forrest W. Nelson
Hunyani Paper and Packaging	Chris Molam, Executive Director	
Hunyani Paper and Packaging, Harare	Martin Tucker, General Manager	Richard C. Burton
Hunyani Paper and Packaging, Bulawayo	B. R. Charsley, Director, General Manager	V. Kenneth Moser
Hunyani Paper and Packaging, Norton	Steve Coleman	John W. Dappen
Nedlaw Investment and Trust	Richard W. Hammond, Managing Director	Edward P. Bagg, Maurice Gifford, Hector J. MacNeil
Willards Foods Ltd.	Alastair Cobhan, Director	Thomas P. Daly
Dore and Pitt	Mrs. Hill	Donald P. Stewart
Leather Institute of Zimbabwe, R. K. Footwear, Harare	Mr. Ratanje	Samuel Weinstat
Electronic Design and Sales	Bryon Stead, Managing Director	Robert Cameron

APPENDIX B

IESC PROJECTS IN ZIMBABWE TO DATE

<u>CLIENT</u>	<u>STATUS</u>	<u>NUMBER AND TYPE</u>
Hunyani Paper and Packaging	Completed	3 Paper/packaging
Zimbabwe Mining Development Corporation	Completed	1 Computers
Cold Storage Commission	Completed	1 Computers
Nedlaw Investment and Trust	Completed	1 Paper
Saltrama Plastex Co. (Nedlaw)	Completed	1 Plastics
Kadoma Ranch Motel (Nedlaw)	Completed	1 Hotel
Print Holdings Ltd.	Completed	1 Printing
Tobacco Sales Ltd.	Completed	1 Materials handling
CAPS Holdings	Completed	1 Glass
Treger Industries	Completed	1 Ceramics
Everglo Holdings	Completed	1 Electronics
Electronic Design and Sales	Completed	1 Electronics
Leather Institute of Zimbabwe	Completed	1 Footwear
Dore and Pitt	Completed	1 Irrigation
Willards Foods	Completed	1 Food processing
Zimbabwe Chamber of Commerce	Completed	1
National Council of YMCAs Zimbabwe	Underway	1
Bulawayo Metal Products	Scheduled	1
Zimcast	Scheduled	1
Ajax Refrigeration	Scheduled	1
Supersonic Co.	Scheduled (volunteer not selected)	1

General Chemical Co.	Scheduled	1
Hunyani Paper and Packaging	Scheduled (repeat, VE John Dappen)	1
Zimbabwe Electricity Supply Authority	To be signed	4
Zimbabwe Iron and Steel Corporation	To be signed	2
Zimbabwe Spinning Co.	To be signed	1
Berkshire Co.	To be signed	1
Nedlaw Investment and Trust	Signed	2
Blue Ribbon Foods	To be signed	1