



INTERNATIONAL EXECUTIVE SERVICE CORP

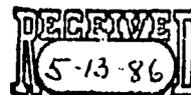
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ANNUAL SUMMARY REPORT - 1985



A. Implementation of Program

1. Program Performance

The year was an extremely successful one with 593 starts compared with 501, 373, and 418 in the three preceding years. However, we did not reach the estimate of 615 starts shown in our most recent financial plan sent to you, largely due to economical and political changes in certain developing world countries. We continued to emphasize Core Grant countries and to move Non-Core Grant countries to self sufficiency. We closed our office in Chile on September 1, 1985 leaving only a local representative and closed our office in Korea in March of 1986. New offices were opened with active Country Directors in Zimbabwe, South Philippines and Paraguay, all staffed by Country Directors.

A developing trend of interest has been the use of local nationals as Country Directors rather than expatriate Americans. The most recent example has been the replacement of an American Country Director in Pakistan by a local national by the name of Jamsheed R. Rahim. As you know, we also have local nationals in India and Sri Lanka. These changes permit cost reductions and continuity of management.

Our efforts to control costs have taken a number of directions. We have written all of our Country Directors to ask them to make a special effort to reduce hotel costs. We believe that Volunteer Executives are entitled to appropriate lodging but also want to ensure that the costs involved are reasonable. We have also moved several Country Directors from hotel accommodations to less expensive apartments. Another practice we are increasing is that of the use of Country Representatives and Sales Agents in cities away from the capitol city of a given country who will be paid on a commission basis dependent upon project submission and development. Also, as you know, our Senior Vice President, currently working on the History of IESC, is in the process of retiring and is in effect off the payroll.

2. Core Grant Phase-out in Non-AID Countries:

Our active Non-AID countries are in two groups. The first, Latin America, includes Brazil, Chile, Colombia, Mexico and Venezuela. These countries are on a program of complete self sufficiency on an in-country expense basis and will go on to a full cost recovery basis in 1987. As indicated in the explanation under Program Performance, Chile was closed as an active operation on September 1, 1985. The second group, the Asian countries of Korea and Taiwan, which were on a program of full cost recovery in 1985 and 1986 will not draw on the Core Grant for either of those years. As indicated above in Program Performance, Korea was closed as an active Country Dir-

ector operation in March of 1986. A third group might include occasional projects in other Non-Core Grant countries which are conducted on a full cost recovery basis.

3. Public versus Private Client Objective:

The attached chart "project starts" by class for January 1985 through December 1985 shows 482 starts in AID countries of the total of 593. Of the 482, five are classified as governmental administration, approximately 1% (column 12). In addition, classification #5 entitled communication, transportation and utility services may include some publicly owned corporations whose primary effects are to help the private sector as well as the general public. For 1986 we intend to break out from this latter group those which are government entities drawing from Core Grant assistance.

4. Agribusiness/Agricultural Production Client Objective:

a. The attached chart referred to in previous section entitled "project starts by class" shows in column 1 that there were 108 in the agricultural field in 1985 in AID count of the total 482, or 22.4%. Our 1984 Annual Report projects an estimate for 1985 of 21% which was surpassed slightly. The goal for 1988 according to the Purpose and Program of Grant attached to amendment #16 is 25% by 1988. We will continue to work individually with Country Directors to emphasize this important goal of building up the food infrastructure of these countries and believe the 1988 goal is reachable. We continue to follow the four steps listed in the Purpose and Program of Grant and believe that those steps will provide the basis on which we can reach our target.

b. Agribusiness Performance Projections Chart:

	1983	1984	1985	1986	1987
Total No.					
Projects	373	501	593	564	564
Agrib.					
Target (%)	23%	21%	21%	23%	24%
Total No.					
Agrib.					
Projects	86	103	123	130	136

Note: 1983, 1984 and 1985 are actual. 1986 and 1987 are estimates.

c. As indicated above, the applicable column on the chart headed "Project Starts by Industry Class" is the first column.

Region/Country	Class	1 Agriculture, Food Processing & Packaging	2 Machinery & Metal Prods. Elec. & Transp. Equipment	3 Construction, Development & Building Materials	4 Textile & Apparel Manufacturing	5 Communication, Transportation & Utility Services	6 Wholesale & Retail Merchandizing	7 Chemical & Petroleum Products	8 Mining & Metal Refining	9 Banking & Finance	10 Paper, Printing & Publishing	11 Health, Education & Insurance	12 Governmental Administration	13 Miscellaneous Industries &/ Services	TOTALS
AID		108	36	41	53	40	27	59	9	27	18	17	5	42	482
Central America & Carib.		58	13	22	25	25	9	21	0	14	4	3	1	19	214
Antigua		1	0	0	0	0	0	0	0	0	0	0	0	0	1
Barbados		1	1	1	2	0	2	0	0	1	0	0	0	0	8
Belize		1	0	0	0	3	0	0	0	0	0	0	0	0	4
Costa Rica		3	0	5	1	0	0	1	0	1	1	0	0	3	15
Dominica		0	0	0	0	0	0	1	0	0	0	0	0	0	1
Dominican Republic		2	3	0	0	11	0	4	0	1	0	0	0	2	23
El Salvador		5	1	0	1	1	0	2	0	7	0	0	0	0	17
Grenada		1	0	0	0	1	2	0	0	0	0	0	0	0	4
Guatemala		11	1	2	2	0	0	3	0	0	0	0	0	3	22
Haiti		1	0	1	0	0	0	3	0	0	0	0	0	1	6
Honduras		6	1	6	4	1	2	0	0	0	0	1	0	5	26
Jamaica		19	4	5	14	7	2	6	0	4	2	1	0	4	68
Panama		6	0	2	1	0	1	0	0	0	1	1	1	0	13
St. Kitts		1	1	0	0	1	0	0	0	0	0	0	0	0	3
St. Lucia		0	1	0	0	0	0	1	0	0	0	0	0	1	3
South America		11	5	2	4	4	1	3	1	3	3	2	0	3	42
Ecuador - Cayaguil		1	0	0	0	0	1	0	0	0	0	0	0	0	2
Ecuador - Guano		10	3	1	1	2	0	3	0	2	2	1	0	3	28
Guyana		0	0	1	0	0	0	0	0	0	0	0	0	0	1
Paraguay		0	0	0	0	1	0	0	0	0	0	0	0	0	1
Peru		0	2	0	3	1	0	0	1	1	1	1	0	0	10
Far East		15	12	12	5	2	6	21	5	2	4	9	0	15	109
India		0	1	0	0	0	0	2	0	0	0	0	0	0	3
Indonesia		1	6	6	1	0	0	7	0	1	0	3	0	5	30
Pakistan		1	0	0	1	0	0	0	1	0	0	1	0	1	5
Philippines		3	2	3	1	2	1	2	4	0	1	3	0	2	24
Sri Lanka		2	0	2	2	0	3	5	0	1	3	0	0	4	22
Thailand		0	3	1	0	0	2	5	0	0	0	2	0	3	24
Mideast, Europe, M. Africa		21	6	4	19	8	7	9	2	4	3	3	3	4	93
Egypt		12	0	1	5	1	1	1	0	3	0	1	3	2	30
Jordan		0	2	0	0	2	2	1	0	1	1	0	0	1	10
Lebanon		1	0	0	0	0	0	0	0	0	0	0	0	0	1
Morocco		1	1	1	5	1	1	1	0	0	1	1	0	0	13
Portugal		1	0	2	5	1	0	2	0	0	1	0	0	1	15
Tunisia		1	1	0	1	2	0	1	0	0	0	0	0	0	6
Turkey		5	0	0	3	1	3	3	2	0	0	1	0	0	18
Africa		3	0	1	0	1	4	5	1	4	4	1	1	1	25
Ivory Coast		1	0	0	0	0	0	0	0	1	0	0	0	0	2
Kenya		1	0	1	0	0	3	2	0	3	0	0	0	1	11
Malawi		0	0	0	0	0	0	1	0	0	0	1	0	0	2
Zimbabwe		1	0	0	0	1	1	2	1	0	4	0	0	0	10

Project Starts by Class for 01/85 to 12/85
04/11/86

Region/Country	Class	1 Agriculture, Food Processing & Packaging	2 Machinery & Metal Prods., Elec. & Transp. Equipm.	3 Construction, Development & Building Materials	4 Textile & Apparel Manufacturing	5 Communication, Transportation & Utility Services	6 Wholesale & Retail Merchandizing	7 Chemical & Petroleum Products	8 Mining & Metal Refining	9 Banking & Finance	10 Paper, Printing & Publishing	11 Health, Education & Insurance	12 Governmental Administration	13 Miscellaneous Industries & Services	TOTALS
NON-AID		15	25	9	5	4	4	25	9	1	4	2	3	5	111
Central America & Carib.		4	5	4	4	2	0	6	0	0	0	0	0	1	26
Mexico		3	5	4	4	2	0	3	0	0	0	0	0	1	22
Trinidad/Tobago		1	0	0	0	0	0	3	0	0	0	0	0	0	4
South America		8	9	4	1	1	4	12	5	0	4	1	1	4	54
Brazil		2	4	1	0	0	2	7	3	0	2	1	0	1	23
Chile		3	1	0	0	0	0	1	1	0	1	0	0	0	7
Colombia		0	1	1	0	1	0	3	1	0	1	0	0	0	8
Venezuela		3	3	2	1	0	2	1	0	0	0	0	1	3	16
Far East		3	11	1	0	1	0	7	4	1	0	1	2	0	31
China		0	1	0	0	0	0	0	0	0	0	1	0	0	2
Korea		1	7	1	0	0	0	4	1	0	0	0	0	0	14
Singapore		0	0	0	0	0	0	0	1	0	0	0	0	0	1
Taiwan		2	3	0	0	1	0	3	3	0	0	0	2	0	14
TOTALS		123	61	50	58	44	31	84	18	28	22	19	8	47	593

5. Small Business Client Objective:

a. IESC uses as its definition "Small Business" sales volume of less than \$3,000,000. The range is from a minimal amount of \$100,000 to the maximum range of \$3,000,000. Problems are of two types. The first is that many types of businesses do not have sales statistics and are not susceptible to dollar volume classification. Thus the percentage of those companies with sales under \$3,000,000 is 58.8% of those classified by sales volume. It is 48% of the total number of projects in the AID country group. Similarly, with respect to all projects including Non-AID, the percentage of small business projects to total number classified by sales, is 53.8% whereas when measured against all projects, including those with no sales classifications, the percentage is 44.0. The second problem, one that will apply more specifically in 1986 and subsequent years, is that the reduction in the Core Grant in absolute dollars may require that we increase average client contributions even though we are making serious efforts to reduce our cost structure. We will, however, make every effort to reach the goal of 50% by 1988 which the Program and Purpose of Grant lists as our objective.

b. Small Business Performance Projections chart:

	1983	1984	1985	1986	1987
<u>Total No.</u>					
<u>Projects</u>	373	501	593	564	564
<u>Small Bus.</u>					
<u>Target (%)</u>	38%	43%	44%	46%	48%
<u>Total No.</u>					
<u>Small Bus.</u>					
<u>Projects</u>	142	215	261	259	271

Note: 1983, 1984 and 1985 are actual. 1986 and 1987 are estimates.

c. Attached is verification chart entitled "Project Starts by Size" for 1/85 through 12/85. The applicable columns are 5, 6, 7 and 8.

Project Starts by Size for 01/85 to 12/85
01/11/86

Region/Country	Size	1 Govt. Bureaus & Facilities	2 Bldgs., Insurance & Finance	3 Health, Education & Welfare	4 Industrial Promotion	5 Dollar Volume Unavailable	6 Annual Sales - \$500,000	7 Annual Sales \$500,000 to \$1M	8 Annual Sales \$1,000,000 to \$2M	9 Annual Sales \$2,000,000 to \$3M	10 Annual Sales \$3,000,000 to \$4M	11 Annual Sales \$5,000,000 to \$7M	12 \$8,000,000 to \$11,000,000	13 \$11,000,000 to \$15,000,000	14 \$15,000,000 to \$20,000,000	15 \$20,000,000 to \$100,000,000	16 Annual Sales over \$100,000,000	TOTALS
AID		27	15	14	30	30	90	47	66	39	18	12	15	12	25	35	7	482
Central America & Carib.		13	6	3	22	10	51	23	25	13	6	4	3	3	5	24	3	214
Antigua		0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
Barbados		0	0	0	1	0	1	3	0	0	0	0	0	0	0	3	0	8
Belize		3	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	4
Costa Rica		0	1	0	2	1	2	0	5	1	0	1	0	0	1	1	0	15
Dominica		0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Dominican Republic		2	1	0	1	0	3	4	1	2	0	0	0	0	0	9	0	23
El Salvador		2	2	0	0	0	2	1	3	2	0	0	0	0	1	3	1	17
Grenada		0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	4
Guatemala		0	0	1	1	2	12	2	2	0	1	0	0	0	0	1	0	22
Haiti		0	0	0	0	2	0	3	0	0	0	1	0	0	0	0	0	6
Honduras		3	0	1	12	1	1	2	3	2	0	0	1	0	0	0	0	26
Jamaica		2	2	0	3	3	21	7	5	5	3	2	2	2	3	6	2	68
Panama		0	0	1	2	0	3	0	3	1	1	0	0	1	0	1	0	13
St. Kitts		0	0	0	0	0	2	0	1	0	0	0	0	0	0	0	0	3
St. Lucia		1	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	3
South America		1	3	2	0	5	13	4	5	2	2	2	0	0	2	1	0	42
Ecuador - Guayaquil		0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	2
Ecuador - Quito		0	2	1	0	4	11	3	3	1	1	2	0	0	0	0	0	28
Guyana		1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Paraguay		0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
Peru		0	1	1	0	1	1	1	2	1	0	0	0	0	1	1	0	10
Far East		5	2	7	3	5	15	11	19	7	6	3	9	5	4	4	3	169
India		0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	3
Indonesia		3	0	2	0	3	7	4	5	0	1	1	2	1	0	1	0	30
Pakistan		1	0	1	0	0	0	0	0	2	0	0	0	0	0	0	1	5
Philippines		1	1	3	1	1	2	1	4	1	1	0	3	2	1	1	1	24
Sri Lanka		0	1	0	0	0	2	3	5	2	2	2	3	1	1	0	0	22
Thailand		0	0	1	2	1	4	3	5	2	2	0	1	0	2	1	0	24
Mideast, Europe, N. Africa		7	2	2	3	7	10	8	15	15	4	3	3	3	6	5	0	93
Egypt		5	2	1	1	0	3	1	7	5	1	1	0	1	1	1	0	30
Jordan		1	0	0	0	1	1	0	0	1	1	1	0	1	1	2	0	10
Lebanon		0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Morocco		0	0	0	0	1	2	2	2	5	0	0	0	0	1	0	0	13
Portugal		1	0	0	2	0	1	2	3	4	0	0	0	0	2	0	0	15
Tunisia		0	0	0	0	2	2	1	0	0	0	0	1	0	0	0	0	6
Turkey		0	0	1	0	3	1	2	3	0	2	1	2	1	0	2	0	19
Africa		1	2	0	2	3	1	1	2	2	0	0	0	1	0	1	1	25
Ivory Coast		0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	2
Kenya		0	2	0	1	2	1	0	1	0	0	0	0	1	3	0	0	11
Malawi		1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2
Zimbabwe		0	0	0	0	1	0	0	0	2	0	0	0	0	5	1	1	10

Project Starts by Size for 01/95 to 12/05
04/11/06

Region/Country	Size	1 Govt. Bureaus & Facilities	2 Banks, Insurance & Finance	Health, Education & Welfare	4 Industrial Promotion	5 Dollar Volume Unavailable	6 Annual Sales - \$500,000	7 Annual Sales \$500,001 to \$1M	8 Annual Sales \$1,000,001 to \$2M	9 Annual Sales \$2,000,001 to \$3M	10 Annual Sales \$3,000,001 to \$5M	11 Annual Sales \$5,000,001 to \$7M	12 \$7,000,001 to \$10,000,000	13 \$10,000,001 to \$15,000,000	14 \$15,000,001 to \$20,000,000	15 \$20,000,001 to \$30,000,000	16 Annual Sales over \$100,000,000	TOTALS
NON-AID		8	1	0	3	3	8	7	10	7	5	3	4	5	15	18	14	111
Central America & Carib.		0	0	0	0	1	4	6	4	3	0	1	1	1	4	0	0	26
Mexico		0	0	0	0	1	3	5	4	3	0	1	1	0	3	0	0	22
Trinidad/Tobago		0	0	0	0	0	1	1	0	0	0	0	1	0	1	0	0	4
South America		2	0	0	1	0	4	1	6	4	5	2	3	2	11	5	8	54
Brazil		1	0	0	0	0	1	0	0	2	3	1	1	1	4	3	6	23
Chile		0	0	0	0	0	0	0	3	0	1	0	0	0	3	0	0	7
Colombia		0	0	0	0	0	0	1	1	0	1	1	1	0	0	0	2	8
Venezuela		1	0	0	1	0	3	0	2	2	0	0	1	0	4	2	0	16
Far East		6	1	0	2	2	0	0	0	0	0	0	0	2	3	9	6	31
China		0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2
Korea		4	0	0	1	0	0	0	0	0	0	0	0	0	2	4	3	14
Singapore		0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Taiwan		2	0	0	1	2	0	0	0	0	0	0	0	1	0	5	3	14
TOTALS		35	16	14	33	33	98	54	76	46	23	15	19	17	40	53	21	593

B. Development Impact of Program

IESC uses the client assistance review to measure the impact its work has on client companies. Review are performed nine months to a year following project completion, thus the data and reporting in this section are on projects performed in 1984.

1. Least and most successful country programs

We have used several criteria to determine our least and most successful country programs. The judgments were made by comparing the following elements to one another:

- a. Program size (Number of projects performed)
- b. Program (funded by Core Grant) emphasis (Goal is 25% agribusiness and no more than 5% public sector by 1988.)
- c. Program's development impact

Least Successful Country Programs

Jordan:

1. 4 Projects completed
2. 0 Public Sector = 0%
0 Agribusiness = 0%
3. Development impact
 - 2 clients made capital investments
 - 2 clients decreased cost
 - 2 clients improved product quality
 - 2 clients purchased U.S. equipment
 - 2 clients introduced new procedures
 - 2 clients reported improved skills
 - 1 client reported suppliers benefitted
 - 1 client reported consumers benefitted
 - 2 clients reported other companies were possibly affected

Why unsuccessful and what we are doing about it:

Without USAAID the average client revenue was too high, (\$12,300) and we completed only 4 projects. We are trying to get USAID mission help which would enable us to lower the client fee and do more projects. If we are not successful in obtaining USAID assistance, we may have to close operations there.

Kenya

1. 5 projects completed
2. 0 Public Sector = 0%
0 Agribusiness = 0%
3. Development impact
 - 1 client increased profits
 - 1 client increased sales
 - 1 client made capital investments
 - 2 clients decreased costs
 - 1 client improved product quality
 - 1 client purchased U.S. equipment
 - 2 clients introduced new procedures
 - 1 client created between 41-50 new jobs
 - 1 improved skills

Why unsuccessful and what are we doing about it:

High cost (\$6,500 average) to poor clients means few projects (no financial help from USAID). We are promised USAID Mission help in FY 1987 which will allow us to reduce our cost to clients.

Turkey

1. 13 projects
2. 2 Public Sector = 15%
2 Agribusiness = 15%
3. Development impact
 - 3 clients increased profits 5-25%
 - 2 clients increased sales 5-25%
 - 1 client made capital investment
 - 2 clients decreased costs
 - 2 clients improved product quality
 - 1 client purchased U.S. equipment
 - 4 clients introduced new procedures
 - 3 clients reported improved skills
 - 3 clients reported that consumers benefitted

Why unsuccessful and what we are doing about it:

High cost (\$11,400 average) to client (without USAID financial help) means few projects. Few projects makes it difficult to economically justify office. We are severely retrenching.

Most Successful Country Programs:

Ecuador

1. 21 projects completed in 1984
2. 0 Public Sector = 0%
9 Agribusiness = 43%
3. Development impact
 - 7 Improved product quality
 - 6 Purchased U.S. equipment
 - 10 Introduced new procedures
 - 6 Increased employment (1-40 jobs each)
 - 7 Reported that consumers benefitted

Why successful:

1. Well established bi-lingual CD
2. Very strong and supportive Advisory Council
3. USAID financial help

Dominican Republic

1. 32 Project completed in 1984
2. 0 Public Sector = 0%
2 Agribusiness = 6%
3. Development impact
 - 6 Clients reported sales improved from 5-75%
 - 7 Clients improved product quality
 - 5 Clients purchased U.S. equipment
 - 5 Clients increased employment ranging from 1-100 jobs
 - 6 Clients reported improved skills

Why successful:

1. Well established bi-lingual CD
2. Ease of recruiting
3. USAID financial help

Jamaica

1. 55 projects completed in 1984
2. 1 Public Sector = 2%
15 Agribusiness = 27%
3. Development impact
 - 10 clients improved profits between 5-50%
 - 9 clients improved sales between 5-50%
 - 11 clients made capital investments
 - 10 clients decreased cost
 - 11 clients reported improved product quality
 - 7 clients purchased U.S. equipment
 - 13 clients introduced new procedures (transfer of technology)
 - 8 clients reported that their suppliers benefitted
 - 11 clients reported that their consumers benefitted
 - 9 clients reported that other companies were positively affected by the IESC project

Why successful:

1. Country Director is an excellent marketer and salesman
2. Ease of recruiting, proximity, no language requirement
3. Very good relationship between IESC and USAID mission with strong financial support.

(459 projects completed in 1984)
(Sampled 100 CARs)

2. Client Assistance Review Summary Report

Since 1980, IESC has used the Client Assistance Review as a means of measuring development impact on a client organization. Conducted by an IESC representative in conjunction with the client nine months to a year after project completion, the Client Assistance Review indicates what long-range effects have taken place due to IESC assistance.

Last year, IESC's Evaluation Department upgraded its Review system to employ inferential statistics. A questionnaire was designed which asked new and more in-depth questions relating to what CHANGED in the client organization within a year's time. (see attached) We are now better able not only to measure, but also to compare the results of IESC projects on a worldwide scale. The data used in this report consisted of a 22% sample that was run through the Lotus 1,2,3 software package.

The questionnaire was broken down into two areas of impact. In the first area;

Internal Impact:

Internal impact is defined as the change that has occurred within the client organization.

Results from our Reviews are as follows. Where appropriate, a brief narrative comment appears on matters of special interest or significance.

41% of our clients reported that PROFITS INCREASED.

For instance, a textile plant in Portugal reported increased profits of more than 75%. According to reports from our country director, it was questionable as to whether the company would continue operating prior to our assistance. The Textile plant employed 800 people and most certainly would have been shut down with the loss of all jobs. A year later, the plant was not only back on its feet but profits had increased by more than 75%.

37% of our clients reported that SALES INCREASED.

36% of our clients reported that they had made CAPITAL INVESTMENTS.

34% of our clients reported PURCHASING EQUIPMENT FROM U.S. BUSINESSES.

56% of our clients reported that OVERALL COSTS DECREASED.

A project in the Dominican Republic conducted for a non-profit, parent-owned private school (grades pre-school through twelve, enrollment of 1500 pupils) helped cut excessive operating costs with a savings in electricity of 25%. In addition, maintenance recommendations were made costing the school 50% less than the price of the installation of a new air conditioning system, or 2 of the institution's primary money-burners.

65% of our clients reported that PRODUCT QUALITY IMPROVED.

68% of our clients reported that NEW PROCEDURES WERE INTRODUCED (Transfer of technology)

26% of our clients reported an INCREASE IN EMPLOYMENT for a total of approximately 2,000 jobs.

In addition, 22% of our clients reported a REDUCTION IN EMPLOYEE TURNOVER, thus saving jobs that might otherwise have been lost. See the example under Increased Profits above.

Not surprisingly, most of the job categories where jobs increased were under the HOURLY and TECHNICAL WORKER categories.

As you can see, our strongest impact is microeconomic, specifically in the Internal areas of Financial impact, Impact on Input/output, Technological impact, and Human/Social "people" impact.

The second area, External impact:

External Impact is defined as the change that has occurred outside the client organization as a result of IESC's program. This change can be found on the client's surrounding community and/or the client country's economy. Although there can be difficulties associated with identifying and measuring "secondary" impacts, the questionnaire's design has alleviated empirical biases.

Areas that we have chosen to measure include effects on suppliers, consumers, governments, and exports.

The following results depict our "Ripple Effect" in the Third World.

36% of our clients reported that their SUPPLIERS HAD BENEFITED as a result of an IESC project.

55% of our clients reported that as a result of an IESC project, CONSUMERS HAD BENEFITED IN BOTH PRODUCT QUALITY AND PRODUCT PRICE.

44% of our clients reported that IESC assistance ENCOURAGED OTHER COMPANIES TO IMPROVE OR CHANGE THEIR ACTIVITIES.



International Executive Service Corps

CLIENT ASSISTANCE REVIEW (CAR) QUESTIONNAIRE

PROJECT #: _____ CLIENT: _____
 PROJECT COMPLETION DATE: _____ COUNTRY: _____
 QUESTIONNAIRE COMPLETED BY: _____ DATE: _____

IESC wants to examine the specific developmental impact our program has on the countries we serve. With this questionnaire, we are trying to measure that impact by looking at individual clients and the ways they may have changed as a result of IESC assistance. The questionnaire utilizes the selection of a category or particular scale response to allow us to compare projects worldwide.

The questionnaire is designed so that we can look at our clients' change from two different perspectives, internally and externally. Some of the questions within these groups are broad in nature and may be difficult to answer. Therefore, in some areas, we are using attitudinal questions which allow you to react strongly or moderately. In other areas, we need to get quantitative responses. We know there is probably no clear measurement but we are asking you for your **best estimate**. In the past, we have found that educated guesses and estimates when grouped together over a number of projects tend to be fairly reliable measurements.

Directions: Please circle the appropriate answer for each question. Provide additional information where applicable.

PART I: INTERNAL IMPACT

A. FINANCIAL IMPACT:

1. Due to IESC assistance, profits increased.
 1) 5-25% 2) 25-50% 3) 50-75% 4) greater than 75% 5) none 6) n/a
2. As a result of IESC assistance, sales increased.
 1) 5-25% 2) 25-50% 3) 50-75% 4) greater than 75% 5) none 6) n/a
3. As a result of this IESC project, capital investments were made.
 1) 5-25% 2) 25-50% 3) 50-75% 4) greater than 75% 5) none 6) n/a
4. As a result of this IESC project, were new negotiations held with outside suppliers or agents of the company?
 1) yes 2) no 3) n/a
5. Due to the IESC program, the company is considering a joint venture with another firm.
 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly

B. IMPACT ON INPUT/OUTPUT:

1. Due to IESC assistance, overall costs decreased.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
2. Please give a rough estimate of cost reduction in percentages. _____ %
3. Due to IESC assistance, output increased.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
4. As a result of IESC assistance, the quality of input was improved.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
5. As a result of this IESC project, the client is improving his quality control program.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
6. As a result of IESC assistance, product quality improved.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
7. Due to the IESC program, waste was reduced.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
8. Please give a rough estimate of the percentage improvement in waste. _____ %
9. As a result of this IESC project, downtime of equipment was reduced.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
10. Due to IESC assistance, new marketing programs were developed.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
11. Please describe any other impacts on the company

Comments: _____

C. TECHNOLOGICAL IMPACT:

1. As a result of this IESC project, were new parts/tools/equipment purchased?

1) yes 2) no 3) n/a

2. Due to the IESC project, were improvements made in machinery maintenance?

1) yes 2) no 3) n/a

3. As a result of IESC assistance, were parts/tools/equipment purchased from domestic businesses?

1) yes 2) no 3) n/a

4. Due to IESC assistance, were parts/tools/equipment purchased from U. S. businesses?

1) yes 2) no 3) n/a

5. Due to the IESC project, were parts/tools/equipment purchased from other foreign businesses?

1) yes 2) no 3) n/a

6. As a result of this IESC project, were new procedures or processes introduced?

1) yes 2) no 3) n/a

7. As a result of IESC assistance, plant operations were improved.

1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly

8. Due to IESC assistance, there was a decrease in operating costs.

1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly

D. HUMAN/SOCIAL ("PEOPLE") IMPACT:

We know how difficult it is to tell what has happened in terms of affecting people, jobs, etc. However, we hope you can make the best estimates. The questions are designed usually as attitudinal scales so that you can circle what you feel is the most appropriate statement of agreement or disagreement. In other cases, please try to attach some kind of percentage or gross number estimate.

1. As a result of IESC assistance, was there an increase in the number of jobs?
1) yes 2) no 3) n/a
2. If so, please provide a rough estimate of how many jobs you think resulted from IESC assistance. _____
3. Please circle the areas which these jobs are categorized.
1) hourly workers 2) managerial 3) technical 4) executive 5) n/a
4. As a result of this IESC project, there was an overall improvement in workers' skills.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
5. As a result of IESC assistance, training programs were offered.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
6. Due to IESC assistance, employee attitudes have improved.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
7. Due to the IESC project, management's attitudes about their relations with employees (i.e. hourly workers, labor) have improved.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
8. As a result of this IESC project, employee turnover has been reduced.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
9. As a result of IESC assistance, employees are offered better salary incentives.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
10. Due to the IESC project, employee wages have been improved.
1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
11. If so, estimate percentage of increase _____ %

12

E. ORGANIZATIONAL IMPACT:

1. Due to the IESC program, the management structure was improved.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
2. As a result of IESC assistance, strategic planning activities were implemented.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
3. Job responsibilities have been clarified through such devices as job descriptions.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
4. The IESC project led to the establishment or improvement of a regular evaluation process.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
5. More effective controls were introduced (i.e., budgets, productivity information systems)
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
6. The IESC program led to improvements in the management information systems.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly

PART II: EXTERNAL IMPACT

There are many cases in which the affect of an IESC project led to changes in government regulations, encouraged competitors to adopt similar techniques, or led to more confidence in the community regarding its willingness to change and develop new technologies and operations.

1. As a result of IESC assistance, some competitors have changed their products or operations.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
2. Suppliers have also benefitted from the IESC program.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
3. Due to IESC assistance, suppliers or clients are now sending their employees to new training programs or other educational programs.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
4. Consumers benefitted from this IESC project in that they ultimately had access to better quality products or better pricing for the products they purchased.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
5. The success of this project represents an important demonstration effect to encourage other private companies to improve and change their activities.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
6. Government offices are considering or actively changing policies or other practices.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly
7. As a result of the IESC project, there was an increase in exports.
 - 1) disagree strongly 2) disagree 3) neither agree nor disagree 4) agree 5) agree strongly

OTHER

Statements 1 through 7 are a list of factors that can inhibit the success of a project. Please circle the response that best describes the positive or negative impact.

1. Government Regulation.

- 1) very negative impact 2) somewhat negative impact 3) neither negative nor positive impact
4) somewhat positive impact 5) very positive impact

2. Market for the particular client.

- 1) very negative impact 2) somewhat negative impact 3) neither negative nor positive impact
4) somewhat positive impact 5) very positive impact

3. Man power skills.

- 1) very negative impact 2) somewhat negative impact 3) neither negative nor positive impact
4) somewhat positive impact 5) very positive impact

4. Attitudes of management.

- 1) very negative impact 2) somewhat negative impact 3) neither negative nor positive impact
4) somewhat positive impact 5) very positive impact

5. Attitudes of workers.

- 1) very negative impact 2) somewhat negative impact 3) neither negative nor positive impact
4) somewhat positive impact 5) very positive impact

6. Attitudes of senior executives.

- 1) very negative impact 2) somewhat negative impact 3) neither negative nor positive impact
4) somewhat positive impact 5) very positive impact

7. Complexity of the operating technology.

- 1) very negative impact 2) somewhat negative impact 3) neither negative nor positive impact
4) somewhat positive impact 5) very positive impact

We would like you to list any other factors that you feel inhibited the overall success of the project.

8. Other factors. (please list)

C. Financial Information

1. The Annual Grant drawdown for 1985 was \$6,000,000 from the Core Grant plus \$450,000 carried over from Grant #11. During the year we ran a deficit of \$466,456 which has had a negative impact on our 1986 cash position. The reason for it was principally an overestimation of USAID subsidies, especially those from Brazil, Mexico and the Eastern Caribbean totalling \$300,000, which came through too late in the year for us to start projects and drawdown on the Grants. Other principal shortfalls were in Egypt and Tunisia amounting to \$269,000 due to our inability to develop sufficient projects for the Grant drawdowns.
2. The principal cost containment activities were summarized in section A 1, Program Performance of this report. Briefly they involved in our overseas offices, efforts to minimize hotel costs, to move in the direction of additional local nationals as Country Directors, and to move in the direction of renumeration of our Representatives and Sales Agents who are outside the principal cities on a commission basis. Insofar as US administrative costs are concerned, as we indicated, our Senior Vice President is retiring and his Field Assistant resigned September 1, 1985. In their place we have added a new Vice President for recruiting and a new Vice President for Finance and we assigned other duties in accordance with the revised set of organizational charts which is attached. There were no capital expenses in excess of \$100,000 in 1985.
3. Progress made in revenue generation program:
 - (a) In Non-AID countries client fees per project were increased from \$19,054 in 1984 to \$23,500* in 1985. We again received \$150,000 contribution toward operation of our Taiwan office, and will receive \$62,500 from the Government of the Dominican Republic from other than client contributions.
 - (b) Other AID revenues. A summary sheet is attached as the next page listing pertinent information about each USAID Mission or Regional Grant.
4. Attached are the 1984-1987 Overseas Program Budgets together with an updated Financial Plan for 1986. The actual numbers for 1985 are in preparation and will be forwarded shortly.
5. The audited Financial Statement for 1985 is enclosed.

D. Administrative Information

1. A list of Board of Directors and their affiliates is attached as page 10c.
2. A current organizational chart indicating key staff by name is enclosed.

*approximate figure.

OTHER-AID REVENUES - AS OF DECEMBER 31, 1985

<u>COUNTRY</u>	<u>SOURCE</u>	<u>DATE SIGNED</u>	<u>AMOUNT</u>	<u>NO PROJECTS</u>	<u>SUBSIDY CEILING</u>	<u>TYPE CLIENT</u>	<u>PURPOSE</u>
East Caribbean	USAID Barbados	8/29/85	\$ 90,000	12	\$ 12,000	Grenada	Project
El Salvador	USAID El Salvador	3/18/85	500,000	50	9,000	Micro, Small, Medium, Export	Project & CD Office Expense
Honduras	USAID Honduras	11/4/85	100,000	Not Stated	Not Stated	Small, Medium	Project
Jamaica	USAID Jamaica	3/28/85	100,000	Not Stated	7,000	Private Sector	Project
Ecuador	USAID Ecuador	4/28/85	75,000	10	7,500 Ave. No Max.	Agro. Industry	Project
Paraguay	Regional Oper. Div-LAC	8/29/85	300,000	55 (3 yrs.)	Not Stated	Develop Private Enterprise	CD Office, Project
Brazil	USAID Brazil	9/25/85	244,000	-	Not Stated	Agro. Business	Project
Mexico	USAID Mexico	7/2/85	125,000	-	10,000	Private Sector Rural, Micro, Small, Medium	Project
Egypt	USAID Egypt	12/14/83	1,000,000	80 (3 yrs.)	12,500	Private Sector, Technical Assistance	Project
Morocco	USAID Morocco	5/30/85	50,000	-	15,000	Private Sector or Public/Semi Public, Servicing Private Sector	Project

OTHER-AID REVENUES - AS OF DECEMBER 31, 1985 - ctd.

<u>COUNTRY</u>	<u>SOURCE</u>	<u>DATE SIGNED</u>	<u>AMOUNT</u>	<u>NO PROJECTS</u>	<u>SUBSIDY CEILING</u>	<u>TYPE CLIENT</u>	<u>PURPOSE</u>
Jordan	USAID Jordan	12/7/85	100,000	-	-	Approved Public Sector plus Pri- vate Sector on Case By Case Basis	Project
Tunisia	USAID Tunisia	9/6/85	250,000	5-10 Annually	-	Private Sector, Small, Medium Size Firms	Project
Turkey	Reg. Oper. Div. NE	10/11/85	50,000	6	8,300	Agriculture, Food Processing	Project
Yemen	Reg. Oper. Div. NE	10/16/85	50,000	6	8,300	Agriculture, Food Processing	Project
Sri Lanka	USAID Sri Lanka	11/85	12,500	5	3,000	Small Business Agri. Based	Project
Zimbabwe	USAID Zimbabwe	12/16/85	100,000	-	-	-	CD Office

SECTION C-4 FINANCIAL PLAN - Total IESC Budget (\$000's)

	<u>1983</u> Actual	<u>1984</u> Actual	<u>1985</u> Actual	<u>1986</u> Est.	<u>1987</u> Est.
<u>EXPENSES</u>					
<u>PROJECT EXPENSES</u>					
<u>VOLUNTEER EXECUTIVES</u>					
Transportation	\$1,323	\$1,517	\$2,032	\$1,905	\$1,905
Subsistence	2,245	2,635	3,308	3,200	3,200
Recruitment	634	709	861	820	820
Other	88	139	276	255	255
	<u>4,290</u>	<u>5,000</u>	<u>6,477</u>	<u>6,180</u>	<u>6,180</u>
<u>COUNTRY DIRECTORS & FIELD SUPERVISION</u>					
Salaries	1,203	1,181	1,292	1,249	1,249
Other (Travel, Subsistence for Volunteer Country Directors, Employee Insurance and taxes, Local Employee Salaries, and Other Office Expenses)	<u>2,278</u>	<u>3,061</u>	<u>3,296</u>	<u>2,891</u>	<u>2,891</u>
	<u>3,381</u>	<u>4,242</u>	<u>4,588</u>	<u>4,140</u>	<u>4,140</u>
<u>TOTAL PROJECT EXPENSES</u>	<u>7,671</u>	<u>9,242</u>	<u>11,065</u>	<u>10,320</u>	<u>10,320</u>
<u>STAMFORD ADMINISTRATIVE EXPENSES</u>					
	<u>2,528</u>	<u>2,419</u>	<u>2,460</u>	<u>2,469</u>	<u>2,469</u>
<u>TOTAL EXPENSES</u>	<u>10,199</u>	<u>11,661</u>	<u>13,525</u>	<u>12,789</u>	<u>12,789</u>
<u>REVENUES</u>					
<u>PRIVATE</u>					
Receipts From Projects	4,083	4,262	4,971	5,089	5,089
Sponsor Contributions (U.S.)	479	458	523	450	450
Other	500	393	380	279	279
<u>PROJECTED U.S. GOVERNMENT SUPPORT</u> (Subject to the availability of funds)					
Core Grant	4,900	6,000	6,450	5,760	5,760
Other Aid	<u>625</u>	<u>815</u>	<u>735</u>	<u>1,283</u>	<u>1,283</u>
<u>TOTAL REVENUES</u>	<u>10,587</u>	<u>11,928</u>	<u>13,059</u>	<u>12,861</u>	<u>12,861</u>
<u>SURPLUS (DEFICIT)</u>	388	267	(466)	72	72
<u>NUMBER OF PROJECT STARTS</u>	373	501	593	564	564

*Includes \$450,000 obligated in later FY 83 but drawn down in CY 1985.

1985

INTERNATIONAL EXECUTIVE SERVICE CORPS

BOARD OF DIRECTORS

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Chairman

Mr. Ralph E. Bailey Chairman Conoco Inc.	Mr. Don Johnston Chairman JWT Group, Inc.
Mr. Thomas S. Carroll President and CEO International Executive Service Corps	Hon. Sol M. Linowitz Senior Counsel Coudert Brothers
Mr. Albert V. Casey Retired Chairman AMR Corporation	Mr. C. Peter McColough Chairman of the Executive Committee Xerox Corporation
Mr. H. Weston Clarke, Jr. Senior Vice President - Personnel American Telephone & Telegraph	Mr. Harold W. McGraw, Jr. Chairman McGraw Hill, Inc.
Mr. George M. Ferris, Jr. Chief Executive Officer Ferris and Company Incorporated	Mr. David E. McKinney President IBM World Trade Americas Far East Corporation
Mr. Charles C. Fitzmorris, Jr. President Chain Store Systems, Ltd.	Mr. Daniel Parker Honorary Chairman The Parker Pen Company
Mr. Robert S. Hatfield President The Society of The New York Hospital	Mr. Philip D. Reed Retired Chairman General Electric Company
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Mr. Andrew Heiskell Chairman of the Board The New York Public Library	Mr. Lawrence M. Small Group Executive North American Banking Group Citibank, N.A.
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INTERNATIONAL EXECUTIVE SERVICE CORPS ORGANIZATION CHART



BOARD OF DIRECTORS

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Eise Duemmler
Administrative Assistant

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Administrative Assistant
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Administration
Maureen Stack
Administrative Assistant
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Administrative Assistant

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CARIBBEAN**

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Human Resources

Beverly Butkewich /
Manager,
Admin. Services

Eddie Calmeri /
Kenneth Carden /
Communications/Telex

Joe Bingler /
Mailroom,
Stockroom Clerk

Valerie Blasius /
Clerk/Typist

Peggy Hoffman /
Receptionist

Charles V. Neiswender /
Vice President,
Planning/Non-CD
Countries

Deena Republicano /
Secretary

John R. Cooney
Ass't. to VP
Latin Am./Caribbean
(Also CD, Jamaica)

HUGHES INTERN'L TRAVEL
(In-plant location)

***Connie Cornelius**
***Victor Oliveras**

***Employed by Hughes**
Intern'l Travel

Caroline Hill /
Director,
Corporate Affairs

Judy Salmere /
Secretary

Celia Bobrowsky /
Catherine McGrath /
Marcia Rosen /
Project Analysts

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Margaret Phinney /
Administrative Assistant

AFRICA

Robert Collier /
Director, Financial
Planning & Budgets

Robert Proven /
Controller/Treasurer

Nancy Noble /
Secretary

Fran Mogonye /
Senior Accountant

Stephen Koller /
Director,
Mgmt. Information
Systems

Donna Sandor /
Secretary

Kathy Williams, /
Sr. Bookkeeper

Alicia Zec /
Holly Smith /
Dyana Vingo /
Linda Cordon /

Bookkeepers/
Stats

Candida Ortega /
Computer Assistant

Susan Powers /
Programmer/Analyst

Patricia Norwood /
Exec. Secretary,
Word Processing

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ARCHA O. KNOWLTON, VICE PRESIDENT

Harriet Paul /
Administrative Assistant

ASIA

William L. Moore /
Deputy V.P.,
Communications

Robert Massey /
Director,
Corporate Development,
Advertising

D. Jack Miller
Asst. to VP, Asia
(Located in Bangkok)

Miles Denham /
Editor, Writer

Mary E. Romig /
Secretary

Mary Rita McKenney /
Communications
Assistant

Jean Stewart
Editorial
Assistant

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 Sandra Irick
 Administrative Assistant
 James B. Parker, Deputy V.P.

Shirley Ramsdell
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 Skills Bank

Kenneth Kirwan
 Director of Project
 Operations

Nina Riley
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Anne Symmers
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Jennifer Schultz
 Administrator,
 Project Operations

Janet Claasen
 Secretary

Catherine Comack
 Linda Lanefski
 Lori Bo
 Sandra Pirolozzi
 Janet DeFranco
 Ruth Weisberg
 Secretaries

Volunteer Recruiters

Alan Baker
 Frank Barch
 Geoffrey Blain
 Allen Cameron
 James Clements
 Emil Davidson (2)
 Saul Eisenberg
 Casper Fishback
 Michael Frothingham
 Will Garey (1)
 Joseph Golden
 C. Voss Hutton
 John Jinishian
 Lucy Jinishian
 Herman Kaplan
 Charles Maravell
 Donald Marquardt (4)
 Brian Morrow (3)
 Robert Myers
 William Okie
 William Palm
 George Stone
 Virginia Schroeder
 Walter Sharoff
 John Welsh
 Jay Whitehair
 Stanmore Wilson

REGIONAL LIAISON
 (1) Asia
 (2) Africa
 (3) Latin America
 (4) Near East

NEAR EAST

PAUL M. AUBRY, VICE PRESIDENT
Nadine King
Administrative Assistant

CONSULTANTS

HARVEY WALLENDER
Marketing Services

Elizabeth Little
Women's Field Activities

3. The information requested concerning new business development, new products and services is as follows:

New Business Development Activities

The ABLE program has finished 27 studies in 1986 and expects to complete another 20 by the end of the first half. Most of these studies are independent of volunteer activities, but represent a new community of businesses that have been reached through IESC. ABLE services are also proving complementary to the IESC developments in joint and conventure services.

The Joint Venture Feasibility Fund (JVFF) to date has agreed to support 52 projects of the scheduled 70 of the initial plan. Therefore, the JVFF is on plan and will be sending a team to visit missions in May and June to seek additional funds for IESC local office and Stamford as part of an extension of the overall JVFF activities.

A new program for fund raising is being developed around the theme that IESC activities increase linkages between U.S. firms and the developing world. This program will be tested at the upcoming June tenth seminar and roundtable with Columbia University. If deemed appropriate, this approach will be used to help develop new relevance for IESC fund raising in the United States.

New Products and Services

Two new and an updated brochure have been published and are in the hands of each Country Director. The updated brochure, entitled "This is IESC", has been our most effective selling tool for several years. Additional improvements include outstanding IESC projects around the world, more illustrations, and forecasts for the future. Particular emphasis is given to new IESC services, such as Diagnostic projects, ABLE, and the Joint Venture Feasibility Fund.

Two new selling tools were supplied to the Country Directors. One contains a set of actual IESC cases where outstanding services to clients had been rendered in the area of insurance. The second one contains descriptions of successful IESC projects that had taken place in the chemical industry.

V. Evaluation Schedule

Status analyses and evaluation of program objective on quarterly and annual bases will be conducted at such meeting and at those times agreed upon by the project office and the IESC representative.

IESC OVERSEAS PROGRAM BUDGET
1986 ESTIMATE

PROGRAM EXPENSE

COUNTRY	PROJECT STARTS	VOLUNTEER EXECUTIVE	COUNTRY DIRECTOR	FIELD SUPPORT	TOTAL	TOTAL CLIENT REVENUE
CORE GRANT						
LA						
EASTERN CARIBBEAN	26	192,556	116,300	22,074	330,930	148,200
COSTA RICA	13	109,278	111,500	11,037	231,815	91,000
DOMINICAN REPUBLIC	34	249,832	165,310	28,866	444,008	377,400
HAITI	12	111,552	55,800	10,188	178,540	85,200
EQUADOR	33	264,984	189,600	28,017	482,601	211,500
EL SALVADOR	28	275,744	104,600	23,772	404,116	154,000
GUATEMALA	29	138,960	102,650	16,980	258,790	100,000
HONDURAS	35	276,320	116,100	29,715	422,135	152,000
JAMAICA	59	462,400	157,400	42,450	662,250	350,000
PANAMA	15	154,680	86,800	12,735	254,215	105,000
PARAGUAY	05	48,000	59,800	4,245	142,045	48,000
PERU	10	117,960	118,100	8,490	244,570	97,000
BRAZIL	40	481,920	219,450	33,960	735,330	728,000
CHILE	05	40,590	24,800	4,245	69,635	73,500
COLOMBIA	10	87,980	55,800	8,490	152,270	156,000
MEXICO	15	102,720	167,600	12,735	289,255	204,000
VENEZUELA	08	59,784	60,800	6,792	126,376	89,600
Subtotal	259	\$ 3,180,280	\$ 1,943,810	\$ 304,791	\$ 5,428,881	\$ 3,170,400
NE						
EGYPT	16	275,168	166,400	13,584	455,152	153,500
JORDAN	07	100,926	87,100	5,943	193,969	68,000
MOROCCO	12	168,408	84,800	10,188	263,396	66,000
PORTUGAL	10	118,580	92,800	8,490	219,670	80,000
TUNISIA	08	103,264	66,900	6,792	176,956	52,000
TURKEY	10	163,480	135,800	8,490	307,770	89,000
YEMEN	02	31,695	0	1,698	33,394	16,600
Subtotal	65	\$ 961,522	\$ 633,800	\$ 55,185	\$ 1,650,507	\$ 524,800
ASIA						
INDIA	10	145,980	79,050	8,490	233,520	117,000
INDONESIA	24	397,944	189,650	20,376	607,970	240,000
PAKISTAN	07	99,386	87,150	5,943	192,479	73,500
PHILIPPINES	13	172,874	164,970	11,037	348,881	117,000
SRI LANKA	14	201,572	53,780	11,885	267,239	77,000
THAILAND	19	252,662	132,000	16,131	400,793	167,200
Subtotal	87	1,270,418	706,600	73,863	2,050,881	791,700
AF						
KENYA	09	138,132	89,400	7,641	235,173	45,000
ZIMBABWE	12	148,272	83,100	10,188	241,560	102,000
OTHER AFRICA	08	112,784	35,000	6,792	154,576	64,000
Subtotal	29	399,188	207,500	24,621	631,309	217,000
Core Grant Subtotals	-	5,811,408	3,491,710	458,460	9,761,578	4,703,900
NON-CORE GRANT						
SAUDI ARABIA, GREECE	03	47,544	0	2,547	50,091	63,000
KOREA	04	58,032	39,050	3,396	100,478	120,000
TAIWAN	14	219,422	130,950	11,886	362,258	261,800
CHINA	03	43,944	0	2,547	46,491	60,000
Subtotal	24	368,942	170,000	20,376	559,318	504,800
TOTAL	564	\$ 6,180,350	\$ 3,661,710	\$ 478,836	\$10,320,896	\$ 5,208,700

* Core Grant effective for in-country costs only in amount equal to or less than LESS APPLICABLE U.S. ADMIN, as per Grant Agreement.

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PROGRAM REVENUE

TOTAL CLIENT REVENUE	LESS APPLICABLE US ADMIN.	NEW CLIENT REVENUE	OTHER NON AID	OTHER AID	CORE GRANT	TOTAL REVENUE
179,200	113,776	34,424	0	60,000	236,506	330,930
21,000	56,888	34,112	0	0	197,703	231,815
377,400	148,784	228,616	62,500	0	152,392	444,008
65,200	52,512	32,688	0	0	145,852	178,540
211,500	144,408	67,092	0	69,000	347,509	482,601
154,000	122,528	31,472	0	192,000	130,644	404,116
100,000	87,520	12,480	0	0	246,310	358,790
152,000	158,160	(1,160)	0	100,000	323,295	422,135
350,000	210,000	131,200	0	50,000	471,050	652,250
185,000	65,640	33,260	0	0	214,855	254,215
48,000	11,880	26,120	0	37,000	38,925	142,045
17,000	43,760	53,240	0	0	191,330	244,570
128,000	173,640	552,960	0	206,000	(23,630)	735,330
73,500	21,880	31,620	0	0	18,015	69,635
136,000	43,760	112,240	0	0	40,030	152,270
204,000	65,640	138,360	0	70,000	60,595	299,255
89,600	35,008	54,592	0	0	71,784	126,376
\$ 3,170,400	\$ 1,570,984	\$ 1,599,416	\$ 62,500	\$ 843,000	\$ 2,923,965	\$ 5,428,281
153,600	70,016	63,564	0	160,000	211,566	455,152
68,600	30,632	37,968	0	46,000	110,001	193,969
66,000	52,512	13,488	0	45,750	204,158	263,396
80,000	40,760	39,240	0	0	183,630	219,870
52,000	35,008	16,992	0	40,000	119,964	176,956
48,000	43,760	44,240	0	17,000	246,530	307,770
16,600	8,752	7,848	0	16,667	8,679	33,394
524,800	\$ 284,440	\$ 240,360	0	\$ 325,417	\$ 1,084,730	\$ 1,650,507
117,000	\$ 43,720	\$ 73,240	\$ 0	\$ 35,000	\$ 125,280	\$ 233,520
240,000	135,024	134,976	0	0	472,994	607,970
73,500	30,632	42,868	0	0	149,611	192,479
117,000	56,888	60,112	0	0	288,769	348,881
77,000	61,264	15,736	0	12,500	239,002	267,238
167,200	83,144	84,056	0	0	316,737	400,793
791,700	380,712	410,988	0	47,500	1,592,393	2,050,281
45,000	39,284	5,616	0	0	229,557	235,173
108,000	52,512	55,488	0	67,000	119,072	241,560
64,000	35,003	28,992	0	0	125,564	154,576
217,000	126,904	90,096	0	67,000	474,213	631,309
4,703,900	\$2,363,040	\$2,340,860	\$ 62,500	\$1,282,917	\$6,075,301	\$ 9,761,518
Less from other sources: <u>315,331</u>						
Core Grant <u>\$5,760,000</u>						
63,000	13,128	49,872	0	0	0	49,872
120,000	17,504	102,496	0	0	0	102,496
261,800	61,264	200,536	150,000	0	0	350,536
60,000	13,128	46,872	0	0	0	46,872
504,800	105,024	399,776	150,000	0	0	549,776
\$ 5,208,700	\$2,468,064	\$2,740,736	\$ 212,500	\$1,282,917	\$5,760,000	\$10,320,896

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