



PROSPERITY & STABILITY THROUGH PRIVATE ENTERPRISE



Trade & Enterprise

Our founders were confident that applying U.S. business practices in developing-country environments would be an effective way to alleviate poverty, create stability and spread good will. From those beginnings, that idea has evolved, deepened, diversified and prospered.



Today, we concentrate on helping businesses become more competitive -- from implementing interventions that affect national policy to coordinating industry-wide workshops and training at

the firm level. We explore ways to penetrate global markets, enhance quality, increase sales, attract investment, apply new technologies and create jobs. We often work through and with business support organizations (such as chambers of commerce and trade organizations). At the micro, small and medium-sized enterprise level, you'll find us on the ground, consulting and training in business areas such as planning, operations, finance and marketing — all along the value chain that brings a product or service from the idea stage to final sale. We've helped governments and private organizations work together on activities leading to membership in the World Trade Organization.

One example is our Africa Growth and Opportunities Act (AGO+) program in Ethiopia for USAID. Through it, we help build capacity and support entities so Ethiopia's businesses can take advantage of their trade opportunities. Because of our work, mechanisms now in place include a chapter of the American Chamber of Commerce and an outreach investment initiative aimed at the Ethiopian Diaspora.

Financial Services



A well-run financial system is a key factor in any country's ability to mobilize savings, make capital available and catalyze investment. We've established a strong record of success in crafting cross-cutting services to enhance micro and small

business access to capital, strengthen the capacity of banks and other financial institutions and create innovative financial products for under-served business segments (such as farmers). We work as an advisor as well as a loan and political risk insurance originator for the Overseas Private Investment Corporation. This enables us to help qualified projects get loans for investment in developing countries.

As the prime implementer of the Ghana Agricultural Credit Program (in association with the Millennium Challenge Corporation), we're helping to improve credit access and to offer innovative financial services to that country's agricultural sector. This includes consulting with a group of Ghanaian financial institutions, ensuring the efficient and transparent distribution of a multi-million-dollar fund for agricultural development and helping farmers, cooperatives and small agribusinesses get access to finance so they can grow their businesses and sustain their communities.

WHAT SETS US APART

We bring a seasoned and market-focused business perspective to the programs we implement. When appropriate, we deliver world-class interventions by senior executives from America's most successful companies, talent you won't find elsewhere. Our emphasis is on results — specific, clearly stated, measurable results. That may mean more competitive enterprises and enhanced value chains as measured by increased domestic, regional or international sales. In some cases, our key metric is the successful launch of innovative financial services or increased loan volume to MSMEs and agribusinesses. In others, it can mean increased tourist arrivals or increased spending per arrival. We believe strongly that measuring effectively is an integral part of managing effectively. We stand on our record of nearly half a century of proven success.

Tourism

For a relatively small investment, tourism can provide a strong boost to a developing country's economy. Our work in tourism includes creating market-savvy strategies from the national to the local level, introducing best-practice management techniques, improving tourism facilities at all levels and marketing enhanced tourism offerings via traditional and electronic channels.

Experience shows that tourism has a strong “ripple effect.” Pro-poor tourism boosts revenue in other areas (such as food services and handicrafts), creates associated service jobs and attracts investment.

In Sri Lanka, we helped a company that owned one hotel reorganize its operations and access financing for an ambitious expansion strategy. That company now has 25 hotels in four countries. In Bulgaria, we introduced a certification and quality control system that catalyzed the formation of a co-branded, privately-run group of small hotels and guest houses. That group, Authentic Bulgaria, now includes 64 properties throughout the country. And in Georgia, we worked closely with local stakeholders to design community-led strategies that don't just sit on a shelf. They actually get implemented. Our assistance has led to more tourists, more revenues, more jobs and directly contributed to the creation of at least five new hotels and local businesses.



ICT & Applied Technologies

Our Geekcorps subsidiary has built an enviable reputation as a nimble and creative resource in the design and implementation of innovative technology programs in remote corners of the world. Our programs range from sophisticated multidimensional cross-cutting ICT (Information & Communication Technology) installations to makeshift FM antennas cobbled out of soft drink bottles. Over the years, Geekcorps accomplishments have been featured in many trade and general media. Our Geekcorps volunteers and consultants not only address the needs of the ICT sector itself, but they also build ICT capacity across a spectrum of general business sectors, public and private.

In Mali, Geekcorps has built or refurbished 17 radio stations on the edges of the Saharan desert. These stations contribute directly to U.S. counter-terrorism objectives by ensuring that local communities have an independent source of information beyond local tribal leaders and nearby terrorist cells, and they convey information about the democratic process. They also contribute to social development with programming that can impact health, sanitation, and education. The bonus is that the stations collectively act as one community center. Some of the stations provide a neutral meeting place for the community, as well as useful services, like internet access and the ability to register and print identification cards — essential to encouraging participation in the democratic process. Always central to Geekcorps' mission is sustainability. That's happened in Mali as our teams have used simple, appropriate technologies and trained local team members to take on the roles of managers, technicians and broadcast reporters.

HOW WE'VE EVOLVED

In 1964, a study team formed by entrepreneur/philanthropists David Rockefeller and Sol Linowitz circulated the charter for an “executive service corps” inspired by the Peace Corps. Ultimately, that charter led to a ceremony in the White House Rose Garden where President Lyndon Johnson announced IESC's formation later that year. The emphasis was on sending senior executive volunteers to emerging nations on programs shaped by the United States Agency for International Development. IESC was given a core grant to accomplish its goals. The core grant was phased out in the mid-1990s, and we now compete for contracts with many different entities. We staff our programs with a carefully chosen mix of talent that may include expatriates, volunteers and/or paid consultants.

Public Sector & Business Enabling Environment

A key aspect of our work in private sector development is improving the domestic business environment and reducing obstacles to trade. Our programs address legal and regulatory issues impeding private sector development. What's more, we build capacity and understanding in government agencies so they can serve as public sector partners in fostering economic growth.

As the prime implementer of the Jordan-U.S. Business Partnership Program, we assisted the Industrial Development Directorate at the Ministry of Industry and Trade (MIT) in training its staff, helped restructure the different directorates within MIT, draft a National Industrial Policy, establish the E-Government Initiative and upgrade the Internal Quality System within MIT. We also bolstered business support organizations that facilitated dialogue between the IESC-supported industries and the government.

In Afghanistan, we're the lead implementer in a U.S. Department of Agriculture project to build a Ministry of Agriculture that's effective and transparent. The program has two distinct components -- establishing procurement and financial systems that meet all U.S. government requirements and enable the ministry to receive direct U.S. aid and to help it become a more effective service provider to Afghans. Our work includes:

- Consulting with senior officials to adjust the way they do business by making decisions based on objective analysis rather than relying on anecdote, conjecture or personal connections

- Modifying the culture to understand that consumers, farmers and agribusinesses need to be treated as clients, not simply beneficiaries
- Providing both on-the-job and formal training for personnel at all levels
- Introducing business process improvements in key responsibility areas where administrative bottlenecks slow the delivery of services

The overall results of the program are to produce better processes, better decisions and better people.



HOW WE FIX MISTAKES

Yes, mistakes do happen. The real question is how we deal with them. When we make a mistake, we take responsibility and we fix it — quickly, professionally, openly.

For example, a recent IESC-led agricultural credit program for the Millennium Development Authority in Ghana was at risk due to problems with field management. Our Vice President of Global Program Operations moved quickly. He flew to Ghana and led the effort to redesign the program and replace field management. After much hard work, the program exceeded its goals, and is being extended through the end of Ghana's compact with MCC.



Who We Are

We're IESC — the International Executive Service Corps. We're a Washington-based not-for-profit with a focus on private sector growth. Our work helps improve the lives of people throughout the world.

What We Do and How We Do It

For nearly 50 years, we've been designing, implementing, managing and evaluating economic growth programs under contracts with organizations like the U.S. Agency for International Development, the Millennium Challenge Corporation, the U.S. Department of Agriculture and the U.S. Department of State as well as for private companies and foreign governments. Typically, these programs fall within one or more of our five practices:

- » **TRADE AND ENTERPRISE**
- » **FINANCIAL SERVICES**
- » **TOURISM**
- » **ICT AND APPLIED TECHNOLOGIES**
- » **PUBLIC SECTOR AND BUSINESS ENABLING ENVIRONMENT**

We're very careful about matching the right team with the client's needs and working to provide an optimal mix of the most capable experts in their fields. This includes local talent, paid consultants, experts from our HQ team and volunteers. Over the years, we've implemented more than 25,000 short-term projects and 200 programs in 130 countries. True to our mission — Promoting Prosperity and Stability through Private Enterprise — we're proud to have created more than one million jobs all across the globe.



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