

2020 ANNUAL REPORT



WHO WE ARE

IESC is a leading U.S. nonprofit organization that fosters private sector development in the economically developing world. Since 1964, we have delivered lasting solutions that have resulted in more than 1.5 million jobs in 137 countries.

IESC builds opportunity in developing economies: sustainably creating jobs, growing small and medium enterprises, and sharing proven skills and experience. Working with entrepreneurs, businesses, cooperatives, and governments, we offer tools—human, technological, financial—that help communities transform. Our greatest honor is seeing people thrive because of equitable access to the resources needed for success.

IESC works primarily through long-term local staff who are not only based in the countries where we work, but are primarily from the countries where we work. We also work with and through local organizations to ensure that the solutions we develop will endure. These efforts are supported by our dedicated volunteers and consultants.



VISIT US AT [IESC.ORG](https://www.iesc.org)



AT OUR CORE

OUR MISSION

We apply private sector solutions around the world to improve standards of living, create and preserve jobs, and help enterprises grow. We strive to leave behind sustainable businesses, robust institutions, knowledgeable and skilled people, and thriving communities.

OUR VISION

A world with opportunity for all, where people and businesses have access to viable markets and the resources they need to thrive.

OUR VALUES

- Sustainability
- Integrity
- Equity
- Collaboration
- Innovation
- Learning and Knowledge
- Local Solutions
- Service and Volunteerism

A MESSAGE FROM THE BOARD CHAIR AND PRESIDENT & CEO

We are pleased to share our 2020 annual report, which highlights IESC's impact in fostering inclusive, sustainable economic growth that improves the lives of people and families around the world. We are proud of what IESC accomplished in a challenging year, when countless things were turned upside-down by COVID-19. Due to the major adverse economic impacts of the pandemic, many of our program participants around the world needed our support in 2020 more than ever. Our staff, consultants, and volunteer experts worldwide adapted and persevered in IESC's important work. We delivered significant results for our funders and our program participants, including farmers, entrepreneurs and jobseekers, small and medium enterprises, financial institutions, private sector associations, and host country governments.

In addition to highlighting how we helped people and businesses across the world adapt to COVID-19, the pages that follow illustrate the results and impact of our work in 2020. This includes how we supported small and growing businesses to expand and create jobs; increased international trade; improved the policy environment to enable business growth; supported farmers and rural enterprises to improve food security and boost rural incomes; equipped workers with 21st century skills that meet the needs of employers; and helped businesses access needed capital to grow. IESC's programs spanned across Africa, Asia, Latin America and the Caribbean, and Southeastern Europe.

Despite the challenges of the pandemic, we developed a new partnership with the Swiss Agency for Development and Cooperation to improve workforce development for migrants in Sri Lanka. We also deepened our partnership with the United States Department of Agriculture via a newly launched international trade focused food safety program in the Dominican Republic. These are just two examples of how IESC's program portfolio expanded during 2020.

Our efforts would have been impossible without the support and commitment of our funders and donors and our valued staff, Board of Directors, partners, collaborators, and volunteers. We thank each of you for your resolve, dedication, and perseverance, especially during a year of extraordinary challenges.

As we move forward to 2021, IESC is a resilient and more impactful organization that is better positioned to create economic opportunity worldwide. We could not do this work without you.

Sincerely,

Wing Keith & David Hartingh



Wing Keith
Board Chair



David Hartingh
President &
Chief Executive Officer

2020 RESULTS

IESC uses a common set of metrics to measure the reach and impact of our work across all programs. With these insights, we continuously adapt and improve how sustainably and effectively we are helping people and communities create jobs and promote economic stability.



EXPERTISE

Since 1964, IESC has been a valued partner to people and communities around the world. Entrepreneurs, small and medium enterprises, and local governments trust us as a resource for improving lives through economic opportunity. Our long legacy of strengthening developing economies is matched by our vision for the next generation. Our areas of expertise are:

- ENTERPRISE DEVELOPMENT
- TRADE & MARKET LINKAGES
- MARKET-DRIVEN AGRICULTURE
- ACCESS TO FINANCE
- WORKFORCE DEVELOPMENT
- BUSINESS ENABLING ENVIRONMENT
- INSTITUTIONAL CAPACITY BUILDING
- CLIMATE-CONSCIOUS ENTERPRISE



WHAT PEOPLE ARE SAYING

"Exporting Quality helped us more than double our production and sales while helping reduce material costs by 50%. Together we created five new vegetable flour-based products... Exporting Quality took our business to the next level of success." – Valeria Garcia, President and Head Chef, Valance in the Dominican Republic, about the [USDA Exporting Quality Program](#)

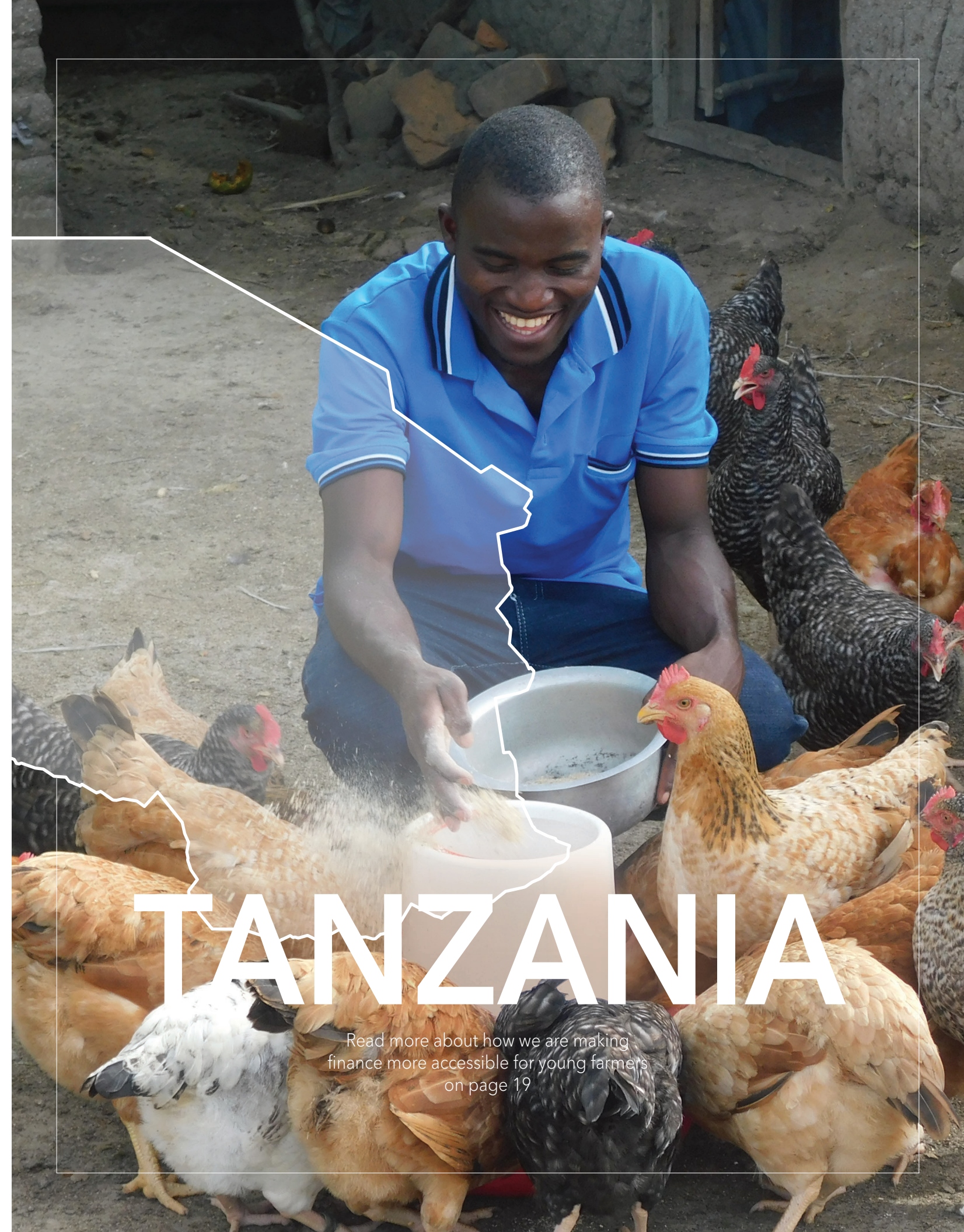
"We very much appreciate all of the guidance and assistance that ENGINE has provided to [the President's Office for Regional Administration and Local Governments (PO-RALG)] during the entire decentralization process. Their expertise and insights have proven invaluable, from the formulation of initial strategies and documentation, to the design of the Regional and Local Government Strengthening Program." – Dr. Andrew M. Komba, President's Office for Regional Administration and Local Governments (PO-RALG) in Tanzania, about the [USAID Enabling Growth through Investment and Enterprise Program \(ENGINE\)](#)

"I have been registered with the unemployment office for years as an economic technician...I am grateful for the opportunity given to me through the support of the WHAM Activity to retrain as a welder. Through teamwork with senior welders and coworkers in the profession at SIK Mostar, I was able to gain knowledge. I am trained, motivated, and ready for further advancement in my new career as a welder. Permanent employment has immeasurably improved the lives of my three-member family. My family's financial situation has greatly improved. The security that permanent employment brings is even more important." – Arman Bubalo, about the [USAID Workforce and Higher Access to Markets Activity \(WHAM\)](#) in Bosnia and Herzegovina

"Understanding the correct way to manage my dairy farm has made all the difference. Following the dairy management training, I also attended MOD's business basics and business planning training, which helped me manage my income and expenses better. Proper management of both my dairy farm and the paddy cultivation has freed up more time that I can spend with my family." – Mahinda Piyatissa, a dairy farmer from Medirigiriya in Sri Lanka, about the [USDA Market-Oriented Dairy Program](#)

"[The profitability analysis] will allow a 360-view of branch and product performance for better decision making, particularly relating to agricultural products." – Musoni Microfinance's Chief Financial Officer, about access to finance support received from the [USAID Farmer-to-Farmer Program](#) in Kenya

"[It] was an eye opener for me that it takes a combination of many skills to be successful at work. I can keep going back to youlead.lk and learn about these skills online while I'm at home." – 23-year-old Nishanth Rajasegaram, about a webinar created by the [USAID YouLead Program](#)



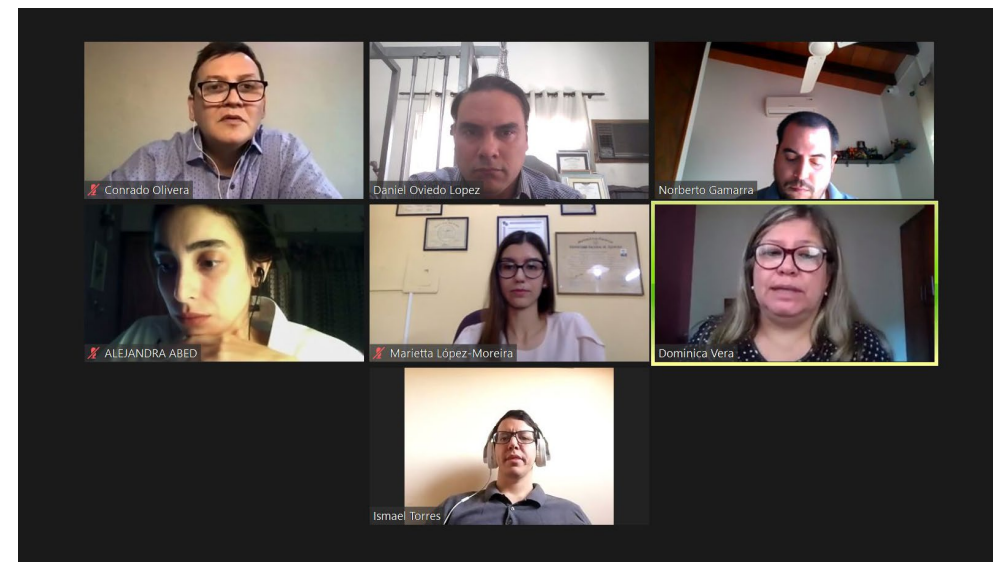
TANZANIA

Read more about how we are making
finance more accessible for young farmers
on page 19



COVID-19

SUPPORTING ENTERPRISES AND COMMUNITIES
THROUGH THE PANDEMIC



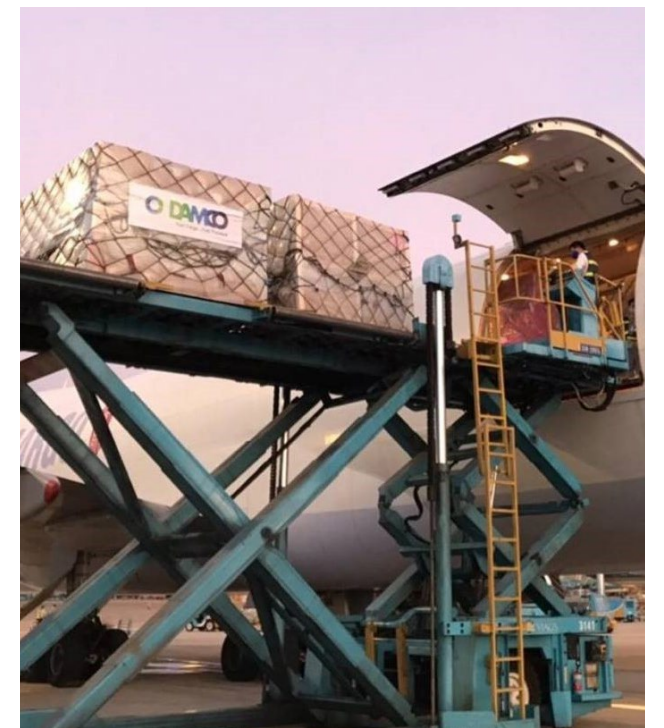
◀ Virtual meeting of the USDA-funded Trade-Facilitating Agricultural Systems and Technology (T-FAST) program team in Paraguay

IESC Responds and Adapts to the COVID-19 Pandemic

Throughout our 56-year history, IESC has supported private enterprises in responding to shifting global dynamics. While 2020 brought major challenges to nearly every facet of life around the world, IESC was steadfast in its efforts to continue achieving results for the families and communities we serve. We quickly transitioned to remote work environments and adapted program activities, shifting to virtual programming when possible. This enabled us to achieve results while keeping our staff and partners safe. The following examples illustrate some ways IESC responded to meet the needs and priorities of people, families, and communities.

Linking Vietnamese Suppliers with International PPE Buyers

As the COVID-19 pandemic broke, hospitals around the world were simultaneously facing patient surges and shortages of personal protective equipment (PPE). In response, IESC shifted focus and worked with the Government of Vietnam to link more than 200 local PPE suppliers with dozens of international buyers. We engaged garment factories with idle capacity to produce PPE, and we helped local suppliers manage production quality and logistics. Through this, we helped to meet global demand while supporting the long-term development of Vietnamese suppliers and supply chains.



PPE gowns produced by Vietnamese suppliers ready for shipment to the U.S. ▶

Providing Uninterrupted Career Guidance and Skills Development Online to Sri Lankan Youth

With in-person interactions halted, IESC adjusted how we do business. Without interruption, we launched digital campaigns to provide market-based skills development and career guidance to youth throughout Sri Lanka. The #21for21 campaign highlighted 21 skills to equip youth for success in the 21st century. The #StayHomeandLearn campaign enabled youth to adopt new marketable skills and access career guidance from their homes.



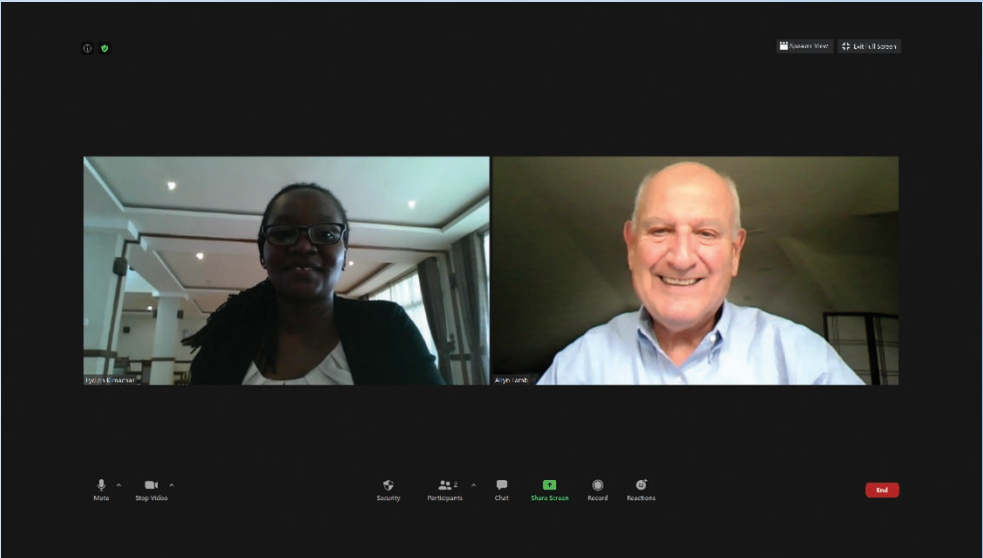
Diversifying Production and Training the Bosnian Workforce to Meet PPE Demand

In Bosnia and Herzegovina, we competitively awarded grants to enterprises seeking to produce and supply PPE to meet local and international needs. We helped them test, produce, and certify new PPE products and train workers on new manufacturing processes. One grantee, Plastoflex, began producing protective face masks certified for local and EU markets. With IESC’s support, Plastoflex trained workers to produce face shields and hired ten new employees. After the initial production, Plastoflex donated face shields to medical institutions across Bosnia and Herzegovina when PPE was in short supply.

IESC helped another Bosnian enterprise, Mandeks Molding, manufacture a new protective visor. Mandeks Molding hired six new workers, achieved two new certifications, and increased their overall exports by 15%. To support Bosnian communities and medical staff in need, Mandeks Molding also donated 4,000 prototypes to hospitals and medical facilities across the country.



▲ Protective face masks produced by Plastoflex (left) and Mandeks Molding (right) in Bosnia and Herzegovina



◀ Volunteers Lydia Kimachas (left) and Allyn Lamb (right) collaborate on IESC’s first remote paired assignment

Delivering Remote and In-Person Volunteer Assistance in Kenya and Tanzania

Due to travel restrictions, IESC initiated its first-ever remote paired volunteer assignments in Kenya and Tanzania. The new model mobilized a remote U.S. volunteer and a local volunteer expert to collaboratively organize and conduct technical assignments. In September 2020, Lydia Kimachas (Kenya) and Allyn Lamb (U.S.) conducted the first remote paired assignment, helping Lelchego Dairy Cooperative co-develop a risk mitigation strategy. This model ensured continued support to partners, while expanding online agricultural extension and advisory services to support farmers and cooperatives.





DOMINICAN REPUBLIC

Read more about how we are supporting small
cocoa farmers and exporters on page 18

IESC's GLOBAL IMPACT



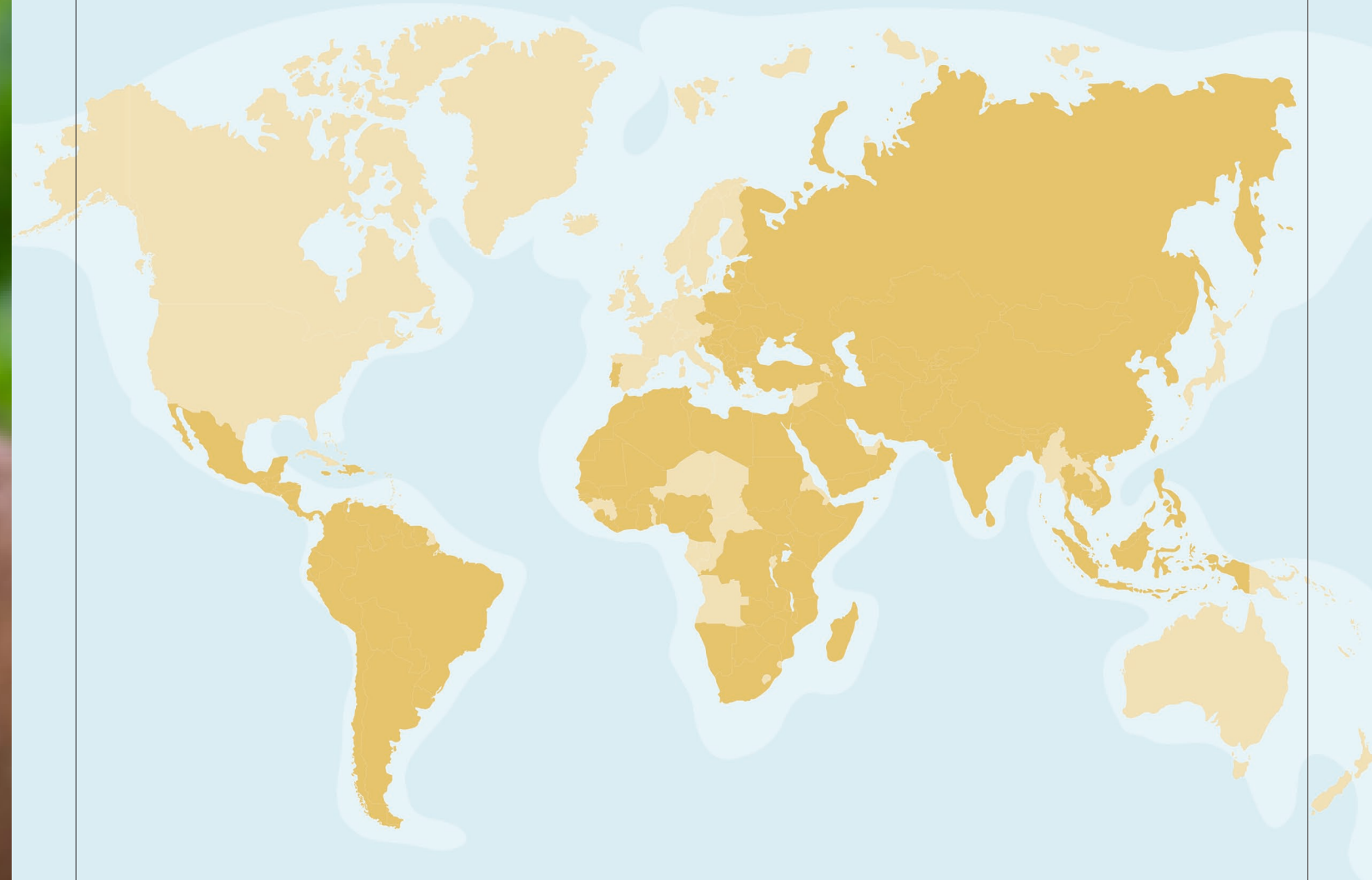
137 COUNTRIES SERVED



1.5 MILLION JOBS CREATED OR SAVED



56 YEARS SUPPORTING PRIVATE ENTERPRISE



■ Countries IESC has served since 1964

PROGRAM HIGHLIGHTS

At the heart of our work are the communities we strengthen, the businesses we support, and the people we empower in pursuit of our mission—to improve standards of living, create and preserve jobs, and help enterprises grow.



FOSTERING ENTERPRISE DEVELOPMENT

Supporting enterprises with the resources, capacity, and skills needed for growth



SRI LANKA: Entrepreneurship Training Supports Rural Women to Start Businesses and Bolster Family Incomes

In the rural village of Morawaka in the Matara District of Sri Lanka, most families earn their living by cultivating rice paddies or working tea plantations. When unexpected expenses arise, families go into debt, opening a trap of poverty that can last generations. After attending an entrepreneurship development program for rural communities, Mala Wijethunga launched her own business selling traditional Sri Lankan desserts. The training curriculum, which IESC developed with public and private sector partners, taught financial literacy and provided tools to start a business. Before the pandemic, Ms. Wijethunga's business contributed about \$80 a month to her family, which built up their savings. This was essential to their avoiding going into debt. A survey conducted in Matara found that 407 of 1,243 trainees started their own businesses, with 84% owned by women like Ms. Wijethunga. This joint initiative with Sri Lanka's Ministry of Social Empowerment and Welfare expanded upon the successful foundation laid by IESC. It has broadened to five additional districts, strengthening the resilience of thousands of rural families.

Program: Sri Lanka Youth Employment and Business Start-Up (YouLead)

Funder: United States Agency for International Development



DOMINICAN REPUBLIC: Cocoa Producer Expands Production and Supports Local Farmers

At a young age, Gualberto Acebey started making craft chocolate in San Francisco de Macorís, the cocoa capital of the Dominican Republic. He founded Öko-Caribe to sell high quality cocoa to international chocolate brands, sourcing from and supporting small cocoa producers. Because Mr. Acebey implemented a traceability system promoted and supported by IESC, Öko-Caribe had strong quality control. It could meet international standards to export cocoa and produce high-quality chocolate through its brand, Öko-Choco. Mr. Acebey had the know-how, skills, and entrepreneurial spirit to produce fine chocolate, but he needed better machinery to meet rising demand. With a grant from IESC, Mr. Acebey obtained a new roaster that could process 140 kilograms of cacao per hour, a 1000% increase in productivity! With this upgrade, Öko-Caribe cut processing time, allowing Mr. Acebey to buy more cocoa and increase sales while maintaining quality. Importantly, he could also support small farmers while building the reputation of Dominican chocolate around the world, thanks to IESC's support.

Program: Dominican Republic Exporting Quality (EQ)

Funder: United States Department of Agriculture

TANZANIA: Unlocking Capital for Underserved Tanzanian Farmers to Improve Production and Increase Incomes



Program: Farmer-to-Farmer (F2F) Access to Finance in Tanzania
Funder: United States Agency for International Development

Atanas Kikwembe is a 31-year-old farmer who owns 100 acres of land in the fertile Usangu basin in Tanzania’s Mbeya region. He was only producing subsistence crops due to limited financing. Despite high demand, banks were servicing less than 1% of potential customers in the region. IESC mobilized volunteer Skye Root, an agribusiness and finance expert, to help AccessBank Tanzania (ABT) better understand the financial needs of underserved farmers. Based on his recommendations, ABT expanded its geographic footprint to reach more rural farmers. It moved loan officers to satellite branches and digitized its loan application process to better serve new customers. With IESC’s support, ABT increased their agro-loan portfolio in Mbeya from 61 loans in 2019 to 148 for the 2020 growing season, with a successful repayment rate of 90% despite the impacts of COVID-19. Mr. Kikwembe secured a loan for about \$7,700, which he used to purchase improved seeds and a power tiller. He also was able to employ 12 farm laborers. Despite heavy rains, he cultivated 68 of his 100 acres and harvested 1,119 bags of rice, exceeding his target by 95%. With IESC’s support, Mr. Kikwembe was able to move beyond subsistence agriculture to commercializing his production.

Ms. Siasa Twangilo, a single mother from the rural village of Malolo in Tanzania’s Morogoro district, was struggling to meet her family’s needs. After attending an IESC-sponsored workshop provided by YETU Microfinance Bank on how to effectively access finance, she applied and received approval for an agricultural loan of about \$430, which she used to plant an acre of onions. Months later, she harvested 60 sacks of onions, netting about \$2,570, the largest amount of money she had ever earned. After successfully repaying her loan, Ms. Twangilo used her profits to finish building a family home, pay her son’s school fees, and plant three acres of rice. She plans to apply for a new \$650 loan to further expand her farming. With IESC’s support in developing agricultural loan products, YETU has provided nearly \$86,000 in credit to 247 farmers in Malolo like Ms. Twangilo, supporting livelihoods, particularly of women and youth, in agriculture.

Program: Feed the Future Tanzania Enabling Growth through Investment and Enterprise (ENGINE)
Funder: United States Agency for International Development

TANZANIA: Agricultural Loan Products Support Rural Women and Youth Farmers



BOSNIA & HERZEGOVINA

Read more about how we are supporting enterprises to produce and supply in-demand personal protective equipment (PPE) on page 22

PARAGUAY

Read more about how we are modernizing trade processes to support agricultural importers and exporters on page 22

EXPANDING INTERNATIONAL TRADE

Helping small and medium enterprises reach new global markets

PARAGUAY: Simplifying, Modernizing, and Digitalizing Processes to Facilitate Agricultural Trade

The National Plant and Seed Quality and Health Service (SENAVE) is a Paraguayan public regulatory agency. It works to increase trade by ensuring compliance with international agreements, supporting agricultural policy, and ensuring the safety, quality, and biosecurity of plant-based products. Many of its critical administrative processes are paper-based and rely on human interaction. Therefore, they can be slow, unreliable, and susceptible to corruption. To help simplify and modernize processes, IESC worked with SENAVE to co-create the SENAVE Institutional Modernization Plan, which provides recommendations to digitalize cross-border trade. After conducting assessments to better understand SENAVE's needs, IESC determined ways to improve SENAVE's computing system to connect all ports of entry and departure to its central offices. The modernized system will be robust, reliable, transparent, and automated. It allows SENAVE's small IT staff to better serve Paraguayan importers and exporters. In December 2020, IESC and SENAVE held a Facebook Live event to publicize the plan. With IESC's support, SENAVE has laid the groundwork for more efficient and productive international trade that will benefit businesses and consumers alike.



Program: Paraguay Trade-Facilitating Agricultural Systems and Technology (T-FAST)

Funder: United States Department of Agriculture

BOSNIA & HERZEGOVINA: Diversifying Production and Attaining International Certification to Meet Global Demand for PPE

Based in Kakanj, Bosnia and Herzegovina, Inkos Export-Import specializes in the production of textile clothing and the sale of personal protective equipment (PPE) such as shoes coverings, caps, gloves, and face masks. Like many businesses, Inkos adjusted its portfolio in response to the unfolding COVID-19 pandemic and changing local and international market demand. With grant funding and workforce development support from IESC, Inkos purchased raw materials for sewing and testing. It also paid for certification by an accredited laboratory. With IESC's support, Inkos trained 24 workers and hired three new workers to produce the upgraded PPE. Inkos successfully manufactured enhanced protective face masks, gowns, caps, and gloves—all antibacterial—which were certified for export to the EU. Inkos achieved four new business deals, increasing its overall production by 20% and overall exports by 10%. With IESC's support, Inkos continued to provide secure livelihoods for its workers while also contributing to the global demand for PPE.



Program: Bosnia and Herzegovina Workforce and Higher Access to Markets (WHAM)

Funder: United States Agency for International Development

APPLYING MARKET-DRIVEN SOLUTIONS IN AGRICULTURE

Supporting farmers and rural enterprises to improve food security and boost rural incomes



SRI LANKA: Sri Lankan Women Band Together to Uplift their Community

In 2011, following Sri Lanka’s three decades of conflict, some families were resettled in Muttinyankattu in the Northern Province. They were supplied with land, access to water, and a milking cow. Since 2018, 15 women in the community have participated in IESC’s Dairy Entrepreneur Development Program to build their business skills to manage their farms profitably. By implementing dairy management best practices, including increasing cow comfort and ensuring year-round feed availability, they improved their daily milk yield by five to eight liters per cow, or 50-75% on average. To build on these achievements, IESC trained them on business basics and planning to lower production costs and achieve higher returns. Empowered by the technical knowledge and

business skills gained, the women developed an informal business support network to boost earnings. Not only have they increased their bargaining power with milk processors, but also some are acquiring inputs at bulk rates and supplying them for a nominal upcharge. With a support system in place, the women have shared their knowledge with their broader dairy farming communities. Building on IESC’s support, they have collectively become stronger and more successful.

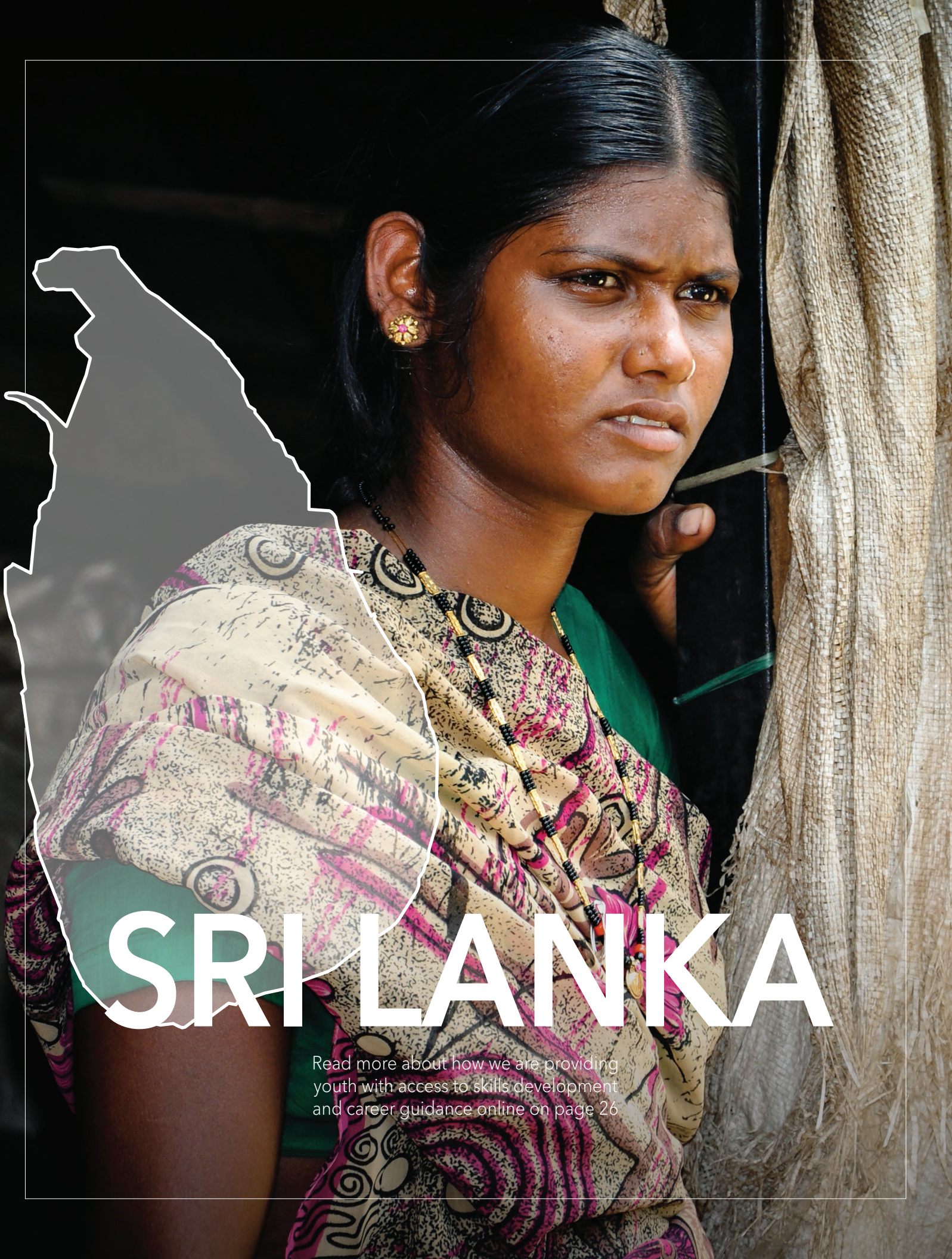
Program: Sri Lanka Market-Oriented Dairy (MOD)
Funder: United States Department of Agriculture

DOMINICAN REPUBLIC: Fresh Produce Business Uses Traceability Software to Support Farmers and Increase Food Safety

Located in the Dominican Republic’s central Cibao valley, SWG Dominicana sells avocados, mangos, peppers, and other tropical fruits to the U.S., Canada, and Europe. The fresh produce market is inherently high risk. As a small business with 35 employees, SWG Dominicana is always looking for ways to reduce risk and better support farmers. IESC offered its SER v2.0 traceability software to help SWG Dominicana track produce from farm to store. After receiving training on SER v2.0, SWG Dominicana monitored shipments and made claims against third parties in cases of mishandling or contractual disputes. If a shipment was detained at a port of entry due to pests, the business could trace it back to the farm to help farmers address issues, fostering food safety at the farm level. The software allows SWG Dominicana to gather useful information for farmers and clients, optimize internal monitoring and operations, and increase produce quality. With this competitive advantage offered by IESC, SWG Dominicana increased sales by 45% between April and August 2020. The business gained new clients and financial security while supporting farmers to increase produce quality and safety.



Program: Dominican Republic Exporting Quality (EQ)
Funder: United States Department of Agriculture



SRI LANKA

Read more about how we are providing youth with access to skills development and career guidance online on page 26

IMPROVING THE POLICY ENVIRONMENT

Empowering businesses by removing obstacles to growth and trade



VIETNAM: Simplifying Administrative Procedures to Improve Vietnam’s Business Environment

Enterprises in Vietnam face numerous barriers to growth, including high costs related to compliance with redundant regulations and bureaucratic procedures. In 2020, IESC supported the Office of the Government (OOG) to draft Resolution 68, which simplifies business regulations and costs. With IESC’s support, OOG also developed an IT tool to take stock and calculate the costs for businesses to comply with regulations, and IESC organized workshops for line ministries on how to use the tool. IESC and OOG

are reviewing the resolution’s five-year plan and providing recommendations to ensure its timely implementation. With IESC’s support, OOG is also conducting studies to identify other reform packages that will further improve Vietnam’s business enabling environment. Building upon IESC’s support, OOG’s successful implementation of Resolution 68 will create favorable conditions for businesses to thrive and attract more foreign and domestic investment.

Program: Vietnam Linkages for Small and Medium Enterprises (USAID LinkSME)
Funder: United States Agency for International Development

TANZANIA & ZANZIBAR: Enhancing Private Sector Service Delivery throughout Tanzania and Zanzibar

Many businesses in Zanzibar, an autonomous region in Tanzania, operate informally. Therefore, they do not contribute taxes, impeding local governments’ ability to provide services to the business community. IESC supported the development of a business formalization survey in which 8,893 businesses across four districts were interviewed. The survey revealed that small businesses account for 96% of enterprises within the distributive trade sector. Nine in ten businesses are owned by individuals or households, and 89% employ less than five people. In May 2020, IESC presented the results to Zanzibar’s Ministry of Trade and Industry. IESC gave a snapshot of Zanzibar’s business landscape and provided recommendations to enhance registration and formalization of businesses, boost tax collection, and improve service delivery. As a result, the Zanzibar business community will have access to better financial services and opportunities for growth. IESC reviewed, revised, or implemented 964 business enabling policies and regulations throughout Tanzania and Zanzibar. IESC also trained 2,095 local government staff in policy analysis, design, and integration of women and youth. Because of IESC’s support, the government can now better support the country’s vital small businesses and communities.



Program: Feed the Future Tanzania Enabling Growth through Investment and Enterprise (ENGINE)
Funder: United States Agency for International Development

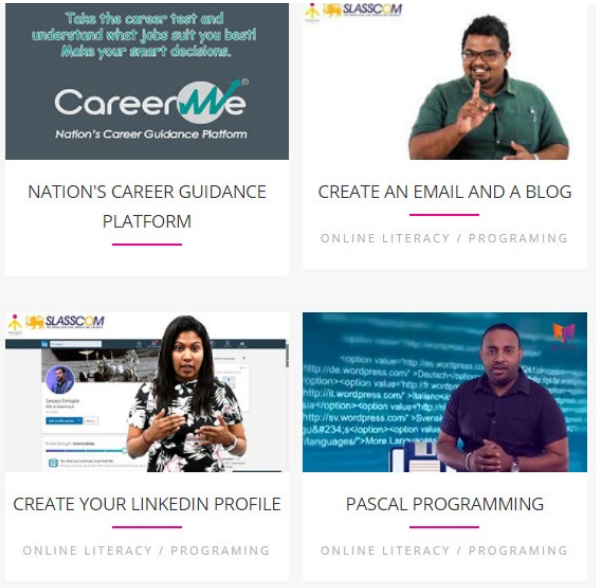
BUILDING A RESILIENT WORKFORCE

Equipping workers with 21st century skills that meet local employment needs

SRI LANKA: Digital Campaign Supports Skills Development and Career Guidance During Stay-at-Home Orders

Within 48 hours of COVID-19 curfews in Sri Lanka, IESC launched the Stay Home and Learn campaign to encourage youth to use their time at home productively by building career skills online. IESC set up a learning platform with access to career testing and more than 180 curated skill development videos ranging from product commercialization to computer programming. This enabled youth to learn new skills and access career guidance from their homes. Malinda Alahakoon, a popular YouTuber, shared his video creation skills and encouraged youth to produce and upload their own learning videos to the platform. During stay-at-home orders, the campaign reached well over one million youth, with 172,000 regularly engaging with IESC’s skills development content online. Based on which topics were most popular, IESC initiated partnerships with prominent learning content providers and YouTube channels to contribute new content to the platform. Building on IESC’s support, the site continues to equip youth with the skills needed to effectively contribute to Sri Lanka’s recovery post-COVID-19 and beyond.

Program: Sri Lanka Youth Employment and Business Start-Up (YouLead)
Funder: United States Agency for International Development



BOSNIA & HERZEGOVINA: Workforce Training Upskills Workers and Lays a Path to Employment for First-Time Job Seekers

Based in Laktaši, Bosnia and Herzegovina, Termo Klima produces thermo-technical equipment and provides steel sheet processing services, such as laser cutting, bending, and robotic welding. With IESC support, Termo Klima provided training to 30 existing employees and 40 new workers who got their first job offers from Termo Klima. Because 95% of its production is exported to the EU, the training enabled Termo Klima to keep up with modern market demands to remain competitive. Utilizing technology enabled the highly trained workforce to keep production smooth and efficient. While many young Bosnians without prior work experience are rejected by employers, Termo Klima hires and trains youth for successful futures. One quality control trainee, 21-year-old Jelena Đogatović (pictured, right) said, “I got my first job at Termo Klima. I was given the opportunity to study, contribute to my home budget, improve my family’s standard of living, and gain more independence.” With IESC’s support to empower a highly trained workforce, Termo Klima is increasing production and sales while providing meaningful employment for young members of their community.



Program: Bosnia and Herzegovina Workforce and Higher Access to Markets (WHAM)
Funder: United States Agency for International Development

ENHANCING IMPACT THROUGH VOLUNTEERS



VALUING VOLUNTEERISM

Throughout our history we have set the global standard for leveraging volunteers' technical expertise to support international economic development. Our volunteers bring invaluable expertise to their global neighbors, sharing knowledge, building mutual trust, and helping to create opportunity.

The following volunteer stories are from the first quarter of 2020, before the COVID-19 pandemic halted travel and in-person activities.

Pamela Caskie and Anthony Jones Improve Services to Tanzania's Private Sector

The Tanzania Chamber of Commerce, Industry, and Agriculture (TCCIA) supports, represents, and advocates for the private sector. However, it faced financial security issues due to declining membership. IESC volunteer Pamela Caskie, an experienced municipal manager, worked with TCCIA to conduct an organizational needs assessment, implement best practices in membership development, and improve overall service delivery to increase member retention. This included implementing ICT solutions to reduce costs, building organizational capacity on policy reform, and developing leaders. IESC volunteer Anthony Jones, an investment promotion and economic development specialist, also supported TCCIA chapters to facilitate dialogue with local government authorities and improve outreach to businesses and youth. He facilitated a six-week organizational improvement process for three chapters of TCCIA, sharing best practices to improve recruitment, member management, marketing, and revenue generation. With guidance from Pamela and Anthony and IESC's support, TCCIA improved relations with local government authorities, and the Mbeya chapter grew its membership from 150 to 188 active members. The revitalized TCCIA is now a stronger organization with a more secure financial future that is better able to advocate for private sector needs.

Program: Feed the Future Tanzania Enabling Growth through Investment and Enterprise (ENGINE)

Funder: United States Agency for International Development





Geoff Forsyth Shares Expertise in Cheesemaking to Bolster Sri Lanka's Dairy Sector

Geoff Forsyth is an experienced cheesemaker and continuous improvement specialist. In February 2020, he provided technical assistance to Richlife Dairies, a milk processing partner in Sri Lanka. Mr. Forsyth spent three weeks assisting Richlife Dairies to improve processes, assess fat balance, and test new cheeses. He provided training on cheesemaking, milk quality improvements, factory establishment and production, and various cheese recipes. He also developed an action plan with recommendations related to safety, plant and product hygiene, and good manufacturing procedures, along with a traffic light methodology to track production. In addition to supporting Richlife Dairies, Mr. Forsyth hosted a one-day workshop on cheesemaking to the All Island Dairy Association. The workshop focused on key components of quality cheesemaking, such as equipment, as well as success factors for producing and processing different kinds of cheese. Mr. Forsyth's unique expertise and IESC's support not only helped to strengthen Richlife Dairies, but also boosted the Sri Lankan dairy sector as a whole.

Program: Sri Lanka Market-Oriented Dairy (MOD)
Funder: United States Department of Agriculture

Deneen Rief Improves Milk Quality and Safety Across Kenya's Nandi Region

Kabiyet Dairy Cooperative Society collects, chills, and sells fresh milk to large processors. It is one of the main suppliers to New Kenya Cooperative Creameries, which controls 85% of Kenya's processed milk market. In recent years, it saw an increase in milk rejections and a spike in consumer concerns, which led to a decline in revenue and co-op membership. In January 2020, IESC volunteer Deneen Rief, a milk quality and safety expert, worked with Kabiyet to better understand quality and safety issues, benchmark Kabiyet's practices against Kenyan and international standards, and recommend solutions to improve production. Ms. Rief developed four manuals on farm practices, transport, collection and chilling, and processing. She trained 39 farmers, transporters, staff, and board members on quality and safety. She further refined the manuals to address issues unique to the Nandi region, resulting in high adoption rates by cooperative members. Six months after her training, Kabiyet reported a 30% drop in milk rejections. The results generated interest, with an additional 25 cooperatives successfully adopting the manuals. Through Deneen's work and IESC's support, producers have seen vast improvements in quality and safety, improving economic and health conditions for many.

Program: Farmer-to-Farmer (F2F) Access to Finance in Kenya
Funder: United States Agency for International Development



Eric Spencer and John Lindsey Unlock Finance for Vanilla Farmers in Tanzania

Volunteer experts Eric Spencer (pictured, left) and John Lindsey (pictured, middle) supported Natural Extracts Industries (NEI), an enterprise that buys from vanilla farmers in the Kilimanjaro region of Tanzania. They helped NEI understand the financial needs of farmers and identify available financing. One farmer, Mr. Cleopa Mushi, said, "[The] lack of access to finance has remained the main reason for our poverty and low living standards despite the potential of producing this very high value crop." Mr. Spencer identified roadblocks that farmers face when opening bank accounts and applying for loans. Mr. Lindsey assessed financial institutions and their loan products, linking them with creditworthy borrowers. He also helped develop implementation plans for farmers to access credit.

With their support, farmers of the Uraa Village have now opened 41 bank accounts, and farmers of the Mamba and Usswaa villages have opened 300 bank accounts. Farmers have also submitted 40 loan applications totaling approximately \$9,000, to National Microfinance Bank for the 2020-2021 farming season. With the ability to access finance, Mr. Mushi said, "We will not only have opportunities to improve our production capability and livelihoods, but also address our main challenge in this village - losing money."

Program: Farmer-to-Farmer (F2F) Access to Finance in Tanzania
Funder: United States Agency for International Development

Our highly skilled volunteer experts come from businesses and government bringing cutting edge technical expertise, practical knowledge, and day-to-day management experience, which they share with their peers in other countries. They report being deeply enriched through these relationships.

IESC's CHANGEMAKERS

Our success is possible because of our people. Each year we recognize staff, volunteers, and key stakeholders for exemplary service and dedication to IESC's mission in the previous year.



Frank Pace Award

Dr. Sheila Marshman and Ms. Caroline Kosgei
Volunteers, Farmer-to-Farmer (F2F) Access to Finance Program in Kenya

The Frank Pace Award, named for one of IESC's founders, is given each year to a volunteer expert who performed the most outstanding project in the previous year. This year's recipients of the Frank Pace Award are Dr. Sheila Marshman and Ms. Caroline Kosgei, who volunteered with the USAID Farmer-to-Farmer Program in Kenya.

Dr. Marshman, a US-based agribusiness and food systems management expert, and Ms. Kosgei, a Kenya-based dairy value chain agribusiness specialist, teamed up to implement a marketing strategy for Samli Dairy Cooperative in Emali, Makueni County, an area known for failed dairy processing start-ups and low farmer financial inclusion. Dr. Marshman and Ms. Kosgei worked together to conduct a market assessment for milk and other value-added products in the region, enhance the cooperative's bankability to attract investment, develop sustainable market entry strategies, and deliver a detailed implementation plan. Using the marketing strategy and plan, Samli successfully demonstrated their bankability and accessed \$75,000 in finance within three months to produce new value-added milk products. The cooperative increased its membership from less than 100 members to over 900 members, most of whom are pastoralist women, and increased milk collection from 150 liters to over 10,000 liters per day. After implementing the volunteers' recommendations, Samli also gained a new client, Brookside Ltd., one of the largest dairy processors in East Africa, securing better prices and a guaranteed market for their members. Despite the unique challenges of the COVID-19 environment, Dr. Marshman and Ms. Kosgei were innovative, flexible, and professional in their remote collaboration and the technical support and training they delivered. They empowered Samli to generate sustainable market linkages and build a secure financial future for the cooperative and its members.



Tarek Nabhan International Achievement Award

Raquel Travieso
Grants and Procurement Specialist, USDA Exporting Quality

Established in 2013, the Tarek Nabhan International Achievement Award recognizes staff members based in our overseas offices who regularly go above and beyond to achieve excellence. The award is named after Tarek Nabhan in recognition of his 31 years of service to IESC. This year we honored Raquel Travieso, the Grants and Procurement Specialist for the USDA Exporting Quality program in the Dominican Republic, as the Tarek Nabhan International Achievement Award winner.

Since joining the Exporting Quality team in 2016, Raquel has built a network of potential grantees eligible to obtain equipment to expand their businesses. She made field visits to assess their needs and supported them through the grant application process, from creating realistic budgets to navigating complex certification requirements. As COVID-19 disrupted workplace norms, Raquel was responsible for closing out the majority of program grants, an arduous and multi-stage process made more difficult given new curfews, travel restrictions, and limited face-to-face interaction. Having cultivated relationships with businesses over the years, Raquel worked hard, utilizing online communication methods to successfully close out 138 grants, each of which required detailed attention, documentation, review, and close collaboration with partners. Shortly after the program's extension, Raquel swiftly prepared 12 new grant agreements in a record week and a half. With her strong work ethic, unwavering commitment, and tireless dedication to achieve results for partners during a very challenging year, Raquel truly personified excellence in 2020.



IESC Dynamo Award

Tanya Ghaziani
Senior Program Associate, IESC Home Office

The IESC Dynamo Award for Dedication and Dependability recognizes an employee in the home office who demonstrates extraordinary dedication and dependability to achieve excellence. The Award honors those employees whose superior performance, attention to detail, and outstanding work ethic have strengthened the mission of IESC to improve lives of others around the world. This year's Dynamo Award recipient is Senior Program Associate Tanya Ghaziani.

Tanya's outstanding dependability, constant high performance, exceptional work ethic, and unmatched dedication to IESC's mission have provided a strong backbone to both the Farmer-to-Farmer and YouLead programs and the Enterprise and Workforce Development practice area. During an extremely challenging year due to COVID-19, Tanya seamlessly provided extraordinary support to our field teams in Kenya, Tanzania, and Sri Lanka. She executed critical tasks to ensure our programs adapted and continued to achieve results, including determining the most effective means of reaching partners remotely and supporting the utilization of local volunteer experts. Tanya strives to continuously learn and grow, whether learning New Business activities, formal and informal training, or new technical skills. She also coordinated an effort to raise the issue of racial inequality in the United States during a turbulent 2020, showing her dedication to equity, inclusion, and justice. She inspires her teammates to work together to deliver results for our programs and partners, and truly personifies an IESC Dynamo.



PARTNERING FOR IMPACT

PARTNERS

American Chamber of Commerce in Sri Lanka
Arizona State University
Center for International Private Enterprise (CIPE)
Centro para el Desarrollo Agropecuario y Forestal (CEDAF) / Center
for Agriculture and Forestry Development, Dominican Republic
Ceylon Chamber of Commerce, Sri Lanka
Diligent Consulting Limited, Tanzania
ENOVA, Bosnia and Herzegovina
Florida Agricultural and Mechanical University
Global Cold Chain Alliance-World Food Logistics Organization
(GCCA-WFLO)
Global Communities
Global Dairy Platform
Grameen Foundation
International City/County Management Association (ICMA)
Kansas State University (KSU)
KPMG Vietnam
LixCap
Mennonite Economic Development Associates (MEDA)
Purdue University
Sarvodaya, Sri Lanka
Save the Children
Skills for Life, Sri Lanka
University of Florida
Verité Research, Sri Lanka
World Food Logistics Organization

BILATERAL/MULTILATERAL FUNDERS

United States Agency for International Development (USAID)
United States Department of Agriculture (USDA)
Swiss Agency for Development and Cooperation (SDC)

ACKNOWLEDGMENTS

We extend special thanks to all who provided funding or other support to IESC in 2020. Your gifts make it possible for us to foster innovative ideas, create jobs, and support families and communities around the world.



FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL ACTIVITIES¹

Year ended December 31, 2020

| | |
|--|--------------|
| SUPPORT AND REVENUE | |
| Gifts, grants and contributions | |
| Federal awards | \$18,008,575 |
| PPP loan forgiveness | \$356,666 |
| Other grants and contributions | \$72,123 |
| Other income | \$6,521 |
| Total | \$18,443,885 |
| EXPENSES | |
| Program expenses | \$13,996,287 |
| General and administrative | \$4,158,058 |
| Total | \$18,154,345 |
| CHANGE IN NET ASSETS (Before Defined Benefit Pension Changes) | \$289,540 |
| DEFINED BENEFIT PENSION CHANGES | |
| Net periodic benefit cost other than service cost ² | (\$159,376) |
| Changes other than net periodic benefit cost | (\$281,437) |
| CHANGE IN NET ASSETS | (\$151,273) |
| NET ASSETS (DEFICIT) WITHOUT DONOR RESTRICTIONS | |
| Beginning of year | \$237,664 |
| End of year | \$86,391 |

1. This statement of financial activities is derived from IESC's audited financial statements for the twelve-month period ending December 31, 2020. Calibre CPA Group conducted IESC's 2020 financial audit.

2. IESC had a Defined Benefit Pension Plan that was closed to new entrants in 2005. In accordance with the Employee Retirement Income Security Act of 1974 (ERISA), the plan is Fully Funded per ERISA guidelines (a minimum of 80% funded). The amount of the plan liability varies from year to year based on a set of different factors.

OUR LEADERSHIP

BOARD OF DIRECTORS

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Former COO, Crestview Partners
Former COO, Oak Hill Capital

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Executive Chairman, Private Export Funding Corportion (PEFCO)
Retired Partner, Skadden, Arps, Slate, Meagher & Flom, LLP

Stuart Fleischmann
Partner, Capital Markets Group, Shearman & Sterling, LLP

Susan Gurley
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Depression Association of America

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Margaret Osius
Founder and Principal, Osius & Associates Inc.

Carole Wamuyu Wainaina
COO, Africa50

David Hartingh - Ex Officio
President and CEO, IESC

EXECUTIVE TEAM

David Hartingh
President and CEO

Judit Deilinger
Vice President, New Business

Dan Nichols
Vice President, Finance and Accounting

Erin Spinnell
Vice President, Operations

** Leadership as of December 2020*





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