

ACCION INTERNATIONAL  
BOARD OF DIRECTORS MEETING

June 1, 1977

AGENDA

- A. Approval of Minutes, Board of Directors Meeting December 9, 1976.
- B. Election of Board of Directors
- C. Election of Officers
- D. Election of Executive Committee
- E. Financial Report - 1976
- F. President's Report
- G. Budget 1977
- H. Fund Raising Report
- I. Operational Report

ACCION INTERNATIONAL

PROPOSED BOARD OF DIRECTORS, 1977 - 1978

Edmundo Penna Barbosa da Silva  
Roberto de Oliveira Campos  
John C. Duncan  
Jarvis M. Freymann  
Berent Friele  
Henry Geyelin  
James Nelson Goodsell  
James R. Greene  
Robert C. Helander  
Terry M. Holcombe  
Walter Hunnewell, Jr.  
Peter T. Jones  
Thomas D. Lumpkin  
B. J. McGill  
Forrest D. Murden, Jr.  
Hans Neumann  
Crocker Nevin  
Katherine Ockenden  
Roderick O'Connor  
Paul N. Rosenstein-Rodan  
Roger D. Stone  
Joaquín Tamariz

PROPOSED OFFICERS 1977 - 1978

Chairman ----- Crocker Nevin  
Vice Chairman ----- Berent Friele  
Vice Chairman ----- Hans Neumann  
President ----- John C. Duncan  
Vice President ----- James R. Greene  
Vice President ----- Robert C. Helander  
Secretary ----- Roger D. Stone  
Treasurer ----- Katherine Ockenden

PROPOSED EXECUTIVE COMMITTEE 1977 - 1978

John C. Duncan  
Jarvis M. Freymann  
James R. Greene  
Robert C. Helander  
Katherine Ockenden  
Roger D. Stone

## RESOLUTION

RESOLVED, that the Board of Directors and staff of ACCION International extend their warm appreciation to Paulo Ayres Filho for his ten years of service and dedication to the Corporation.

Under Mr. Ayres' wise guidance, ACCION International has achieved an important place in the development process of Brazil. His leadership and involvement were essential in the founding of Acao Comunitaria do Brasil/Sao Paulo and in its continued success. His active participation, invaluable counsel and strong commitment to the role of the private sector in socio-economic development have been key to the growth of ACCION International and ACCION/AITEC in Brazil.

Above all, in recognition of his friendship and loyalty through the years, we offer our most sincere thanks.

COMPLEMENT TO PRICE WATERHOUSE  
FINANCIAL REPORT

<u>INCOME</u>	<u>1976</u>	<u>1975</u>
Corporate	27%	21%
Foundation	10%	17%
Technical Assistance Contracts	43%	55.5%
AID	20%	6.5%
 <u>EXPENSES</u>		
Latin American Development		
unrestricted	8%	13%
restricted	78%	67%
	<hr/>	<hr/>
	86%	80%
 General and Administrative		
management/administration	12%	16%
fund-raising	2%	4%
	<hr/>	<hr/>
	14%	20%



10.C MT. AUBURN STREET, CAMBRIDGE, MASSACHUSETTS 02138  
PHONE: (617) 492-4930 CABLE: ACCIONUSA, CAMBRIDGEMASS.

FINANCIAL STATEMENT

For Period Ending  
March 31, 1977

STATEMENT OF REVENUE, EXPENSES AND  
CHANGES IN FUND BALANCE

	Period Ending March 31, 1977
<u>REVENUES</u>	
Restricted Contributions	\$116,713
Unrestricted Contributions	73,600
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Total Revenue	<u>\$190,313</u>
 <u>EXPENSES</u>	
Associated Field Programs	\$ 18,239
Contracts and Restricted Grants	80,864
General and Administrative	16,758
	<hr/>
Total Expenses	<u>\$ 115,861</u>
 Excess of Revenue over Expenses	 74,452
Fund Balance at beginning of year	96,451
	<hr/>
Fund Balance at end of Period	<u>\$170,903</u>

BALANCE SHEET

Period Ending March 31, 1977

ASSETS

Cash, including savings accounts of \$110,452		\$ 167,004
Contributions and Grants Receivable		50,439
Deposits and Employees advances		6,929
Furniture & Fixtures at cost	\$6,601.94	4,582
Less Depreciation	<u>2,202.30</u>	
		<u>\$ 228,954</u>

LIABILITIES AND FUND BALANCE

Accounts Payable and Accrued Expenses		\$ 13,051
Deferred Revenue		45,000
Fund Balance		170,903
		<u>\$ 228,954</u>

BUDGET - 1977

<u>INCOME</u>	<u>TOTAL</u>	<u>%</u>
Corporate (U.S.)	\$ 97,900	18%
Foundation	65,000	12%
Technical Assistance Contracts	277,210	50%
A.I.D. (D.P.G.)	108,390	20%
	<hr style="border-top: 1px dashed black;"/>	
	\$ 548,500	100%

<u>EXPENSES</u>		
Latin American Development		
unrestricted	\$ 71,305	13%
restricted	383,950	70%
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	\$ 455,255	83%
General and Administrative		
management/administration	\$ 71,305	13%
fund raising	21,940	4%
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	\$ 93,245	17%

## PRESIDENT'S REPORT

This past semester ACCION has run smoothly, though John has suffered from a slipped disk in his back. Though there have been no formal meetings of the Executive Committee, I and other members of the Board have been in close contact with the staff. I would like to particularly single out some major events of this period with which we have been involved.

1. Fund raising: We have had a most active fund raising campaign in the private sector. We've especially been working to raise corporate funds for the Mexican project. Liz will give us a complete report, but my personal thanks to all the Board members who have helped preserve ACCION's enviable financial situation. This has taken hard work by both staff and Board. Let me at this time thank Liz for her excellent work at this difficult task. Liz will be leaving ACCION at the end of August to serve as law clerk with the First Circuit Court of Appeals in Boston. She will be replaced by Mary Zinniel, who has been with ACCION for a number of years. Mary has a Master's Degree from the Fletcher School of Law and Diplomacy and will, we feel, do an excellent job.

### 2. Board Development:

have begun a search for new corporate members. We will have these for our next meeting.

3. Inter-American Development Bank grant to AITEC/Brazil:

As you possibly know, AITEC/Brazil has been included for a one million dollar component in an overall funding package of five million dollars. AITEC's portion would fund the expansion of the UNO program in Brazil's Northeast. The grant requires the approval of the IDB itself, the Brazilian government, AID, and the U.S. Congress. Jim Greene was instrumental in getting IDB's approval for the one million dollar grant. The AITEC Board of Directors in Brazil, as well as Berent Friele, were instrumental in securing Brazilian government approval. And finally, Senator Javits and ACCION's friends on Capitol Hill helped spur AID approval. Although the House has approved the funding package (and my Washington staff and Bob Helander were very helpful here) the project is now stalled in the Senate. The reason for the delay has nothing to do with the AITEC component -- in fact it has been applauded by all the parties whose approval is necessary -- but rather with one of the other components in the overall grant. We are confident that the project will be approved, but we are not sure of the timing.

4. Review of the Capital Investment Project: At the last meeting we spoke of the new component of the Brazil project, the provision of investment capital to the micro-entrepreneurs, as a complement to the ongoing credit and management assistance program. During the past semester a number of us were able to review progress in this project with Bruce. The results to date of the initial feasibility studies are positive and partial funding has been received to continue the testing and design of the model through the rest of this year. I can only

express my enthusiasm for the work that Bruce and his Brazilian staff are doing in this area of micro-business development -- a field where failures abound but where our program has had remarkable success. The capital investment component is risky but is an exciting idea to break the bottleneck of financial constraints limiting these entrepreneurs.

5. I would also comment on the Board's role of advice giver, advice given usually over the phone on specific matters, which might range from a call to Forrest Murden on how to explore the possibility of a Mrs. Carter visit to an ACCION program, to a call to Terry Holcombe on management, to a call to Rod O'Connor on work in Cali or Guayaquil. This is an important function of our Board.

As I see ACCION, we are at the threshold of three major events:

1. in Brazil the expansion of the credit model into the capital investment field and from the Northeast to the South.

2. the expansion of the UNO credit model to several countries of Latin America -- Mexico, Colombia, Ecuador.

3. the development of a rural integrated development program to generate jobs in the rural areas, as explained by Jeff Ashe at our last meeting. I am confident that we can move in the next year to accomplish these goals.

EXECUTIVE COMMITTEE MEETING

September 14, 1976

AGENDA

I. Financial Report

Statement of June 30, 1976  
Budget Projections

II. Operational Report

Brazil  
10th Anniversary  
Expansion of UNO/Bahia and UNO/ReLife  
Capital Investment Project  
Ecuador  
Colombia - Fundación Carvajal  
Costa Rica  
Mexico - Mexican Development Foundation

III. Fund Raising

Corporate Drive

COMPLEMENT TO PRICE WATERHOUSE

FINANCIAL REPORT

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ACCION INTERNATIONAL/AITEC

PROJECTED BUDGET 1977

INCOME	Assured Income	Insecure	Total	%
Unrestricted Corporate	\$ 85,000	\$ 10,500	\$ 95,500	18
Unrestricted Foundation	22,500	30,000	52,500	10
Restricted	287,000		287,000	52
Rent	13,500		13,500	2
A. I. D.	<u>100,000</u>		<u>100,000</u>	<u>18</u>
Total	\$508,000	\$40,500	\$548,500	100%

EXPENSES

Latin American Operations		\$363,500	66
A. I. D.		100,000	18
General and Administrative (includes New York rent)		85,000	16
Total		<u>\$548,500</u>	<u>100%</u>

PROJECTED DEFICIT

Income	\$548,500
Expenses	548,500
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