BCLC’s mission is to promote better business and society relations and improve long-term social and economic conditions by:

- Communicating the U.S. private sector’s unique and valuable contributions
- Cultivating strategies and practices that achieve positive results
- Coordinating public-private partnerships and coalitions

The U.S. Chamber of Commerce is the world’s largest business federation representing the interests of more than 3 million businesses of all sizes, sectors, and regions, as well as state and local chambers and industry associations.

The opinions expressed in the following articles are held by the authors and do not necessarily represent the opinions of BCLC or the U.S. Chamber of Commerce.
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An Introduction.

By Taryn Bird, Manager, Global Corporate Citizenship

Global Partnerships: The evolution. Meeting the Millennium Development Goals, solving global humanitarian crises and creating ripe environments for job creation are things no one can do alone. No government agency, company or NGO is going to be able to tackle these challenges solo and expect to sustain their programs over the long term. Over the past 20 years the business community has been at the table, first as a traditional funder and now, more as an equal partner and in some instances even an implementer.

The role and effects businesses have in addressing social challenges in frontier markets has dramatically changed; because of an increased emphasis on partnerships, businesses have increased their impact and ability to solve complex challenges in the emerging economies. The global financial crisis has catalyzed more creative partnership than ever before. The question over the past three years became, “how could we increase our impact on the ground with decreased resources?” The answer, I would argue, was partnerships.

We all have come a long way from silo driven aid models and have truly transformed to partnership based approaches that utilize core competencies of all parties at the table. This transformation has just begun. As the U.S. economy is still in the process of recovering from the recession, it has forced many global development practitioners to think creatively about where we are investing our social funds and how we go about partnering with others to make our investments stretch.

As one studies core competencies of partners, there is one aspect businesses do better than ANY other sector at the table, and that is job creation and capacity building. Partners of the business community have yet to fully tap into what companies can bring to the table in the form of resources, tools, and skill sets. I challenge all of you who read this report to think creatively about HOW you are partnering with the private sector and where you can most efficiently tap into private sector core strengths and capabilities.

But before we begin to think about new, innovative partnership models or create new social business ventures (which I look forward to working on this year), it’s important to take stock of where we are today.

What do partnerships look like today? At the onset of 2010, The Business Civic Leadership Center (BCLC) set out to investigate just that question. BCLC launched the Global Corporate Citizenship Issues Series to investigate private sector led partnership models inside four key areas: water, food security, economic development, and health. We hosted forums to take a deep dive into respective partnership models in each of the four sectors. Throughout each of the forums it was clear that five major trends emerged regarding the current state of global public private partnerships:

1. Partnerships require a clear understanding of the roles and responsibilities of all parties and it’s crucial to have both parties be held to those roles and responsibilities.

2. It is effective to utilize core competencies of all partners when establishing responsibilities. This will only increase the program’s value and capacity for success.

3. It is critical to set specific indicators to measure the success of a program at the front end of the partnership and decide how you will go about measuring that success.

4. Scaling can be done, but only when a plan of action has been identified and reflects demand for additional services and/or product, not supply.

5. Partnership development takes TIME. You must understand that partnerships take years to mature and both parties must be in agreement to proceed for the long term.

As we continue to evolve and build on these lessons learned, it is also important to acknowledge that we are all learning. But what we have provided in the pages that follow is a representation of where we are today to help us forge effective and efficient partnerships moving forward.

This report builds on the GCC forums and catalogs how BCLC member companies and their respective partners are continuing to implement partnership models in communities around the globe. We have showcased partnership case studies that tackle global challenges and apply business skills and tools to implement local solutions. I look forward to working with you all in 2011 on building new partnership models and creating more transparency around how we can work more effectively and efficiently together.
Chapter 1:
FOCUS ON WATER
CHAPTER 1: FOCUS ON WATER

Solving Global Water Challenges through WaterHealth’s Unique Approach

By Bo Miller, Global Director, Corporate Citizenship, The Dow Chemical Company

All our lives are dependent upon the availability of fresh water. Yet today, more than one billion people in the world do not have access to safe, clean drinking water. Waterborne diseases cause more than 80 percent of illnesses in the developing world and represent one of the most serious public health threats, especially for babies and school-aged children. That’s why finding breakthroughs to world challenges, such as the supply of clean water, is one of Dow’s 2015 Sustainability Goals.

Partnerships with organizations that have innovative strategies to supply potable water to underserved people are an integral part of Dow’s effort to achieve these goals. One such partnership is with WaterHealth International, a provider of decentralized water purification systems and services to underserved communities in the developing world. WaterHealth is making potable water available, affordable, and accessible more rapidly and on a wider scale to rural locations than has ever been possible. Dow is an investor in the company, which is targeting the installation of 3,000 systems over 10 years to supply clean drinking water to more than 10 million people.

WaterHealth’s approach is unique. While a variety of water purification technologies exist, solving the issue of access to clean water is about more than simply effective technology because technologies alone have not survived the tests of time. Therefore, the key was finding a long-lasting solution to the challenge of providing safe, affordable water to the underserved, and that became WaterHealth’s mission.

The company developed water purification systems that are modular in nature, quick to install, and easy to service and maintain. The next step was to find the appropriate business model. The result is something that is similar to what we see every day in the United States. WaterHealth serves as the “utility company” by locating the best water source and setting up, operating, and regularly monitoring and maintaining the purification system. Water distribution and educating residents about the need to use clean water are also part of WaterHealth’s services.
One system can provide a community of over 3,000 residents with five gallons of clean water per person per day. Residents pay for the water service, and the cost is affordable and much cheaper than any alternatives that might exist due to the efficiency of the operations which:

- Deliver consistently clean water at a quality level that exceeds World Health Organization potable water standards;
- Are modular and therefore more adaptable to differences in village sizes and can reach more people for less money; and
- Are cost-effective because the size of the business allows the company to realize economies of scale.

Revenues from the low rates charged for the purification of the water are used to pay for the operation and maintenance of the facilities resulting in long-term sustainable operations. Revenues are also shared with host villages, and ultimately the village becomes the owner of the system.

The company’s expertise goes beyond the system and management of water. Because of WaterHealth’s learnings to date, they have built an understanding about how people without the knowledge of the benefits of uncontaminated water react once they actually have access to clean water. This knowledge enables WaterHealth to create educational initiatives to effectively spread awareness about clean water’s health benefits and significantly increase its use.

To date, the model has been applied to 300 site installations in villages in three countries—India, the Philippines, and Ghana. More than two million people now have access to safe drinking water every day. In 2010, more than 300 additional system installations are planned as well as geographic expansion to other countries and regions.

Superb execution of a business model that meets a critical global need has fueled a growing success for WaterHealth and for its millions of customers. In many important ways, WaterHealth represents a new generation of sustainable business models that create local employment as well as a direct, local economic and social benefit.

It’s a step in the right direction to achieving the world’s clean water challenge and Dow’s 2015 goals. However, it is only one step. In the coming years, WaterHealth and partners like Dow will continue their dedication to extend the reach of innovative, clean-water solutions to many more of the underserved and make it a positive, lasting difference in their lives.
Summit on the Summit was created from a simple idea. Climb a mountain—for water. What started out as an adventure with a few friends, maybe a camera and hopefully a blog turned into a massive, global campaign that raised awareness and affected U.S. appropriations for a crisis affecting more than a billion people around the world.

With the support of corporate partners like HP, P&G’s Pur brand, Microsoft’s Windows 7, First Ascent by Eddie Bauer, and Revo, the expedition and its documentation were made possible. We also acquired nonprofit partners such as Children’s Safe Drinking Water, UNHCR, and Water for People, whose solutions could be supported.

The founder of Summit on the Summit, Kenna, and I were particularly struck early on by the depth of water issues facing one billion people and how little the mass population was aware of this crisis.

Our vision for Summit on the Summit evolved into creating a link to leverage the power of the corporate brands with the important message of nonprofits working to solve or provide solutions to the global clean water crisis. Our next challenge was finding the voices. In addition to Kenna, we brought together a unique set of minds to join us on the climb and designed a social media strategy around them as individuals and the project as a whole. Climbers ranged from actors such as Emile Hirsch and Jessica Biel to activists like Alexandra Cousteau and Kick Kennedy back to musicians like Lupe Fiasco and Santigold. Put strong-minded individuals into a situation where vulnerability, discomfort, and exhaustion require a team effort of support and you find yourself building an army. We were going to build this army to fight for those struggling to live without access to clean water.

With traditional media like television and radio, we were able to reach the masses. Entertainment shows, CNN, “Larry King Live,” morning shows—you name it, we hit it. None of this would have been possible if we had not taken a long hard look at how we could use social media to build a constituency and spread this important
message. With a hugely successful Twitter campaign, we produced the largest celebrity driven push through supporters like Ashton Kutcher, Demi Moore, Shaun White, and Justin Timberlake. We gave our followers tools and assets to customize their own profiles. With the support of HP, we designed a website that allowed our followers to literally climb with us up a virtual mountain that represented all 19,340 of Mt. Kilimanjaro. The site featured continuously updated heart rate readings, stats, and overall conditions that the climbers were enduring to keep the audience engaged. Our followers became part of the climb and part of the solution.

In the end, we all made it to the top. Once back on U.S. soil it was time to use the constituency we had created, and for the muscle of our corporate partners and the constant drive of our nonprofit partners to be heard in Washington. Summit’s charitable advisors, the United Nations Foundation helped to direct us into having a successful visit in D.C. where we met with Representative Earl Blumenauer (D. Ore.) and discussed his Water for the Poor Act. We also held an exhibition to showcase photos from our journey at the U.S. State Department hosted by Ambassador Elizabeth Bagley, Under Secretary Maria Otera, and UN Foundation president Tim Wirth. Lastly Blumenauer hosted a screening at the Library of Congress of our 90-minute documentary, which aired on MTV in mid March. We are being told that our presence in the capital directly affected water appropriations, keeping the overall number from being decreased by approximately $100M.

With the right muscle behind you, a direct message, and voices that resonate around the world, a campaign can go from a simple idea among friends to something felt in homes and hearts all over the world.
The global water crisis is one of the most critical issues facing the world today. Access to water not only sustains life but serves as a powerful driver of development—with returns of up to $34 for every $1 invested. Yet, more than 883 million people lack access to safe drinking water and 2.5 billion live without basic sanitation.

As the leading provider of water solutions, ITT is uniquely positioned to address global water needs, especially in the company's strategic business markets where water resources are a primary concern. ITT invests in water through its business and by leveraging its full range of assets’ talented people, sustainable products, and financial resources to support charitable solutions through the company's corporate citizenship program, ITT Watermark®.

The mission of ITT Watermark is to make a sustainable mark in the world by providing safe water and sanitation to people in need. To accomplish this goal, ITT partners with leading nongovernmental organizations (NGOs) to secure safe water supplies for schools and victims of natural disaster. As a result, ITT gives children and families the tools they need to lift themselves out of poverty.

**Focusing on Schools**

Around the world, children who are sick with water-related disease or who are busy fetching water for their families are forced to miss more than 440 million school days each year. ITT Watermark seeks to reduce this figure by partnering with Water for People and China’s Women’s Development Foundation and focusing on schools as successful entry points for water interventions.

With its partners, ITT builds safe water pumps, hand-washing stations, and latrines for students. Using a three-pronged approach of providing safe water, sanitation, and hygiene education, ITT addresses intrinsically linked water issues. As a result, children no longer have to miss school due to water-related illness or because they must travel long distances to collect water. Boys and girls share what they learn and bring clean water to their families, creating a ripple effect as healthy family members are able to work and break the poverty cycle.
Making a Mark That Lasts
While water-solutions can have a tremendous impact on a community, they must be able to endure for generations to come. Studies suggest nearly half of all water and sanitation projects fail within five years. ITT and its nonprofit partners are committed to a sustainability-focused model that ensures projects are built to last.

By engaging municipalities and local water committees to help fund school projects and manage systems post-installation, ITT and its nonprofit partners educate and empower communities to take ownership of ITT Watermark projects.

Projects are also monitored closely to ensure long-term success. ITT’s employees become part of the solutions through global volunteer trips, in which they bring their expertise and passion directly to ITT Watermark projects on the ground. Employees make their mark by monitoring completed projects, mapping community water sources, and sometimes even conducting scoping studies in new markets to inform program expansion. In 2010, 23 ITT employees traveled to seven provinces in India to research the need situation for expansion into more schools and communities in the country.

Partnering for Change
ITT Watermark projects are built to last, and so are ITT’s partnerships. In collaboration with NGOs and governments, corporations can drive real, sustainable solutions for the world water crisis, which in turn, will drive overall global development.
Chapter 2: FOCUS ON FOOD SECURITY
A common experience that all human beings share is the feeling of being hungry. We know that dreadful feeling of stomach pains, loss of energy, increased anxiety, and inability to concentrate. A common experience we don’t all share is the capability to satisfy hunger, as most of us have never experienced extreme hunger. Many people in this world live with the constant burden of hunger. The UN estimates that about one in six people suffer from a lack of access to sufficient food today. Every day, almost 16,000 children die from hunger-related causes, and yet global hunger rarely shocks the public’s conscience into immediate action the way that other human tragedies do.

How do we feed hungry people today? And how will we double global food production by the year 2050 to head off mass hunger? We ask these questions every day at Cargill. We believe food security exists when all people, at all times, have physical and economic access to sufficient amounts of safe, nutritious, and affordable food that meets their daily caloric and nutritional needs and provides the foundation for an active and healthy life.

To address this urgent issue Cargill believes in the power of partnerships. The private sector can be a strong partner with governments, NGOs, communities, universities, and other stakeholders to improve food systems. An area that needs greater attention and understanding is government–private sector partnerships. We must all understand the interdependence of hunger and recognize the power of connectivity to find solutions.

One of the premier examples of a powerful partnership is the Alliance to End Hunger, which brings together different faith groups, NGOs, and the private sector (including Cargill) under one umbrella. Currently Alliance members are working together to seek passage of the Global Food Security Act and are supporting Feed the Future, the Obama administration’s food security strategy.

Another example is the five-year partnership Cargill has with CARE to improve food security for 100,000 people. We also team with the World Food Programme to improve access to food and education for children in South East Asia, Central America, and Africa. And
Cargill employees at locations around the world provide hands-on support to local organizations by making contributions and volunteering in activities that address both immediate needs and long-term solutions to end hunger.

We have found that the key to partnerships is understanding what Cargill can bring to the table.

About half of Cargill’s workforce is in the developing world and in places where food insecurity is prevalent. Cargill provides jobs in the handling, storage, transportation, and processing of food staples. The work employees are doing improves the quality and efficiency of local agriculture and the food-processing infrastructure. Food insecurity is also prevalent in developed countries such as Canada, the United States, and in Europe, and Cargill is invested and working in those communities as well.

Cargill invests in training and practical support for farmers around the world to increase their productivity in a sustainable way. This includes training in best practices; providing credit and infrastructure; establishing fair, transparent pricing policies; and increasing access to markets.

Cargill works to promote the importance of open markets. We encourage governments to remove harmful barriers to trade such as food embargoes, prohibitive import and export taxes, customs and regulatory bottlenecks, and application of non-science based standards.

Cargill will continue to leverage its strengths in building partnerships to address complex social and economic issues. As members of the private sector, ask yourselves: What can our company and employees bring to the table? Even if your company is not directly related to food, it has a role to play. We all have experienced the awful sensation of hunger; let that drive our commitment to collaborate and connect with governments, nonprofits, and other groups to eradicate it. We all have an interest in a healthy, peaceful, prosperous world.
CHAPTER 2: FOCUS ON FOOD SECURITY

Improving Nutrition—Improving Lives: DSM’s Commitment to Ending Hidden Hunger through Public-Private Partnership

By Hugh C. Welsh, Vice President & General Council, DSM

Business cannot succeed in a society that fails. For DSM, the world’s largest supplier of vitamins, carotenoids, and micronutrient premixes, this simple statement serves to remind us that we have a mission beyond near-term profit-making. DSM recognizes the obligation and embraces the challenge as to how to best use our resources, knowhow, and capabilities to work towards finding sustainable solutions to issues such as micronutrient deficiency and the chronic vicious cycle of poverty, death, and wasted potential it brings.

Micronutrient deficiency or “hidden hunger” is a chronic condition potentially affecting more than half of the world’s population. It is the situation where an individual’s nutritional needs in caloric terms are satisfactory and he or she eats enough to live, but does not receive sufficient vitamins, minerals, and other nutrients necessary to promote proper development and avoid chronic disease. The consequences of hidden hunger are devastating. The condition results in millions of preventable deaths and, according to organizations such as UNICEF, may result in up to a third of the world’s population failing to meet their full cognitive and physical potential. One of the major causes of this silent tsunami of micronutrient deficiency is the inability of families in the developing world to afford foods such as vegetables, fruits, milk, eggs, and fish with naturally occurring quantities of essential vitamins and minerals. This population relies primarily on cereal crops such as maize, corn, rice, and sorghum for their meals—sufficient in caloric terms but a very poor source of vitamins and minerals.

Food fortification and nutritional supplement programs offer a relatively simple, cost effective, respectful way to mitigate the endemic problem of hidden hunger. According to the World Bank, “The control of vitamin and mineral deficiencies is one of the most extraordinary development related scientific advances of recent years. Probably no other technology available today offers as large an opportunity to improve lives and accelerate development at such low cost and in such a short time.” Micronutrient supplementation and food fortification is ranked by the leading economists of the Copenhagen Consensus as the single best investment that can be made to further economic sustainability in the developing world, returning $17 in reduced health care costs and increased output for every $1 spent. Sustainable economic growth in the developing world starts with proper nutrition. The cost? From ten cents to two dollars per person, per year.

Neither government, the NGO community, nor private enterprise can address this issue alone in a successful manner. Realizing that we all share collective responsibility for resolving the issue of global malnutrition, DSM has partnered with several agencies and governments on initiatives designed to combat micronutrient deficiency around the world.

An early example of a very successful public-private partnership is DSM’s continuing partnership with the United Nations World Food Programme (WFP). Formalized through a memorandum of understanding in 2007, DSM has brought the WFP financial support, technical services, in country support from DSM employees, and advocacy and awareness support around the world. In this symbiotic relationship, the WFP has brought DSM a deeper understanding of the problem, a network in developing countries, and an issue that has grabbed the hearts and minds of each of our 23,000 employees around the world.

DSM has worked with WFP to develop, test, and implement new products designed to materially improve the nutritional quality of the WFP food basket. For example, DSM has worked with WFP to develop MixMe™ sachets, foil packets designed to be rugged
enough to handle conditions in the developing world, each containing the requisite blend of vitamins and minerals for the part of the world where the product will be used. MixMe sachets allow for home fortification of staple foods such as maize, sorghum, and other cereal crops. It mixes easily and does not change the taste, texture, or odor of the foods it is introduced into. Importantly, each sachet costs less than two and half cents to produce. Tens of millions of MixMe sachets have been created by DSM and distributed by the WFP in Bangladesh, Kenya, and other countries affording the local populations, particularly women and children, access to essential vitamins and minerals for the first time.

Partnerships can take many forms, and have many goals. With the help of President Clinton in 2009, DSM, the WFP, GAIN, Kraft, Unilever, and Heinz have joined together to work towards finding sustainable solutions to the issue of hidden hunger in Bangladesh and Indonesia through a five-year plan, and a commitment to raise $50 million dollars entitled Project Laser Beam. It is hoped that by approaching the issue of micronutrient deficiency in children under two and pregnant women, the most vulnerable population, in a very detailed, disciplined, scientific, and data-driven manner, a long-term sustainable solution for these countries can be achieved and the project can be replicated in other parts of the developing world.

Different regions have different needs and require flexibility in partnerships. Rice is a major staple crop for more than half of the world’s population. However, milled rice is a poor source of micronutrients. DSM has developed a solution to this problem, DSM’s NutriRice® is made from broken rice kernels (a by-product of normal rice production) which are then enriched with vitamins and minerals through a specially formulated premix, and run through an extruder, resulting in fortified rice kernels. These kernels, which are identical to ordinary rice in size, shape, color, and smell, are mixed at 1:100 with the ordinary rice. DSM’s NutriRice fortified rice program is currently being piloted by the WFP in Haiti and the Dominican Republic, and has been introduced by DSM in Nepal, Kenya, Bangladesh, and Afghanistan.

DSM believes that adequate nutrition should be a fundamental human right for everyone, not just those who can afford it. DSM’s partnerships with the WFP and others have led to the development of innovative and exciting new products, and potential new markets for DSM. These same products, and the partnerships that spawned them, will dramatically improve the lives of millions of people in the developing world and hopefully lay the cornerstone for economic development in those regions and put an end to the chronic cycle of poverty and disease. Given its experience with organizations such as the World Food Programme, DSM will continue to seek partnerships that further its goals of finding sustainable business models that advance human health and well being around the world.
For many years Green Mountain Coffee Roasters (GMCR) has contributed at least five percent of its pre-tax earnings to support projects in communities where the company does business. Approximately half of these funds have benefited communities here in the U.S., while the balance has been put to work in communities where GMCR purchases its coffees.

In the summer of 2007, GMCR worked with the International Center for Tropical agriculture (CIAT) of Cali, Colombia, to better understand the challenges and opportunities faced by small-scale coffee farming families in Mexico, Guatemala, and Nicaragua. Over the course of a few weeks, 179 coffee farmers were interviewed. Each interview lasted at least an hour and included 22 questions relating to family information, the coffee grown by the family, prices received, and costs of production. Other questions touched on migration, health, and food security.

The strongest and most consistent response came from one question: “Did your family have any extreme scarcity of food last year, and if so, what did you do?” Over 67 percent of those interviewed indicated that they were unable to maintain their normal diet for three to eight months of the year. During these months they either ate less; ate cheaper foods; or borrowed money from friends, relatives, or their coffee cooperative—entering a cycle of debt that they repaid annually from coffee harvest earnings.

Once the results were tabulated, GMCR shared the results with many of the farmers and, together, started developing strategies to begin to help families develop sustainable approaches to overcoming this seasonal food insecurity, known in many areas of Central America as “los meses flacos” (or “the thin months”).

Many families devote most, if not all of their land (usually 3 to 4 acres) to coffee production, and use income from coffee to purchase food. Coffee is often cited as the world’s second most heavily traded commodity after oil, and like other commodities is prone to significant price fluctuations based on supply and demand. While these fluctuations directly impact the ability of farmers to feed their families, even in “good years” many coffee farming families
contend with “los meses flacos.” In Central America the coffee harvest usually starts in November and ends in February. By the end of May, most small-scale farmers have depleted their earnings from coffee. During this same time, the price of beans and corn increase, as these staple crops are not harvested until autumn. This leaves families with a period of time when they struggle with limited financial resources and rising food prices.

For many years the company has believed there is a direct link between the quality of coffee it purchases and the quality of life of the farmers and families who grow it. GMCR has long supported scholarships for the sons and daughters of coffee farmers as well as health projects such as early detection of cervical cancer. When the results of CIAT’s work were fully discussed, GMCR realized that food security could not be ignored. Studies have shown that children who go to school without a good breakfast do not learn to their capacity. One of the 10 leading causes of cervical cancer is malnutrition. While the company has continued to fund education and health projects, the success of both initiatives is directly linked with access to food.

Since learning of this annual challenge to food security, GMCR has partnered with a number of organizations to support coffee farming families in their efforts to put food on their tables every day of the year. Specifically, GMCR has partnered with coffee cooperatives in Mexico (CESMACH) and Nicaragua (CECOCAFE and PRODECOOP/CII-ASDENIC), Save the Children (in Nicaragua, Bolivia, Honduras, and Sumatra), Catholic Relief Services (in Guatemala, Ethiopia, Kenya, and Rwanda), Pueblo a Pueblo (in Guatemala), Café Femenino (in Peru), and Heifer International (in Chiapas, Mexico, Honduras, and Peru) to help families diversify their land holdings to grow food to eat and to sell for additional income. When fully implemented, these projects will touch approximately 20,800 families or about 110,098 people. And this is just the beginning.
Chapter 3:
Focus on Economic Development
As U2’s lead singer and poverty reduction champion Bono explained in his April New York Times op-ed, “smart aid” can be a reforming tool, demanding accountability and transparency, rewarding measurable results, reinforcing the rule of law, but never imagining for a second that it’s a substitute for trade, investment, or self-determination. The U.S. government’s Millennium Challenge Corporation (MCC) is investing more than $7 billion in 19 countries worldwide. Yet, foreign assistance on its own, no matter how well-managed, will never be the engine for sustainable economic growth. What works over the long term is private sector–led development, and MCC is incorporating this approach into its model. MCC seeks partnerships with the private sector that enable countries to increase the developmental impact and scale of initial MCC investments, mitigate or share risk, and deepen capacity by accelerating the transfer of technical or managerial expertise. MCC is exploring stand-alone, parallel-, and co-investments and is looking at ways to involve non-traditional investment partners, like NGOs, social investors, foundations, and other donors, interested in both economic and social returns.

One way MCC uses its compacts (grants) to attract trade and investment is to take a holistic look at the entire supply chain for opportunities buyers and investors can optimize. MCC is one of the only donors that has successfully taken this approach. In Ghana, MCC is investing in cold storage, technical training, access-to-credit, and major roads. By 2012, Ghana will be a more reliable supplier of globally certified fruits and vegetables, with improved irrigation and post-harvest infrastructure and as many as 60,000 export-ready farmers trained to meet global demand. Chiquita and Dole have already sourced trial shipments of pineapples from MCC-supported farms. VegPro, a Kenyan company, is preparing to export vegetables from Ghana to Europe, sourcing vegetables from MCC-supported farmers. VegPro plans to expand, creating additional opportunities for local farmers. As their incomes increase, these farmers can grow their production, send their children to school, and afford a higher standard of living. Other U.S. companies are benefiting through sales throughout the supply chain. MCC has also launched an Agribusiness Development Initiative to bring private businesses to the table and facilitate more investment opportunities to
complement existing commercial activities throughout the value chains of other MCC-funded programs. The initiative is being piloted first in Morocco and Ghana and could be expanded to other MCC countries.

Partnerships are an increasingly important delivery mechanism for MCC assistance to newly eligible countries, including those eligible for second compacts. MCC’s strategy helps these countries design compact partnerships that engage the private sector by offering the tools, information, and resources countries need right from the start. The goals are to obtain feedback from potential private sector investors and partners on project concepts, best practices, and relevant investment constraints, and to identify, develop, and structure appropriate partnerships. Involving potential investors in early discussions as projects are being conceptualized and developed increases the likelihood that these investors will leverage MCC grants, either through co-investment, co-funding, or complementary investments. MCC will also continue to partner with other U.S. government programs to involve the private sector, as it has, for example, alongside the U.S. Trade and Development Agency in El Salvador, Ghana, and Morocco, and by stimulating interest in U.S. technologies and capabilities in the water, roads, and agriculture sectors in other countries. By bringing the right partners—private sector and others—to the table as compacts are conceptualized, developed, and implemented, MCC is able not only to maximize the ability of MCC countries to reduce poverty through sustainable economic growth but also to achieve results in innovative and effective ways.
CHAPTER 3: FOCUS ON ECONOMIC DEVELOPMENT

Education: Key to Progress in Equatorial Guinea

By Paula Luff, Director, Corporate Social Responsibility, Hess Corporation

Equatorial Guinea is a small West African nation with a population of 650,000 and a landmass about the size of Maryland. The country’s economy has grown significantly since the 1990s due to the beginning of large-scale commercial oil production and an influx of foreign investment.

Hess has been working in Equatorial Guinea for nearly 10 years. The company operates in a way designed to contribute to both economic growth and sustainable social development in our host communities. We believe that this approach contributes to our success as a business and differentiates us in the eyes of stakeholders who shape our operating environment. From the standpoint of broader business and social value, we believe that a healthy and educated workforce can help fuel economic development and offers businesses like ours greater opportunity to hire local talent.

In 2005, Hess approached the Government of Equatorial Guinea and asked how we might help advance local priorities in education or health, areas that are fundamental to the success of any society and priorities for Hess’s social investment program. The government asked that we support their objective of providing universal, quality primary education.

Together, we engaged the Academy of Educational Development (AED), an organization that has a long and outstanding record of programmatic achievement and successful partnerships with the private sector, governments, MLOs, and other NGOs. AED, together with leading international education specialists, conducted a landscape analysis, engaged a wide range of national stakeholders, and recommended a program focused primarily on improving the quality of primary education through improved teacher training, strengthened model primary schools, and enhanced local capacity to lead the education sector.

This process led to the development of PRODEGE, a five-year, $50 million public-private partnership to improve the quality of primary education in country between the Government of Equatorial Guinea, Hess Corporation, and AED.

The program’s main objectives are to train 1,200 primary school teachers in the active learning methodology (engages students through hands-on activities, small-group instruction, and community participation); improve pre-service teacher training by establishing two teacher training labs at the teacher colleges; refurbish, equip, and provide learning materials to 40 schools serving as active learning model sites; and build the administrative and pedagogical capacity of the Ministry of Education. PRODEGE is changing the way students learn across the nation by introducing a proven “active learning” approach.

While it still too early to measure longitudinal academic gains in math and reading, researchers at Fordham University were able to establish a baseline and reassessed students a year later. They found 90 percent of students in model schools engaged in active learning were able to read and write their own names in Spanish compared to only 64 percent of students enrolled in non-intervention schools. This is a significant step towards literacy and self-awareness.

In a recent school assessment of about 742 schools (PRODEGE sites, schools whose teachers are in the training program, and a control group of schools); active learning practices have spread beyond the model schools. Almost 50 percent of schools were reported to have organized the classroom into small student group learning circles. Even in the control group, about 5 percent of schools had adopted elements of active learning. The program has also heightened awareness of the importance of girls’ education at various fora with national authorities.

Since the program’s launch, 40 active schools have been refurbished and equipped, serving 3,200 students and 185 teachers. The majority of these
schools are located in rural areas to improve access of underserved populations such as young women. Since 30 of the schools did not have adequate water and sanitation, Hess made an additional contribution to build latrines and ensure a supply of potable water. Adequate hygiene facilities are especially important to encouraging girls to stay in school.

More than 1,100 teachers have been trained in the active learning methodology and are serving 34,000 students across the country. One thousand of those teachers recently completed certification, 40 percent of them women, which represents a 10 percent increase in female participation in the teaching profession. Ministry staff have been trained in statistics and research methods. The program developed an education information system and conducts an annual school statistical census enabling the Ministry to plan activities and allocate resources based on real-time, comprehensive data. The Ministry also has detailed information on teachers and their qualifications: 75 PRODEGE national staff have been trained in project management and technical support; 38 trainers are mentoring teachers at the model schools; and 80 inspectors have been trained in school supervision. Two teacher training laboratories have been established at the teacher training colleges in Bata and Malabo. The laboratories provide valuable hands-on teacher training for approximately 20 future master teachers who will serve up to 150 pre-service teachers per year.

Building on the success of PRODEGE, the Equatorial Guinea-Hess-AED partnership has started to look at ways to sustain and build on the achievements to date and to improve educational opportunities for secondary students and young people who left the school system.
CHAPTER 3: FOCUS ON ECONOMIC DEVELOPMENT

Building the Future with Access

By Sean Rush, President & CEO, JA Worldwide, and Mike Ducker, Executive Vice President and COO, FedEx Express and JA Worldwide Board Member

Young people need hands-on, real-world experiences that provide them the knowledge and skills to thrive in the global economy. Junior Achievement and FedEx are working together to deliver the practical experiences needed to ignite the entrepreneurial spark in young people, helping them navigate the opportunities and realities of work in the 21st century.

Since 1919, Junior Achievement has ignited a passion for entrepreneurship in millions of students. Through JA Company Program®, young entrepreneurs are taught how to start their own businesses—how to create a product that meets the needs of the marketplace, how to market that product, and how to run a profitable enterprise. Today, JA Company Program is active in six global regions, involving 360,000 students from 104 nations. As the global economy evolved, JA has leveraged JA Company Program as a way to catalyze economic development. For example, Africa and the Middle East have limited educational and employment opportunities. JA students there learn how to create businesses which generate jobs and, in turn, spur economic growth.

Entrepreneurs need core business skills. They must also possess skills in leadership, problem-solving, critical thinking, and teamwork. Junior Achievement infuses mastery of these competencies into its curricula and provides role models who embody these important skills and bring JA programs to life for students. The people of FedEx use these skills every day to deliver the world to our customers in 220 nations and territories. In fact, thousands of FedEx volunteers support JA, helping future business leaders seize the opportunities that evolve with increased global access through trade and entrepreneurship.

In 2008, FedEx launched the FedEx Access Initiative, training JA Company Program participants how to sell their products in the global marketplace, leading them to grow their business, create jobs, and drive economic development. This past summer, two teenage CEOs did just that. Anna Östlund of Sweden and Hillary Sadler of Ohio ran JA Student Companies that were the latest winners of the FedEx Access Award given respectively during the European and North American Student Company of the Year competitions.
Östlund, 19, is the chief executive of a Swedish company called Bolsa, which makes travel bags from recycled materials. To make its bags, the company uses waste vinyl from Bolon, a Swedish company that makes woven vinyl flooring. The students’ sales in Sweden are already healthy, and they plan to expand Bolsa’s marketplace to include the rest of Europe.

Sadler, 18, is CEO of Green Dream, a three-year-old trade-show company based in Beachwood, Ohio. The company’s biggest production, also called Green Dream, came in April. More than 80 vendors displayed green products ranging from electric cars to jewelry made from recycled materials, both to resellers and end customers. The company sold T-shirts to raise its working capital using a combination of social media, direct mail, e-commerce, and personal selling.

Every day, FedEx helps individuals, businesses, and nations tap into the power of global trade. In fact, this October FedEx hosted Secretary of Commerce Gary Locke and U.S. Trade Representative Ron Kirk at the Memphis Super Hub. The focus was on how FedEx could help double exports by 2015, creating two million new jobs and boosting the economic recovery. Nations such as China, Japan, and Germany have built robust economies through exports, and more nations, including the U.S., are seeking to participate in this economic growth engine.

As a global company, FedEx is committed to connect the world in responsible and resourceful ways. The collaboration between Junior Achievement and FedEx helps nations to build the future pipeline of entrepreneurial business leaders who will create jobs, enhance local development, and provide the goods and services needed in this new economy.
A Haiti Success Story

By Frank Schott, Emergency Response Director, NetHope

Much has been written about Haiti over the years. Poverty, corruption, and suffering can be found in just about every story. This is a different kind of story. This is a Haiti success story.

On January 12, 2010, the first of many earthquakes rocked the region around Haiti’s capital city, Port-au-Prince. Hundreds of thousands of Haitians were left homeless. The death toll is said to have reached at least 230,000, and more than one million Haitians (11 percent of the country’s entire population) were eventually forced to evacuate.

In the days following the emergency, the international community responded like never before, providing essential rescue and relief services. On January 16, U.S. Secretary of State Hillary Clinton visited Haiti and proclaimed that water, shelter, food, medical care, and communication services were needed.

Communication? Why communication? Clinton echoed what every humanitarian worker knows: Communication is the lifeblood of every emergency response effort. Communication makes it possible for rescue and relief personnel to make assessments, detail requirements, and coordinate a response. Beyond that, communication dramatically increases the possibility that this work can be done in a secure way for the humanitarian workers and the beneficiaries they are serving.

NetHope, Inveneo, and the Technology Sector Respond

Following the earthquake, three groups—NetHope, Inveneo, and leading technology companies—came together in a remarkable way to restore communications capabilities for the humanitarian sector.

NetHope is a new-generation information technology collaboration of 31 leading international nongovernmental organizations representing over $33 billion of humanitarian development, emergency response, and conservation programs serving millions of beneficiaries in more than 180 countries. Since 2001 NetHope has helped its member organizations use their technology investments to better serve people in the most remote areas of the world by enabling member collaboration and by facilitating public-private partnerships with major technology companies, foundations, and individuals.

Thanks to a grant from Microsoft in 2006, NetHope was able to establish the NetHope Emergency Response Working Group (ERWG). NetHope’s ERWG activated within four hours of the earthquake and began identifying ways that the agencies could pool resources to support rescue and relief efforts. Within 24 hours, the ERWG identified the critical issue around the collapse of Internet connectivity. NetHope reached out to Inveneo, a San Francisco based technology nonprofit that specializes in long-distance wireless solutions for
“The broadband network that Inveneo and NetHope delivered to the IRC operations in Haiti during the first days of relief in Haiti was simply amazing! We used the broadband to swiftly pass assessment information to our program and operations team in HQ, send images, videos and initial reports as well as participate in cluster conference calls. Our team is now saying, how could we have ever worked without access to broadband in a disaster before?”

Nenad Bojovic
Director, Field Office Technology, International Rescue Committee

the developing world. Together, NetHope and Inveneo mapped out an architecture and deployment plan that could support the restoration of communications capabilities for humanitarian workers in Haiti. NetHope rushed to identify possible fund-raising alternatives, knowing that as every hour passed, lives would be lost, security issues would become more acute, and hundreds of thousands of Haitians would feel the pain.

Almost immediately, NetHope began making calls to leading technology corporations. The early appeals were for cash donations. NetHope said, “Give us cash so that we can buy the needed equipment, put it on planes, and get our engineers to Haiti.” Microsoft Corporation was the first to respond with a cash pledge (just 48 hours following the earthquake). Other technology companies joined the cause and within two weeks, ten technology companies had made cash pledges and wired the funds into NetHope’s account. By Jan. 17, engineers were on their way to Haiti. And within three days of arriving, almost all of the largest humanitarian organizations operating in Haiti—as well as several local NGOs, including a hospital—had reliable high-speed Internet access, enabling one-to-many communications through email and various collaboration solutions such as Sharepoint.

In the days and weeks that followed, NetHope made a call for product donations and engineering support. The response was swift and generous. While many said, “We have products that could be very helpful,” none made their offers of support with strings attached. NetHope, Inveneo, and the humanitarian agencies sorted through the chaos and were trusted to do what they do best.

Here is a list of corporations and individuals that supported NetHope and Inveneo:

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Today, high-speed Internet can be found in most large humanitarian offices in Port-au-Prince, enabling a free flow of information in support of relief and development work. And this life-saving communications network has achieved financial self-sufficiency and is being operated by two Haitian ISPs and a Haitian technology-support organization.
It’s not often that people acknowledge that they are improving the world just by doing business. Fortunately, those of us working at Banca Civica feel this way. Our revolutionary civic approach to banking entwines business performance and citizenship. The more financial value we create, the more good we bring to society. Our aim is to bring our civic approach to business to the U.S.A., subject to regulatory approval.

Banca Civica is a well-established Spanish bank with assets totaling $100 billion. Our unique business model is called Civic Banking. We combine financial and social profitability through partnering with civil society agents.

Civic Banking sets a new role for the financial sector by empowering stakeholders and embracing civic values such as participation and transparency. Our customers decide the allocation of the bank’s contributions to social causes. In 2010, our customers chose from more 6,500 vetted social projects submitted by more than 6,000 non-profit organizations and associations. Customers also volunteered more than 300,000 hours to the projects of their choice. In essence, Civic Banking enables the creation of a civic community where citizens and non-profits, together, foster those social initiatives with the highest social impact. It is a win-win model for the bank and civil society. Funds that each customer allocates to social projects are based on the profitability of their business with the bank, which is fully disclosed to them.

A Civic Strategy is the ultimate stage of corporate social responsibility. All stakeholders participate in company strategy. Social contribution is fully embedded into the business model. Civic strategies link corporations and non-profits far beyond conventional partnership schemes which, on many occasions, are motivated by mere reputation-boosting or marketing purposes. Civic corporations and non-profits collaborate to improve the former’s business performance,
from which the latter benefits through additional funding, volunteering and learning. For example, we develop action plans with non-profits to attract new customers for the bank among their constituents’ base, who will support their initiatives through our civic community.

Civic Banking provides us with competitive levers to achieve superior growth, profitability and reputation compared to our peers. We offer a unique value proposition to socially responsible citizens for whom our contribution as a bank goes far beyond simply providing financial products and services on a competitive basis.

A Civic Strategy supports economic development in several ways. The transparent social projects platform provided by a civic corporation connects donors and needs on a reliable manner, thus growing giving and volunteering. Civic businesses are more competitive and efficient; they leverage their unique competitive position, their skilled and motivated personnel and their high technological profile. Crucially, enabling citizens to decide maximizes the social impact of giving. Civic Banking’s superior relationship with customers, beyond a mere transactional one, motivates banking of underbanked communities.

We do not want to keep all the good behind a Civic approach to business for ourselves. Our aim is to develop a global network of civic-minded corporations, non-profits and institutions. Such a network would foster both giving and volunteering across the world while improving corporate business performance and social impact. In particular, the United States is a natural market for civic strategies due to the commitment of its society to philanthropy and the culture of giving back to the community. In 2010, we developed strategic alliances with eight prestigious U.S. non-profits to promote Civic Banking in this country.

The private sector must step up and foster economic and social development, complementing and reinforcing the efforts that the public and social sectors make. It is not our choice, it is our obligation. Banks and corporations must not view civil society as an external entity to support. We should be part of the civil society. And for this we must be Civic.
Chapter 4: Focus on Health
CHAPTER 4: FOCUS ON HEALTH

Investing in People
By Matt Lonner, Manager of Global Partnerships and Programs, Chevron

There is no wiser investment than an investment in the health of people. Better health leads to more prosperous economies. But while efforts to fight global epidemics like HIV/AIDS, TB, and malaria are typically led by national governments and multilateral organizations, they cannot find lasting solutions alone. When it comes to preventing new infections and delivering care, businesses from every sector are taking significant action and filling critical gaps around the world. But if we are going to end the ravages of these diseases in our lifetime, it is critical that more businesses join in the fight.

When Chevron begins a new program or partnership, it does so knowing two things: that the company will remain in the community for decades, and that the health of that community and the health of Chevron are inextricably linked. With operations in diverse regions around the globe, we recognize the power and potential of action on the development of global public health initiatives.

The epidemics we are tackling in the developing world—HIV/AIDS, TB, and malaria—strike people in their prime, taking the lives of the very men and women best positioned to contribute to society. They can eliminate decades of progress: children are forced to drop out of school to care for dying parents and businesses face rising labor costs and a shortage of skilled workers. But most of the damage is immeasurable because it is often invisible; we lose businesses that will never be founded, ideas that will never be shared, and schools that will never be created. As serious as these challenges are, we know that part of the solution must be education and awareness, including awareness of the need for changed behaviors.

In 2008, Chevron forged the single largest private sector partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria. Together, we’re using targeted financing to fill critical gaps in global health, delivering significant resources and expertise in areas that need it most. With a total financial investment of $55 million over six years, our partnership is built around a central principle: to support programs that are built around national health priorities in each country—as opposed to a donor-driven agenda.
Over the past three years, Chevron and the Global Fund have achieved tangible, measurable results, improving the health and well-being of millions around the world:

- Chevron’s contribution to the Global Fund has helped 378,632 Indonesians, 1.5 million Thai, and 1.9 million South Africans receive HIV/AIDS education.

- In Thailand, Chevron partnered with Program for Appropriate Technology in Health (PATH) to organize an HIV/AIDS Education Youth Camp, strengthening leadership skills and HIV/AIDS awareness of 1,000 youth leaders.

- In the Philippines, Chevron’s contribution to the Global Fund has helped detect more than 9,000 new TB cases and 1,100 TB cases were successfully treated.

- In Angola, Chevron’s Global Fund investment has contributed to the distribution of nearly 1 million long-lasting insecticide-treated mosquito nets, and more than 1.2 million malaria-stricken children under the age of five were provided with anti-malaria treatment.

In addition to these efforts, Chevron invests in the health of our employees in order to improve productivity, reduce costs related to employee health, and optimize employee physical health and mental well-being. From award-winning HIV/AIDS and tuberculosis training programs to onsite health fairs and screenings, we’re supporting employees who want to make positive lifestyle changes.

With 25 years of experience in this global effort, Chevron has learned that collaboration like our work with the Global Fund is an absolutely indispensable component of the most successful programs—the ones that truly make a tangible difference in the health of people and communities. And we leverage our financial resources with on-the-ground people and assets to help those investments work harder, delivering more support to millions of people. By any measure, that’s a powerful return on investment.
CHAPTER 4: FOCUS ON HEALTH

Bringing Quality Healthcare, Clean Water, and Sanitation to Rural Honduras

By Joseph Suarez, Director, Community Partnerships & Philanthropy, Booz Allen Hamilton Inc.

When the medical infrastructure in Honduras was destroyed by Hurricane Mitch in 1998, Dr. Barry Byer, Chief of Family Practice at Virginia Hospital Center (VHC), was compelled to act.

In less than six months, he assembled the VHC Medical Brigade (VHCMB), a team of medical and support personnel and traveled from Arlington, Virginia, to Honduras to provide basic health services.

Today, Honduras remains one of the poorest countries in the Western Hemisphere, and the VHC Medical Brigade is still traveling there for week-long medical missions. In October 2010, Byer returned to the town of Comayagua with an 84-member team of surgeons, doctors, nurses, ophthalmologists, optometrists, and support personnel for their 10th mission.

And its impact has been dramatic: From inception to 2008, the VHCMB has expanded to treat a total of 51,222 patients with services in adult and pediatric primary care, physical therapy, vision, audiology, pharmacy, and surgery. They’ve also dispensed 18,409 eyeglasses and 159 hearing aids, and added a urologist and a colorectal surgeon to address an even broader range of health issues.

But this is only part of the VHCMB’s mission: They also created the Remote Village Project—a public–private partnership to provide clean water, sanitation, and community health worker training to three remote Honduran villages: Valle Bonito, San Antonio de la Libertad, and Planes de Nueva Esperanza.

That effort, too, has expanded to serve nine villages and 3,900 residents with nine community health workers and two new water and sanitation systems. Each of the villages’ 627 homes has its own pour-flush latrine and a spigot through which water is piped.

“Members of the VHCMB visit the villages quarterly to review the work of the health workers and every patient record,” says Daniel Tiedge, a VHCMB volunteer and member of VHCMB’s advisory board. “We also provide continuing education.”
“The water and sanitation projects have estimated economic useful lives of 25 years and are engineered for 3% population growth. As such, they’re projected to eventually serve 8,000.”

Local municipalities and villagers contributed almost half of the project’s $525,000 development cost: $193,000 in labor and raw materials provided by village residents, and $47,000 in materials and transportation from municipalities.

“Contributing such an enormous sum shows how much the Hondurans value the work we’re doing,” says Dr. Byer. With a 2009 per capita gross national income of about $1,845, Hondurans have no disposable income. But with residents and regional governments assuming a partnership role in the projects, there’s an excellent chance of ensuring their long-term sustainability.

Booz Allen Hamilton is proud to have a hand in the VHCMB’s achievements. Since 2006, the firm has donated funds and thousands of hours of consulting services to support the VHCMB.

“The contribution Booz Allen makes is enormous,” Dr. Byer says. “They provided expert consultation and helped us with basic services such as infrastructure, website development, and planning, which are key to a start-up nonprofit.”

“This project aligned with our philosophy of corporate social responsibility,” says Booz Allen’s Joe Suarez. “Little steps have made a big difference in the health issues of Central America; we helped nine rural communities greatly improve their quality of life, and we’ll keep chipping away at it and finding optimal combinations and scale, so we can help VHCMB provide quality medical care to more people and help locals build sustainable water systems for greater impact.”

Booz Allen’s contributions to the VHCMB include strategic business and logistics planning, project management, establishing metrics, and developing key deliverables, including a five-year strategic plan and a grants management guide.

The VHCMB had been using word-of-mouth and newspapers to communicate its mission, so Booz Allen created an award-winning website (www.vhcmedicalbrigade.org) and provided the project with a grant to support its communication effort. In addition, five volunteers from Booz Allen traveled to Honduras to assist in capturing data, translation services, and site assessment, while dozens of volunteers in the U.S. packed trip supplies.

The firm also implemented a megacommunity concept and tool that enabled the VHCMB to establish partnerships with organizations such as USAID, Honduran government and nongovernmental organizations, Engineers without Borders, Lions Clubs International, and the U.S. military, who are collaborating to find solutions to the mission’s greatest challenges.

Senior Vice President Robin Portman and the VHCMB continue to discuss other ways Booz Allen can support the mission. “Though we can’t ensure everyone has access to clean water and healthcare, we can make a difference in the lives of thousands,” says Suarez. “Booz Allen is proud to have played a small role in making such a big impact in improving the circumstances for this group of people.”
Chapter 5:
Focus on Employee Volunteer Programs
The United States has a long, proud history of supporting international volunteerism. In fact, this year marks the 50th anniversary of President Kennedy’s launch of the Peace Corps. International volunteer efforts initiated by federal, state, and local government have been particularly effective at engaging two segments of our population: students or recent graduates, and retirees or those pursuing second careers.

But the segment of our population that holds perhaps the greatest promise for global volunteerism has been undervalued. I’m referring to professionals at corporations, particularly large, globally integrated enterprises. These corporate employees have what is most required for a successful international service engagement: cutting edge skills, deep expertise, and relevant strategic knowhow.

Why has this resource largely gone untapped? Because a clear connection to business strategy and return on investment has been made in only a few cases.

I believe there is a triple benefit to corporate-sponsored international volunteerism. Local communities receive premier business and consulting services. Employees gain knowledge from working in international markets and leadership experience from working with diverse teams of colleagues and local partners. And corporations gain experienced leaders, insights into new markets, and brand and reputation enhancement that can ultimately create new global business opportunities.

IBM’s Corporate Service Corps (CSC) was developed with those benefits in mind. Often referred to a “corporate peace corps,” CSC provides IBMers with unique opportunities to develop as global citizens. Through one-month deployments, IBM’s top talent works in teams of roughly twelve to provide in-depth business and IT consulting support to local entrepreneurs and small businesses, nonprofit organizations, educational institutions, and governmental agencies. Already in its third year, Corporate Service Corps has deployed 700 IBMers from 47 countries on 70 teams to 14 countries.
The results for communities, IBMers, and IBM have been profound.

**Communities:** From a business development center for women entrepreneurs in Ghana to economic revitalization in China’s Sichuan province, CSC has made a real difference in solving the economic, social, and environmental sustainability challenges faced by many communities around the world.

**Employees:** An independent evaluation by Harvard Business School confirmed that CSC is producing measurable improvements in IBMers’ skills, including their global leadership, resiliency, and cultural intelligence.

**Corporation:** IBM’s success as a globally integrated enterprise headquartered in the U.S. is directly linked to the skills and capabilities of IBMers. CSC has taught IBMers from the U.S. how lead diverse global teams, engage effectively with customers who do business globally, and win against competitors from around the world. CSC has also enhanced IBM’s brand, giving us inroads into new and emerging markets—a key to growth for any large U.S. company.

Corporate international volunteer programs not only improve the sponsoring company’s brand, they also help raise the image of the United States among NGOs and public agencies around the world. In fact, the U.S. Agency for International Development (USAID) has announced a partnership with IBM to accelerate international volunteerism by leveraging the Corporate Service Corp model. USAID and IBM are creating an Alliance for International Corporate Volunteerism program to help smaller companies and organizations that want to implement their own corporate peace corps, but lack the resources and scale to do so.

The world has changed significantly over the last fifty years. Corporate-sponsored international volunteerism is modernizing what the government began with the Peace Corps in 1961. The conditions and capabilities that have made the world flat and are allowing its systems to become smarter are also opening up new paths for citizen diplomacy. It is no longer necessary for those who desire international service to be guided through governments and other official avenues into long-term engagements.

In an interconnected world, citizens want (and expect) to participate more directly through short-term assignments that will not disrupt their careers. And it is these career-minded professionals who possess the skills to make volunteer assignments successful. Forward-thinking corporations with a clear understanding of the triple benefits of international volunteer programs can empower meaningful citizen diplomacy that will make the world a better place for us all.
Given that we’re a company of engineers, we love to count and measure things. Over the years, this has helped us to better understand our performance and identify areas for new opportunities. Not surprisingly, we apply this focus not just in our factories, but to our employee volunteerism activities as well. Intel Involved, our global corporate volunteer program available to all 80,000 Intel employees, is designed to encourage, support, and recognize employees who volunteer in their communities. In 2009, employees contributed nearly 1 million volunteer hours in 40 countries, benefiting some 4,500 organizations in the areas of education, the environment, and community needs. Complementing Intel Involved is the Intel Involved Matching Grant Program (IIMGP), which awards cash grants to organizations based on the number of hours Intel employees volunteer. The Intel Foundation, which funds these grants, has donated more than $26 million in matching volunteer grants to community organizations and schools since 1995.

While we are proud of the sheer number of volunteer hours and organizations, the quantitative measures tell only part of the story. A program of this scale cannot happen without strong collaboration and partnerships, especially at the local level. Community engagement managers work with nonprofits, nongovernmental organizations (NGOs), and schools to identify and develop volunteer projects that meet community needs. It’s through these partnerships that we have identified opportunities to make a meaningful and lasting impact.

We encourage employees to apply their professional expertise in such areas as legal services, human resources, marketing, and information technology (IT) to help organizations build their capacity to meet growing demands.

Just a few recent examples include:

- **Sharing Our Safety Culture in Local Schools.** The importance of safety has long been an ingrained value at Intel. But in some countries where we operate, awareness of good safety
practices is not well established. When we began operations in Vietnam, Intel employees identified an opportunity to address the critical issue of traffic safety. Not only has Intel donated thousands of helmets for children in the community, volunteers have partnered with local schools to organize and teach traffic safety classes. Surveys before and after the trainings, showed an increase from 3-5 percent to 90-95 percent in the number of students regularly wearing helmets on their motorbikes. Teachers also reported that students were having an important impact of their own—they are influencing their parents to adopt these practices as well.

• Helping Improve Food Bank Efficiency. While volunteering to fill food boxes at Roadrunner Food Bank of New Mexico, a planning analyst from Intel’s manufacturing facility noticed the process resembled a production line. Working with the food bank and a small army of Intel Involved volunteers, the planning analyst applied an efficiency and effectiveness methodology used at Intel called “Lean” to analyze how the food box assembly process could be improved. In implementing these process improvements, the food bank was able to increase the number of boxes filled in one hour by 50 percent, which enabled the food bank to serve more people using fewer resources.

• Applying Technology to Promote Environmental Education. Just west of Boston, Mass Audubon operates the Drumlin Farm Wildlife Sanctuary. With the time, knowledge, and volunteer support of a team of Intel IT professionals, Mass Audubon is well on its way to meeting its goal of using technology to bring people closer to the natural world. Working with sanctuary educators, the team developed a technology plan and installed mobile wildlife cameras to build a wildlife video library. The cameras capture wildlife movement and sound in full color during the day and in infrared at night. Roaming mammals and birds not usually visible to visitors can be viewed through a new interactive kiosk at the sanctuary’s learning center. As its video library grows, Mass Audubon will display these images on its website, reaching virtual visitors and children in classrooms throughout New England.

We are proud of the impact our employee volunteers have in their communities, but we recognize that Intel Involved also brings benefits to our business. Through this vibrant volunteer program, employees develop their professional and leadership skills and can incorporate these experiences in their formal career development plans. The ongoing engagement of employees in local schools and community organizations also helps us identify new trends, emerging issues, and opportunities to build stronger communities that are inclusive, economically empowered, and environmentally sustainable—all factors which are fundamentally good for business.
After volunteering for a month in Bangalore, India, ten Dow Corning Citizen Service Corps participants from locations across the globe gained experiences of a lifetime, an appreciation and sensitivity for different cultures, and a chance for all of us to fuel further innovation.

Our company is already benefitting from the fresh perspective and firsthand experiences of our colleagues. The volunteers not only worked to make a tangible, valuable, and sustainable contribution to the local community, their experiences have and will continue to increase Dow Corning’s understanding of how we can grow through innovation while addressing our social and environmental commitments.

Participants came from Dow Corning sites in Belgium, India, Korea, Mexico, and the U.S. Applicants had to demonstrate their adaptability, positive attitude, resourcefulness, responsibility, and sense of humor. Prior to their trip, the team participated in a series of virtual training sessions, which included market ethnography—the study of people in their environments—and design thinking, so that they would be better able to make observations and gain insight for future innovation.

These types of international corporate volunteer programs help companies meet multiple objectives, but our program is distinctive because our primary goal is gaining insight for innovation and sustainable business development. We also meet important goals of employee development and engagement while providing valuable contributions as a good corporate citizen. We think this approach will give us a unique perspective on innovation through service.

We worked with CDC Development Solutions, a nonprofit economic development firm based in Washington, D.C., that specializes in programs that leverage the talents of employee volunteers in support of social enterprises, nongovernment organizations, governments, and educational institutions in emerging markets.
We also consulted with Stuart Hart, best-selling author of “Capitalism at the Crossroads: Next Generation Business Strategies for a Post-Crisis World.”

In Bangalore, the volunteers were divided into teams to work with:

- **The Technology Informatics Design Endeavor** and its social enterprise Sustaintech to develop quality control systems and improve the supply chain for their manufactured energy-efficient cook stoves.

- **Envirofit India** to research and analyze the needs and demands of rural customers when buying energy-efficient and environmentally-friendly cook stoves in order to develop a more effective marketing and sales plan.

- **Ashoka**, a nongovernmental organization (NGO) to create a standards framework for the inclusion of renewable energy and environment practices in affordable and low-income housing.

The host organizations embraced the Dow Corning volunteers’ technical and professional skills, while the volunteers in turn gained new appreciation and perspectives by learning to operate in an entirely new environment, which required greater intuition and flexibility, and gained new appreciation and perspectives. The volunteers chronicled their day-to-day experiences, successes and challenges while in Bangalore in blogs posted on the Dow Corning Citizen Service Corps website.

Ashoka director, Vishnu Swaminathan paid us the highest compliment: “The Dow Corning team really understood our needs and started us on the path to achieve our objectives in this renewable energy area. We couldn’t have done it like this by ourselves.”

At the end of the projects, volunteers shared their experiences in a workshop designed to elicit and shape their ideas for future innovation.

We were delighted with the number of strategic insights—more than 40—that the team had with regard to markets we do not really serve today. The team shaped more than a dozen new ideas in areas of sustainable housing construction, energy, transportation, and personal care—all important areas for Dow Corning—which we will further investigate for longer-term business opportunities that will make a sustainable difference in peoples’ lives.
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