

2009-2010 GCP Client Descriptions

Descriptions of the organizations that will be part of the 2009-2010 Global Consulting Practicum (GCP) are included in the following pages.

NOTES:

1. The final set of organizations will be determined based on student preferences (in other words, there are more organizations listed below than will be included in the GCP course).
2. Projects listed in the pages below are examples ONLY. The project topics have been developed from initial conversations with client organizations, recommendations of students who participated in last year's GCP (in the case of repeat organizations) and staff/faculty recommendations. However, student teams will need to take initiative and be persistent in refining the scope of their projects once the GCP begins.

- **PRI (www.pribelize.org)**. PRI is a nonprofit institute focused on developing Belize's human capital in technology by tying it intimately with the needs of businesses and entrepreneurs. This is accomplished through a variety of initiatives including programs with local schools as well as partnerships with US educational institutions and businesses to promote human capital development and job opportunities. PRI is supporting two separate GCP projects this year:

1. **Capacity Building in Technology**: PRI is considering a technology-related social enterprise that would train high school and early college students in the assembly and maintenance of computers, and launch "Geek Squad" type businesses throughout Belize that hire these same students to help service computers in their respective cities and towns. Some of the assembled computers will be donated to local schools and community centers to create computer labs, and each participating student will be given one of the computers to take home for the benefit of his/her family. The program also gives students who drop out of school to help support their families an alternative to working on farms. The short-term goal is to inject about 1,000 newly assembled computers into schools and homes, and to employ students in the major towns from the six districts of Belize to repair/service them. The long-term aim is to assemble about 25,000 computers. The overall goal of the enterprise is to enhance Belizean human capital in skills necessary to service computer technology, a foundational step in the infrastructure necessary for developing a modern economy.

The GCP student team would work with PRI to develop a business plan evaluating project feasibility, including a sustainability plan (how to finance the start-up and sustain over time) and an electronic inventory system to track parts, computers, etc.

2. **Green Facility Feasibility Study**: PRI is considering moving to a new location and developing a state of the art green facility. This facility would showcase sustainable design and construction in Belize using local materials. In addition, PRI will work with a model that incorporates an educational space and eco-resort-style living accommodations for institute guests. PRI is also interested in ideas about how best to integrate the surrounding land and nearby river with the educational and living spaces (eco-educational walking trails, organic gardens to supply food for guests, etc.) The relationship between Fuqua's educational space and its living accommodations at the Thomas Center may provide helpful lessons. PRI has engaged an architect that specializes in LEED projects and will work with the GCP team to understand the costs and considerations of LEED certification and sustainable design.

The GCP team will conduct a feasibility assessment to understand the risks and benefits of developing this facility and create models for making the facility financially sustainable.

- **Dangriga Mayor's Office and Town Council (www.dangrigalive.com)**. Although Dangriga is known as the cultural capital of Belize, boasts a vibrant Garifuna population and is located on the beautiful Caribbean coast, it has not become a major tourist destination within Belize. The Dangriga Mayor's office and Town Council would like to work with the GCP team on a development project to create more tourism in Dangriga while remaining environmentally and culturally sustainable. The Dangriga Town Council has property along a stretch of beach and an adjacent river that they hope could be a site for a Garifuna tourist village.

The GCP team will conduct a feasibility assessment and develop a business plan recommending tourist options to attract tourism revenue. The plan would need to address revenue and fundraising options; plan to market Dangriga over other Belizean tourist destinations; and a stakeholder engagement plan to gain the buy-on of the Garifuna people.

INDIA

- **Bodh Shiksha Samity** (www.bodh.org). In 1987, noted social entrepreneur and Ashoka Fellow Yogendra Singh founded Bodh Shiksha Samiti (Bodh) with the establishment of a community school (or bodhshala) in Jaipur, India. Today, Bodh is recognized as a pioneer in the field of education for the urban deprived, with growing expertise in the rural domain. Bodh seeks to evolve a community-based model that ensures universalization of equitable, quality education for disadvantaged children with stress on appropriate transformation of the mainstream education system. Based on its success to date, Bodh has plans for scaling their model and opening additional schools in areas with largely un-served populations. Last year's GCP team provided initial recommendations on fundraising strategies necessary to carry out expansion plans.

This year's GCP team may further explore fundraising strategies, creating a long-term fundraising and implementation plan.

- **The Center for Microfinance** (www.cmfrac.org). CmF aims to widen, deepen and scale the microfinance movement and serve as a knowledge and support center for stakeholders operating in Rajasthan. CmF employs high quality professionals to provide a wide range of technical and other support services to local microfinance institutions and stakeholders in the microfinance sector. CmF is in the process of launching an urban microfinance pilot in Jaipur (in contrast to traditional microfinance programs which are located in rural areas, leveraging the family and rural community structure).

A potential project may be working with CmF to launch this pilot: defining best practices, developing an implementation and risk management plan and offering recommendations for implementing and assessing the pilot. CmF is also interested in developing a partnership with Duke University on training and certifying microfinance organizations. The GCP team may work with CmF to conduct a feasibility assessment and business plan for this partnership.

- **Centre for Community Economics and Development Consultants Society** (www.cecoedecon.org). Cecoedecon was founded by a small group of committed social workers to provide relief to the victims of devastating floods in Jaipur district in 1982. From a very modest beginning as a relief agency, the organization has since grown into a multi-dimensional agency that serves the Rajasthan region in many social sector fields, including poverty, child development, education, health, finance, women's empowerment, equity and human rights. Cecoedecon conducts some of this work through satellite projects such as Jal Prahari, which was created to change the way in which natural resources, especially water, are used and managed. Jal Prahari carries out networking and advocacy work to ensure both the protection and augmentation of water resources in the state of Rajasthan.

The GCP team may work to develop Jal Prahari's strategy and programs to ensure success.

- **Doosra Dashak** (www.doosradashak.org). Doosra Dashak, meaning the "second decade", is committed to the education and development of adolescents in the 11 – 20 age group and envisions a country of educated people – not only literate but also imbued with values of healthy living, democracy, non-violence, respect and equality and conservation of the environment. The main activities of Doosra Dashak include community and people's mobilization, education (including residential camps where youths are taught traditional topics as well as social awareness topics such as gender inequality, caste, human rights, etc), life skills training and programs to improve the quality of life and environment.

The Duke GCP team may work with Doosra Dashak on developing models to make existing programs more sustainable and identify ways to measure impact.

- **I-India** (www.i-indiaonline.com). Established in 1993, I-India is an NGO “giving street children a future”. Through a variety of programs, including residential homes, education and vocational training, medical care, nutrition, and a crisis helpline, I-India reaches over 3,000 street children daily. I-India’s comprehensive programs assist children with their immediate challenges – homelessness, malnutrition and illness – while also developing their attitudes and skills so they can make a better future for themselves. One of these programs, Ladli (www.ladli.org), is a vocational training program providing emotional support and education – including specialized trainings in jewelry and handicraft making - for abused, orphaned and destitute children. Handicrafts and jewelry are then sold with proceeds going entirely to the children and funding the project.

The Duke GCP team may advise I-India on improving Ladli operations including marketing of their programs for increased reach and fundraising.

- **Nidan** (www.dorabjitatrust.org/NGO_Profiles/nidan.aspx). Founded by Arbind Singh in 1995, Nidan works primarily with workers in the unorganized sectors like street vendors, construction workers, rag pickers and home based workers, etc., organizing them into co-operatives, helping them access legal rights, and placing them directly in charge of their work. Nidan offers the cooperatives benefits of services like insurance, legal aid, access to loans and savings to help build profitable businesses and ‘people’s organizations’. Nidan has launched a range of cooperatives, Self Help Groups, trade unions, and individual and community businesses which have positioned unorganized workers as legitimate competitors in the globalizing markets of India. Arbind Singh was named the Indian Social Entrepreneur of the Year in 2008 by the Nand & Jeet Khemka Foundation and the Schwab Foundation for Social Entrepreneurship.

Potential GCP projects are currently being identified and will likely evolve out of student initiative.

SOUTH AFRICA

- **Africa Dream Trust** (www.africandreamtrust.co.za). The African Dream Trust (ADT) is a public benefit organization actively involved in creating wealth and restoring dignity in marginalized communities around South Africa. Through one of their key initiatives, the Bophelong Project in a township outside of Johannesburg, ADT has established a business center and is identifying and developing aspirant young entrepreneurs from the community. Once viable business plans have been developed, ADT assists the entrepreneurs to access start-up capital and start their business and then provides high level mentoring and business support to ensure the success of their business.

The GCP team may advise the entrepreneurs in marketing their businesses and assist ADT in developing a sustainability plan for the business center.

- **Bigshoes Foundation** (www.bigshoes.org.za). Bigshoes is committed to improving the medical care for orphaned and vulnerable children (OVC) with special emphasis on those affected by HIV/AIDS. Bigshoes does this by partnering with government and other organizations to: (1) provide HIV testing, adoption medicals, ARV treatment and palliative care for OVC; (2) provide training to child caring professionals on basic child health, pediatric palliative care and HIV management; and (3) advocate and influence policy around health care for OVC.

The GCP team may work with Bigshoes on a sustainability and expansion plan that could include identification of avenues for financial stability, recommendations on marketing and human resources strategies to increase staff retention.

- **Conquest for Life** (www.conquest.org.za). Conquest for Life is a youth development organization founded by an Ashoka Fellow. Their mission is to empower young people to turn away from gangs and become agents of change by developing their identity, self worth, and a sense of community. Conquest for Life accomplishes this mission through a variety of programs including outreach to schools, after-school activities, computer training, mediation, and job creation, amongst others. The majority of the Conquest for Life staff participated in the youth camps or after school activities and are therefore well placed to relate to the organization's beneficiaries including unemployed, out of school youth and/or youth in conflict with the law.

The GCP team may develop a strategy for scaling Conquest for Life services, including financial and marketing recommendations.

- **Junior Achievement South Africa** (www.jasa.org.za). As a member of Junior Achievement Worldwide, one of the largest business education organizations in the world, Junior Achievement South Africa (JASA) was established in 1979 to address the serious unemployment situation in the country, with particular reference to young people. Operational in all provinces in South Africa, JASA prepares young people for life after school by raising their awareness of economic issues, teaching them entrepreneurial and life skills, providing them with an understanding of the business world and enhancing their sense of personal responsibility through practical business experience. Independently audited by Deloitte, JASA has earned the reputation of a financially well managed organization which effectively utilizes resources to achieve far reaching impact on the lives of the youth of South Africa.

The Duke MBA team may work with JASA senior leadership to develop a strategy to increase the magnitude and sustainability of its social impact and explore potential revenue-generating opportunities.

- **Khulisa Crime Prevention Initiative** (www.khulisaservices.co.za). Khulisa is a multi-award winning national nonprofit organization that, over 11 years, has touched the lives of hundreds of thousands

of South Africans. Khulisa programs address all phases of the crime/justice cycle: crime prevention programs in communities and schools; through diversion programs, Khulisa works to keep young people out of adult correctional facilities; for those incarcerated, Khulisa offers several rehabilitation programs; and working with families, communities and businesses Khulisa promotes reconciliation and reintegration.

The team may assess feasibility of scaling Khulisa programs to local and international levels and assist Khulisa in developing a 'franchise pack' for offices to be opened internationally; additional assistance to Khulisa's social enterprise division may be requested.

- **Marang House** (www.marang.org.za). Many children in South African who suffer from life-threatening diseases do not have home environments that facilitate their recuperation and restoration to health. This lack of a suitable environment results in young children living permanently in government hospitals, which is not only unnecessary but also has a negative impact on their future health. Marang House is a successful nonprofit organization caring for these ill children by providing them a stable home environment including a family setting, twenty-four hour medical care, regular monitoring and hospital visits, nutritious meals and lots of love. Last year's GCP team studied the feasibility of scaling the Marang House model to other locations around South Africa, to include an earned income venture in which the organization will establish and operate similar programs near major hospitals for fee, using the income to subsidize their core services for low income children.

This year's team may conduct market research to quantify the potential market for the Marang House model and develop a marketing strategy aimed at parents, doctors, and governments.

- **Refirement/Bethany House** (www.refirementnetwork.com). Refirement Network is building a model across South Africa where they can use the time and skill of those in the second half of life to add value and help catalyze change for those at the bottom of the pyramid. Refirement Network is working with a variety of social organizations that have come together with a common vision of setting up a Community Trust that will help to consolidate skills, knowledge and resources for the older skilled citizens (Baby Boomers) who would like to help with change and growth of the region.

The client has several ideas for areas of assistance from the GCP team:

- 1. Help build a business plan and strategy for The Community Trust.*
 - 2. Focus on a sustainability and scale plan for Bethany House (one of the community organizations involved in the network)*
 - 3. Build a model of some short-term academic courses that Baby Boomers could attend to help build bridges between skills and need in the area and to come up with a marketing plan to roll out this vision*
- **Women's Development Bank Group** (www.wdb.co.za). The Women's Development Bank (WDB) Group's mission is to "strive to improve the livelihoods of South African women" because the economic empowerment of a woman has a far greater impact on the family and children. The three organizations comprising the WDB Group – the WDB Trust, WDB Micro Finance and WDB Investment Holdings – are interdependent and integrated in working towards promoting the economic empowerment and social upliftment of women in South Africa.

Potential GCP projects are currently being identified.