

THE BROOKINGS INSTITUTION  
INITIATIVE ON INTERNATIONAL  
VOLUNTEERING AND SERVICE

Private Sector Luncheon Forum

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Tuesday, December 5, 2006

WELCOME:

STROBE TALBOTT

President

The Brookings Institution

INTRODUCTION:

LAEL BRAINARD

Vice President and Director, Global Economy and

Development, The Brookings Institution

FEATURED SPEAKERS:

ROBERT MALLETT

SVP for Corporate Affairs, Pfizer, Inc

President of Pfizer Foundation

STANLEY LITOW

President, IBM Foundation and Vice President,

Corporate Community Relations, IBM

ROBERT GOODWIN

President and CEO

Points of Light Foundation

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P R O C E E D I N G S

MR. TALBOTT: Good afternoon, everybody. I am Strobe Talbott. I just wanted to stop by for a few minutes and welcome you all to Brookings and to say what a pleasure it is to see a lot of old friends and colleagues including a number of people in the room who were, to coin a phrase, present at the creation of the Brookings Institution's involvement in this very important issue of volunteering and who were here a couple of years ago when our trustee and friend and benefactor, Dick Blum, instigated and facilitated our ability to work with a number of outfits and individuals who are represented today on this very important issue.

I know that you had a chance to hear from Ronald Tschetter, the new Director of the Peace Corps, and I look forward to learning a bit more about this morning's proceedings. I was just saying to Jane

Nelson that one of my very, very few regrets about my otherwise terrific job here at Brookings is there are so many things going on in this building on any one day that I often feel sorry that I am not able to participate more fully in things I really care about, and this is definitely one.

I want to also underscore the thanks that you, I hope, have already heard to Ray Chambers and Millennium Promise and the Pfizer Corporation for their support of this event and to our co-host, U.N. Volunteers.

I would be remiss not to acknowledge Senator Harris Wofford who is here not only in his capacity as a real expert in the Peace Corps but also as a great public servant and an intellectual mentor of mine going back many, many years. So, Harris, thanks for being here yet again.

And Bob Pastor, who I had a chance to work with government and harass occasionally when I was a journalist outside of government, it is great to be working with you, Bob.

And Margaret Sherraden who personifies,

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among other things, the partnership that exists between the Brookings Institution and Washington University in St. Louis; Wash U. and Brookings share a benefactor in Robert S. Brookings and we are looking for more and more things to do together with Wash U., and I am delighted that Margaret could be here today.

I am going to now let you enjoy your lunch. In a little bit, Lael is going to be up here to take the proceedings forward. So, bon appétit and thanks again for being part of what I am sure is a very successful event.

(Applause)

MS. BRAINARD: All right, I am sorry to interrupt your lunch conversation, but we have such a rich set of participants here, that we wanted to give everybody a chance to hear a little bit about some of the corporate programs in the volunteering sector. We are just going to do a forced march through lunch, so my apologies in advance, but I really do want to get some of the folks up here to talk about the programs because I think there is a lot of potential for learning here.

In particular, this lunch is highlighting the corporate counsel piece of the international volunteering project, and Pfizer and IBM have been kind enough to lead that piece of the effort. We have several members, mostly from the private sector, also from the NGO sector, who are going to give you a little bit of insight into their programs.

I want to start with Pfizer and introduce Robert Mallett. I am particularly delighted to do so because I had a chance to serve with him in government when he was a very energetic Deputy Secretary of the Commerce Department. Subsequently, he has been Senior Vice President for Worldwide Public Affairs and Policy at Pfizer and President of the Pfizer Foundation. It sounds like that same focus has been brought to the programs over at Pfizer.

Today, we had hoped that he would talk a little bit about the Pfizer Global Health Fellows Program which is a recognized best practice in the field of both corporate social responsibility and international volunteering. We had a chance to hear a little bit in some of the working group meetings and

conference calls about this, but it is a very exciting fellowship program which over, I guess, just the last four years -- it started only four years ago -- has already send 100 fellows out into the field. So I want to get a chance to hear some more details about that program.

Before inviting Robert up here, I just wanted to thank him and Lisa Foster and Pfizer for the support that they have given to this initiative at Brookings. So please join me in thanking and welcoming him.

(Applause)

MR. MALLETT: Thank you, Lael. Thank you very, very much and good afternoon to all of you. Good afternoon. This is one of the friendly audiences that I get to speak before. Mary Jordan is here, and I know she likes us, and Jane Nelson. So I am really very pleased to be here.

Thank you for asking us to participate in this. We are very pleased to do it, and we are on a perennial search for how do we get this issue of volunteerism right. Now, people in this room are

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pretty accustomed to working with very big numbers. Recently, I had the occasion to talk to a Pfizer scientist named Jennifer Brown, and she reminded me not to forget when I came here to mention that sometimes we need to speak and think small, as small as 59 cents, she said to me. That, she pointed out, is the cost of one insecticide-treated bednet to protect people from being bitten by mosquitoes and perhaps contracting malaria. You know about 2 million people every year die from malaria, 75 percent of them on the continent of Africa.

Now, Jen knows how important 59 cents is because last year, she spent four months with the International Rescue Committee in Kenya in a refugee camp in Northern Kenya that had about 90,000 people. She saw them each night, sleeping outside without nets, and she saw them lining up at the clinics every morning where the doctors there knew the odds that they had contracted the disease were so high that they didn't even bother to test for it.

Now, Jen was what we call the Pfizer Global Health Fellow. They are Pfizer employees. They have

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been there for about five years, a minimum of five years, in order to go on the fellowship and they can go up to six months. They go to work for non-profit organizations, and we sponsor them to do this. We hope to bring better health to the people around the world that they meet. Their idealism and achievements make me very optimistic about the future of volunteerism in our country.

It is not a new idea. We certainly need more of it. What is more, I believe Americans want to do a lot more of this, but they have to be pointed in the proper direction, and that is why I am very excited about the Brookings Initiative. For 90 years, Brookings has done a lot to influence the actions of our government. Now, it has seen fit to focus on new ways to influence our citizens and our corporations.

I am incredibly proud of our Global Health Fellows Program at Pfizer. In the four years since we launched this program and 122 fellows later, it has meant a lot to our partners, our company, and the people that our volunteers serve. But I am not here really to get into all of the details of the program.

I would like to take the opportunity to try to outline a broader issue, one of a future in which every American multinational sponsors employees to serve overseas in poorly resourced settings. What we have done at Pfizer can and should be done by every company, not only because it is a good thing but because it is also a very positive engagement for business.

I don't need to spend a lot of time talking about why it is a good thing. The people in this room know what the problems are, and you know generally where they are, but the perennial question is: Why should companies use investors' money in this way?

I think that we can find a way to answer that question without resorting to a point by point refutation of the author of that thesis, certainly not at the prestigious Brookings. I think that we can find that answer by analogy, and it is an analogy that has been referenced many times in your proceedings already. I think, we can look to the Peace Corps.

The approximately 182,000 men and women who have served in the Peace Corps wanted to help others,

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but President Kennedy, the originator of the thought behind the Peace Corps, wanted to help the United States. He wanted to erase the image of the big ugly American that at the time was so prevalent around the world. He wanted a warm front to the Cold War. He wanted to present a different vision and scale to America.

Today, Joe Nye, the former Dean of the Kennedy School of Government, has so elegantly termed that the soft power of the United States, the Peace Corps, was one of President Kennedy's and Sergeant Shriver's and their Congressional contemporaries' principal weapons in the war for the hearts and minds of people around the world. It has been a brilliant experiment and on many, many levels, it has been a resounding success.

Now, 45 years later, we need similar weapons. We see that our military power has its limits, but American volunteers offer another kind of power and it is the kind that can make us very proud. It is one that the world will admire. Not only does our country need that, global corporations need that.

This may not have been true a generation ago. In those days, multinationals thought of themselves for the most part, at least those based in the United States, as American companies with a few outpost elsewhere.

Today, in this globalized economy, all of that has changed. Pfizer, we not only sell everywhere, but we make things everywhere. We have employees and suppliers everywhere. We market our drugs in about 150 countries around the world, and we have 37 manufacturing plants in different countries around the world. That means that we have a concern for our stake in the events around the world because our people are everywhere in the world.

Volunteerism, thus, helps us in multiple ways. First, in an age of value, all of us who are affiliated with corporate actors, with corporations, we all have our logos. We want that logo to stand for something besides what we sell. Certainly, we want consumers to know who we are and what we sell, what we produce, but we also want them to know us for more than our individual products. We want them to have a

sense about what we stand for. To this extent, it is part and parcel of our branding. What we know is that when consumers have a positive impression of what the brand stands for, they are more disposed towards using a company's products, and in this way, consumers are very rational actors because they reward the good guys and they punish the bad.

Secondly, there is a reason that responsible volunteerism helps. It deals in not just whom we help but whom we hire. To talk to our Global Health Fellows when they return from an assignment is really an inspiring thing. These are the kind of people we want in a company whose mission is to make people healthy. Volunteerism invigorates them; it reinforces their sense of mission; and it sparks creativity not only with them but with their colleagues. Our volunteer programs allow us to recruit wonderful people and to keep them from leaving, though the company program also helps people to decide to leave the company to do something else that they wanted to do most all of their adult lives. These programs demonstrate a corporate alignment with an individual's

core value system and present an opportunity for both them and us to engage in developing opportunities for them. It not only broadens their perspective, it improves our decisionmaking, so we can do well by doing good.

So I think that volunteer programs are a good idea. They help our volunteers; they help the companies; they help the volunteers themselves; and it helps the people that the volunteers seek to help.

But it is not enough just to have a good idea. One of my favorite stories when I was thinking about what to say here today and one of my favorite stories I remember is a story that used to be told by my father, a story about three boys who left home and they became pretty wealthy. They wouldn't go back home to visit their mother, but they would always send her these big expensive gifts. They just couldn't appreciate why she didn't appreciate them. She never really thanked them for it.

So one day, they all got together and they wanted to talk about why their mother was such an ingrate. Milton says "You know I couldn't make it for

Thanksgiving, but I sent mom a Mercedes. She wrote me back and she says, 'Nice, Milton, but I am half-blind. That car just sits in the garage.'"

The second brother says, "Yeah, I didn't make it back here, but I bought her a new house and she wrote back to me, 'Nice thought, Marvin, but I can't walk very well, so I just sit in one room.'"

The third brother says, "Well, I got Mother a parrot."

"A parrot?"

"Well, you know she is so religious, I got her a parrot that was trained to recite every verse of the Bible. It took 20 years to train that parrot to do that, and he can do it in three languages."

"So, what did Mother say about that?"

"She wrote me back, she said, 'Mason, you were always the most thoughtful son. That chicken was delicious.'"

Now, the point of this story is to caution us that our volunteerism must also be properly designed to help the people in the way that they want and need to be helped. No one-size-fits-all model

ever works for anyone. We can't just do the right thing; we have to do things right.

We have a couple of ideas about why our program seems to work right, and we are always making adjustments to it. I want to share four of those with you.

First, we are asking our partners: Use us to do what we do best. Seek out what our core competencies are.

Now, companies have a broad-based set of core competencies, regardless of the sector they are involved in. Policy, engineering, financial, human resources, legal, you name it; many big companies have these capacities. We can't beat the Red Cross in how to service people who live in refugee camps, but we do a pretty good job of knowing how to measure results when we put people on the ground. So use what we know and make it of better use for you.

The second is: use us to try to build lasting capacity. One-off assignments, they are nice to do, they are important to do and they always help people, but what we really want to do is to build

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capacity. Our fellows want to know that their work continues to make a difference after they have returned home.

Take Jen Brown for example; it might have been some help to her to simply be caring for individual refugees. She was a scientist, but she was also an expert in using computers to evaluate data. In a camp where there were no ways to keep track of data or who was getting treatment, she figured out how. She trained other people, and she wrote a training manual. She is at home now, but what she did in the 120 days she spent in Kenya continues to help doctors and patients each and every day.

Use us in ways that you can measure, we say to our non-profit partners. Corporations want to know what works. Otherwise, they are out of business. We want NGOs to measure whether what we do is working and tell us if we fall short. We are not afraid of that. We are not afraid to change, and we are only afraid of wasting our effort.

The final thing is work to build trust between partners and share expertise. It has been a

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little troubling to me since I work for this sector particularly -- but it is true in others as well -- to see the mistrust, accusations, and suspicions that are so often directed against the private sector as if the sector itself is the enemy instead of the pathologies that we all seek to address. There are billions of people around the world, living lives of anguish. Governments cannot solve that problem alone. NGOs cannot do it alone. The private sector cannot end it alone. But with all of us as partners, we have a fighting chance to make a pretty substantial dent.

So here is my hope for what happens after this conference is over: I want those of you working for non-profits to leave here, eager to approach the large multinational corporations for help -- I know that will not be a challenge for many of you -- not just for contributions but for partnership.

At Pfizer, we will continue to do our part to support and grow our Health Fellows Program, and we are eager to help other companies that want to do the same thing, and we are available to provide technical expertise or any information about our experience. We

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believe in that way that more people can do what our volunteers have done. We know that we will make some mistakes, but we will adjust and we will make a difference.

Here is what is more important, it seems to me: Thousands of people working for companies like mine want to be agents of change. They have the skills. They have passion. They have a moral compass just like you. They only lack the secure opportunity. Neither history nor our consciences will forgive us if we don't give people that opportunity. The changes they create may, in fact, be small -- writing a training manual, counseling a troubled teenager, warding off mosquitoes for desperate families who have to sleep outdoors -- but they demonstrate big hearts and nothing could be bigger for the people whose lives they touch.

Thank you very much.

(Applause)

MS. BRAINARD: Thank you so much. I hope we get these remarks all up on the web so people who aren't here can get access to some of these really

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inspirational thoughts.

My next privilege is to introduce our second corporate leader which is Stanley Litow of IBM. Stanley is President of the IBM Foundation and Vice President for IBM's Corporate Community Relations where he directs corporate citizenship efforts that are active in nearly 170 countries. Under his leadership, IBM has developed innovative technologies to help children and adults learn to read, empower people with disabilities to access the internet, and establish a humanitarian grid to power research on Alzheimer's and AIDS. He also conceived Reinventing Education, a program that serves over 80,000 teachers and 8 million children. So we are particularly delighted with IBM's willingness to provide a leadership role in the corporate piece of this international volunteering project and look forward very much to hearing Stanley's remarks about IBM's interest in this area.

(Applause)

MR. LITOW: Thank you. It is a pleasure to be here.

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Before I begin, I want to acknowledge my colleague, Diane Melley, who has been part of the planning for this conference and the ongoing work here at Brookings.

I am also delighted to be speaking anywhere where Harris Wofford is. He is also an important symbol to those of us who are interested in making our communities more effective.

You know I am coming up here representing the corporate sector, but this is my last -- maybe not the last but current -- sectoral engagement. I started off working in the public sector in the mayor's office -- Harris and I were talking about this earlier -- when we started a New York City version of the Peace Corps called the Urban Corps back in the sixties and early seventies and had about 10,000 college and university students working, funded through the Federal College Work Study Program and local match, doing a whole range of community service opportunities in New York. That was my first opportunity to engage in community service through some forms of volunteerism.

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Then I had an opportunity to work as Deputy Chancellor of Schools in New York City, again in the public sector. I also worked in the voluntary sector, running a New York City think tank called Interface.

For the last several years, I have been here at IBM and thinking about this model about volunteerism and community service and trying to think about it in the same way that the company thinks about innovation and technology and change and globalization. When I got to IBM, we were in the process of a corporate transformation in going from a company that manufactured and made things into a company that could use innovative technology and solutions to benefit our customers. The focal point of our work around volunteerism is to apply the same kind of principles to engaging our employees on a worldwide basis that we would for our customers.

So, three years ago, when we launched the IBM On Demand Computing Initiative to offer our customers access to innovative technologies 24-7 wherever they needed it on a basis that they could use to make their companies more effective, we decided to

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employ the same kind of technologies around our corporate volunteerism and we initiated something called the IBM On Demand Community.

We started off by constructing a portal on the internet where we would allow our employees worldwide not only to register for and select volunteer opportunities but also access online the kinds of tools that would allow them to improve the communities where they work. So, volunteer tools would include how to do a technology plan and strategy, how to train people on the web, how to use automatic language translation technology, text to voice for people who are engaged in organizations in the community that serve people with disabilities, to be able to help with the core problems that they have about evaluating and assessing the quality of not-for-profit enterprise. We started small and now three years later, of our 330,000 employees globally, 70,000 employees and 10,000 retirees are actively involved in the IBM On Demand Community.

(Applause)

Thank you.

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And they have contributed 4.2 million hours worth of community service. We track this regularly, and we know it because every time one of our employees around the world contributes 40 hours of service, we contribute a computer where they have volunteered their time. We encourage people to engage in team volunteering activities, so that if five employees get together in a school or a community organization in the U.S. or any place where we operate around the world, it is seven computers each year.

Now, the big surprise -- and this was something that was documented when we asked Bob Goodwin's Points of Light Foundation to evaluate the IBM On Demand Communities -- was that when we started, people thought this would be a U.S. activity, but actually three years later, more of our employees who are engaged and involved are outside of the U.S. rather than inside the U.S. We track engagement, country by country, and some of the largest percentages of our workers who are engaged in community service are outside the U.S. For example, in Peru, nearly 70 percent of our employees are active



volunteers. In some communities, it is 30 to 50 percent.

So you can see that this isn't something that is about where you live or what culture you come from or what language you speak because the tools on the internet allow people to gain access to information in multiple languages to meet their needs. It is something that really is about what people want to do.

I just recently came back from a business trip to India, and I visited one of our programs in a village outside of Allahabad in the State of Uttar Pradesh. I visited an IBM school where the early childhood component had three IBM volunteers who were setting up the early childhood center, helping to train teachers and helping to outfit the classroom. In the regular school, there were two volunteers who had set up the networks in the village, had trained the teachers, and were working with the students.

I had an opportunity to speak to an audience of about 300 of our volunteers in Allahabad, and I asked a couple of them why there was such a pull in

these villages outside of Allahabad for volunteering. One of our employees said to me that: My grandparents came from that village. So I go every Saturday and every Sunday, and I consider it a privilege to be able to do that.

For us, the significance of the IMB On Demand Community is a way of bringing this kind of community service and volunteerism to scale. In the corporate world right now, technology is a tool. It is not an end to itself, but it is a tool to take your best practices and take your global enterprise and bring it to scale. There is no way that we could operate around the world, serving the needs of all of our employees in all of the communities that we are involved in without having an On Demand Community, without having a portal that can harness the skills and the talent of our innovative technologists, to develop new tools to put them on the internet and be able to allow our employees to add significant value.

There is nothing wrong with generosity. There is nothing wrong with walking into a soup kitchen and serving meals. There is nothing wrong

with teaching an individual student and helping them one on one.

But many of our employees have a broader range of skills. We can train them, and we can support them. The kinds of things they are involved in sound a lot more like the kind of business transformation activities that we like to market to our customers.

Bob was talking about benefits to the company. What is the benefit to IBM from having this focus on global volunteerism and community service?

Well, number one, our employees gain skills, valuable skills. A volunteer engagement for a business consultant is an important training opportunity. Learning how to navigate NGOs and government on the ground in countries around the world is a great training opportunity, and we use it as an opportunity to identify people who are really first-rate and support them and keep them.

Second of all, we are only going to be successful as a business if communities work, if the schools are thriving and the communities are thriving.

So it is critically important for us to benefit the communities where we come from. We like to think we have four critical audiences -- our shareholders, absolutely; our business customers, absolutely; our employees; and it is at the community level where they all come together. When we began the IBM On Demand Community, it came out of an activity in the company through our senior leadership team to try to figure out how to make the IBM brand real to communities. The best way that we could find was to take our workforce and make them the embodiment of the IBM brand -- high quality innovation and technology services, real brain power and trust and value that they add wherever they are. We can only make that real if they are engaged in enterprise in the community, not just for customers but for people in the community that we interact with on a regular basis.

Now, we have moved that innovation into a variety of other ways to think about innovation and community service. We started something -- you heard about it in the introduction -- called World Community

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Grid. This is a way for everybody to be involved in community service, and it takes all of three minutes. You go to WorldCommunityGrid.org; you download a piece of software; and when you are not using your computer, all of the computational power on that PC is collected and it goes for humanitarian research. Nearly 500,000 individual PCs are now connected to World Community Grid. It is driving important research on AIDS and Alzheimer's and HIV, and we will shortly do projects on Avian Flu and Dengue fever and world hunger and a whole range of other issues.

One of the things that people need on a worldwide basis is access to the technology and power of super computers, and creating a virtual super computer and letting everybody be part of that is one other way to utilize innovation to reach community service goals.

Another one is a program we started called Transition to Teaching. Here, we take our employees who are transitioning from IBM, soon to be retired employees -- and the average age at IBM for those people is more in their mid-fifties -- and we pay for

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the courses that they need to get teaching certificates. We give them three months paid leave of absence, and we move them into teaching careers to meet the shortage for qualified math and science teachers. This is another opportunity to utilize corporate engagement and innovation to solve a problem but also to meet the needs of your employees.

I think what we are talking about is the way to put the power of innovation behind this wonderful, creative concept of volunteering and community service. Yes, it is important to identify the return on your investment, whether you are a foundation or a corporation or the government, but it is vitally important to be able to think about how we adjust our thinking around community service and volunteerism going forward to utilize the best and most innovative tools.

People are not working in one career and doing traditional retirement. So mature workers are a marvelous opportunity to involve and engage people. Second, people don't only want to do their day's work. They want to contribute, but they need the flexibility

to be able to do that 24-7 when they have the time, using technology tools and to be creative and innovative.

We need funding models that operate across sectors. I agree 100 percent with Bob. No one sector can address these problems alone.

When we are talking about operating globally, it is not just U.S. volunteers who can do that work. It is the global population of employees working wherever people are. Our CEO just recently wrote an article in *Foreign Affairs*, and he talked about the role of the global corporation. One of the roles of global corporation is to bring a standard about community service, sound business practice, business ethics, and high quality corporate citizenship standards in every geography that we operate. We are finding partners -- local companies, national companies -- in every geography where we do business. That is really exciting and exciting news.

So we thought a little bit about what we could do more in terms of making commitments here because I know the idea of this is raise your hand and

make a further commitment. We will add volunteers to the IBM On Demand Community. Our employees and our retirees will build towards the point where about 4,000 more volunteers each year over the next two years, and we would also hope to be able to add new innovative tools to the On Demand Community, ways for people to collaborate and exchange their volunteer opportunities, so that people can learn best practices.

Adding new language technologies; we have just added a new piece of technology that will allow people on the web to use voice recognition technology to teach basic literacy to non-literate children and adults over the web for anyone and for free, and we will provide that tool to our employees to work in communities.

Lastly, I think that we in the community that represent innovation and technology have a responsibility like every other company, but we have a special responsibility because of our commitment to research and innovation to create the kind of tools that we have been able to create through On Demand



Community and share them with other corporations and share them more broadly with the non-governmental community and public sector as well. We would urge people to take a look at the IBM On Demand Community if there are techniques and tools that you think are important and successful, we would be happy to discuss ways in which you could benefit from this as well.

We are here to tell you a little bit about what we are doing, but we are also here to learn a lot from those of you in the room who are doing interesting and exciting things, who are smarter perhaps than we are, and hopefully give us the opportunity to get better at what we do.

Thank you so much.

(Applause)

MS. BRAINARD: This is great.

Next up is Robert Goodwin who is President and CEO of the Points of Light Foundation and Volunteer Center National Network. I think everybody in the room knows what he does and what his organization does. He was very critical and instrumental in the development of the 1997

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President's Summit for America's Future on Youth and National Service, and I think he has been involved in or leading every key national volunteering partnership throughout the past two decades. He is a key visionary also behind national support for workplace volunteering. Recently, I think under his leadership, there have been three national roundtables on service and volunteering convened through the Points of Light CNCS Annual Convention, the most recent in June on international disaster response.

Please join me in welcoming him.

(Applause)

MR. GOODWIN: Let me add my commendation first of all to Brookings and thank you, Lael, for your generous introduction; David Caprara, for your vision and for the commitment that has helped enable us to come together yet again in this setting; Harris, of course, has been saluted and cannot be saluted enough for his tenacity and vision and leadership; and my friend and partner, David Eisner, of the corporation who is also bringing great energy and commitment to this burgeoning area.

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I want to acknowledge -- among so many of you corporate partners -- Shell Oil, UPS, GE, Microsoft that we have had an opportunity to work with over the years to extend and grow this continued commitment to service and volunteerism.

Some of you may know that I have recently made the announcement that after 15 years of leading the Points of Light Foundation, it is time for some younger and fresher legs and in the imminent spring, I will be going on to other pursuits. This provides for me an opportunity for reflection and perhaps a bit of perspective that while we can celebrate a growth in what I believe is an increasing stratification in the service movement as experienced here in the United States, but we also recognize how much more there is to be done to harness and to focus and to shape these resources for impact and for the kind of results that we all are increasingly attuned to needing to measure.

I do believe and I think that our being here together is yet a further indication that we are in a growth industry. Fifteen years ago, volunteering had a very different meaning for most of the American

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population, and certainly that was true for those within the corporate arena. Corporations then, as now, continued to make the preponderance of their investment in the community programs and the education arenas because of the natural implications for workforce and customer development and the rest, but corporate contributions had a very different area of focus and the whole question of employee volunteerism was very much tangential in a way that today it is not. The testimonies from Bob and Stan and what each of you know from your own experience, I think, give evidence of the change in the commitment that is being experienced and, in fact, now is helping to grow this arena.

If I had to think about what were some of the determining influences in the continued sophistication and the continued ability to measure results in this burgeoning industry, I, however, would continue to focus on the why the commitment is being made because I think once people have an agreement about the motivation, then many of the details related to the practice of and the execution of and the

evaluation of and so forth fall into a better perspective.

Shortly after the Points of Light Foundation was formed now some nearly 17 years ago, one of the first things that we did was to develop a program that became known as Changing the Paradigm. What we sought to do was to understand what distinguished those direct servicing-providing agencies in their effective use of volunteers from others. What we learned in going into looking at over 500 different agencies of all sizes and working in all program areas is there were 11 different characteristics of those organizations that did the best job in being able to extract and harness specific results from the volunteer enterprise, but chief among them was the question of resolve, that for the direct service-providing agency and I believe it applies in the workplace as well, that those organizations that did the best job were more committed. They had more resolve. In the case of the use of volunteers, agencies that see the workforce as paid and non-paid as opposed to the people who really are getting things

done and then the volunteers, bring a different perspective as well as array of tools, resources, processes, et cetera, that then help to ensure that success.

So I continued to tumble back to the question of the why, and were I the younger reporter embarking on probing the history of this burgeoning movement, among the five Ws that I would be drawn to, is the why. What is it about this pursuit that makes it vital and meaningful and compelling and robust?

The Points of Light Foundation continues to work in this international arena. I was supposed to be in Madrid and New Delhi in the last two weeks and, in fact, was represented by staff. I had been in Dubai recently where the United Arab Emirates has created a new foundation called the Emirates Foundation. They are capitalizing it prospectively to the tune of about \$3 billion. They are retaining the Points of Light Foundation as an expert to assist in the architecture, design, and development of a volunteer mobilization component of this foundation. We continue to both engage in and work with a wide

range of multinational corporations, NGOs, and state governments who see the practice of volunteering as being an essential means of developing and building social capital.

And so the why that we are doing this again continues to be an area of focus. We all quote de Tocqueville and his emphasis on the genius of Americans and their tendency to form voluntary organizations, but he also noted the importance of our Constitution and the fertile land mass and egalitarianism and entrepreneurship and unique spiritual vitality. He also pointed out that the greatest long-term worry for us -- and by extension I would suggest for our international neighbors -- is egotism which encourages each person to live apart, a stranger to the fate of the rest. The answer that I think de Tocqueville would suggest for us and what we know from our own personal and communal experience is that we each hold the power to help create a sense of community in our subtle and our profound connections with one another.

I also frequently quote an author from the

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1940s by the name of P.A. Sorokin who said in something called the *Crisis of Our Age*, that the two-fold pressures of our age were the glorification of and the dehumanization of man. I think what we all know from our experience is that these two pressures, in fact, are creating a kind of tension that then affects the quality of life of our communities, the ability to imagine emerging markets in new principalities and locations around the world and that, in fact, these two pressures and realities have greater pull on our individual and collective conscience than can be considered healthy for the efficacy of our democracy and emerging democracies around the world as well as our well-being and our society.

More and more, administrators and policy-shapers and influentials in our community are realizing that instead of high-tech solutions to seemingly intractable problems, solutions will be, in fact, decidedly low-tech. Although new discoveries, whether it is in pharmaceuticals or technology or the many different areas represented in this room in



commerce, while the new discoveries and innovations daily boggle our minds, we are at the same time acknowledging certain basic truths about our humanity that indicate there is no replacement for people working together and caring about each other.

What Sorokin would agree and what I know that others of us are working on is that service to many is simply a most available strategy to deflect this corrosive damage of the twin pressures of glorification and dehumanization.

I want to leave you with a quotation that is one of my favorites from Dr. King. We are approaching his birthday celebration, and hopefully that will once again enable people to know what he contributed to the world community.

He said: At the heart of all that civilization has meant and developed is community, the mutually cooperative and voluntary venture of man to assume a semblance of responsibility for his brothers. All men are caught in an inescapable network of mutuality held in a single garment of destiny.

What we do and why we do it continues to be

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not only to celebrate those things that make alike despite different cultures and different backgrounds and different work that may be done on different national soils, but what makes us alike and, in fact, what puts us a part of this single garment of destiny can best be experienced, I think, through this service and volunteer enterprise.

I am so pleased that those of you who are here are here really to validate that commitment, to share that resolve, in fact, to embrace the fact that we have our motivation in the right spot and now we can look forward over the coming years to continue in sharpening the processes and the protocols and the methodologies by which we pursue our goals.

Thank you for the opportunity to be with you.

(Applause)

MS. BRAINARD: Well, last up is Hemanta Mishra who is Executive director of the New Peak Foundation and also Senior Advisor to the American Himalayan Foundation, both in partnership with Dick Blum who you heard from earlier today. He has worked

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on issues surrounding conservation and the environment for decades, and his work has been recognized by the J. Paul Getty Conservation Prize. I just want to take this opportunity to recommend to you this wonderful book that he contributed to and his chapter on his encounters with a man-eating tiger. Among many other things, I just wanted to point that out.

Please join me in welcoming Hemanta.

(Applause)

MR. MISHRA: Thank you, Lael. I will not repeat what I said when I was catching the tiger, Dick. I will not repeat that, but Dick has been supporting quite a lot of my works including in tiger conservation.

Well, firstly, I am quite honored and in some ways a bit surprised to be here because in most of my life, I have been a bloody bureaucrat. I was neither a volunteer nor a philanthropist. But as I said, I am honored.

I also share some of the thoughts you said about the Peace Corps. I worked with the Peace Corps all the time. Excuse me, I am feeling emotional

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because I just lost a Peace Corps friend of mine three days ago.

I have also worked with the German, Swiss, and British volunteers. So whatever I am saying would be from the receiving end, not from the donor end. These are some of the points.

I was told to keep my presentation short and sweet. Because I am a Nepalese, we have a habit of talking for too long. After this morning's session and after the speakers before, I don't know what and how much I could add because most of the things that are needed to be said have already been said. But anyway, I will repeat some of my thoughts based upon my experience at the receiving end and also from the work that the American Himalayan Foundation has been doing in Nepal for 25 years.

Dick, you may recall that I was one of the first recipients of the AHF grants. We have got man-eating tigers. We have got wild rhinos. We have little people who are sold in the markets, in the flesh markets in Bombay. We have built schools. We have established national parks. I think Dick was a

little bit modest this morning.

And now, I am at the other end of AHF and developing projects in Mongolia, trying to establish an orphanage because the problems with children there are very serious and also a program in Bhutan which, as most of you know, is the country of Gross National Happiness, but beneath that, there are some serious problems of sadness, particularly related to women that are beaten or battered by their husbands. So, Dick has just approved a very generous grant for that program.

At this juncture, I would also like to congratulate David Caprara and Kristie who speaks fluent Nepali and also Brookings for bringing all of us together. I did build bridges. Where else but here can a Nepali sit next door and have lunch with the First Lady from Ecuador?

Having said this, I would like to flag a few points, again based upon my own experience on international volunteerism. While most of them have been said, I think it would be repeating them yet they have got universal applications. Firstly, I think our

first speaker also reiterated my point -- one size does not fit all. What works in Mali does not necessarily work in Mongolia. Dick will tell that what works in Kathmandu will not work in Everest area or in Mustang. Even within countries, there are variations. So like politics, all volunteerism is also local. Thus, while we will have to think globally, we will have to implement our programs locally which means innovate, improvise, mold, and fine-tune.

Secondly, at the receiving end, people want actions. They don't want PowerPoints and big tick reports. Their needs are immediate. One guy told me that for a hungry man, his long-term is 24 hours. So we really have to first start solving what are the examples. I think this morning Kimberly provided a very good example of the real world, and Dick and I have faced the same whether it is in Bhutan or Mongolia or some of our programs in Tibet.

The third thing is good and successful programs, or for that matter any programs, good programs know how to distinguish what I call what is

doable from what is desirable. There are many things needed in the world, but can we solve all of it? If we try to do everything for everybody, we might end up doing nothing for nobody. We have to be very focused and targeted.

I think from my AHF experience, successful programs are demand-driven. They could not develop any program that does not really originate from the local end. Sometimes these are for really poor villages, a monk, or sometimes even the King of Mustang, but they have to be demand-driven. We cannot design and draw up something and then parachute a few consultants from Washington or from Brussels and ask them to implement it.

The fifth point I would like to make is making mistakes is normal. I think it is a part of the learning process. However, not learning from those mistakes is normally not acceptable, particularly for many of us who went through -- I don't know -- so many years of education. As Dick implied this morning, I was very surprised how the Swiss volunteers do not learn from the mistakes of the

German volunteers even if they are 10 miles apart or the U.S. volunteers do not know what the Canadian or the British volunteers are doing. Basically, there is this gap of communications.

Last but not the least, a final point I would like to make is that with my experience, particularly as an international bureaucrat with the World Bank and the Asian Development Bank, good programs often take risks. We have to take a chance, and we deal in an era of uncertainty. And so at my request, here is what we said: Please avoid paralysis and over-analysis. This is what we do all the time.

I think one of the things I learned from my working with the AHF is we must learn how to do ordinary things but do them extraordinarily well. We have to do them not at 100 percent; it has to be 105 percent.

I think, talking about the question of risk, this morning after we heard Kimberly's presentation, Dick has already told me: Can you look into it to see if we can work together on some kind of partnership program in Ecuador. I have never been to Ecuador. I



have no idea, but that is the kind of example. In short, actions and risk are the keys.

I think with these words, I will say thank you. Namaste.

(Applause)

MS. BRAINARD: I think that was perfect. We got insight into corporations to see why this is not simply but also giving. We heard about looking across many different kinds of volunteer efforts. What are those common underlying principles of shared humanity? Finally, with Hemanta, looking at it from the other side, what are the things that make these programs work from those communities where the volunteers are working?

We, I think, are now ready to move into the next session. What I ask that you do is swallow whatever last bites you have on your plate quickly. I think we want people to leave the room for a few minutes, so that they can just clear it away and then reconvene promptly at 2:00.

Thank you very much.

(Applause)

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