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## Highlights

- Since 2008, the IBM Corporate Service Corps has deployed over 3,000 IBM volunteers from over 60 countries on over 1,000 projects in 37 countries, donating over \$70 million in market value consulting services.
  - A public-private partnership with the Peace Corps brought the best of both programs to improving access to girls' education in Ghana.
  - In Ethiopia, teams working with International Medical Corps helped 46,000 Ethiopians become more resilient through improved water, sanitation and hygiene practices.
  - Working together with Becton, Dickinson and Company (BD) in Peru, indigenous women have increased access to critical cervical cancer screening services.
  - With The Global FoodBanking Network, the CSC doubled down on a single need — helping food banks across Latin America increase donations and improve the efficiencies of their operations.
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# Making a difference through citizen diplomacy

*IBM Corporate Service Corps impacts communities through engaged employees and strategic partnerships*

In March of 2016, a team of a dozen IBMers from IBM's Corporate Service Corps visited schools in villages in Ghana and spoke to teen-age girls and boys. The goal was to help build on Ghana's 25-plus year history of promoting education and empowerment for girls.

The team, comprised of experts from across IBM, representing eight countries, knew that before they contributed their skills, they needed to hear first-hand about the progress that had been made in Ghana and the challenges that remain. So they listened to important parties in the ecosystem of support for girls' education: the community, the government, social enterprises and international development agencies.

When visiting the villages, the IBMers learned about the obstacles many families face. Often, girls are required to stay at home to help their families, causing absences from school. Also, it's difficult for families that are short of funds to pay school expenses. Yet the young women who told their stories were determined to overcome their challenges and get an education.

A few weeks later, the CSC team made a series of recommendations, including strategies for a national mentoring program for girls and for a portable device, called ASANKA, for providing lessons and empowerment skills for girls when they're unable to attend school. "Information is power," says Louise Hemond-Wilson, one of the CSC team members. "Through the device and the mentoring program we're helping girls make better decisions so they can live better. This is important to all Ghanaians because economic progress for a nation tends to follow the poverty or prosperity of its women."



The engagement in Ghana was the first project in a groundbreaking partnership between the CSC and the Peace Corps, which the CSC program is modeled after. Other essential partners in the project included two Ghanaian government ministries, the Ministry of Gender, Children, and Social Protection (MoGCSP) and the Girls Education Unit (GEU) of the Ghana Education Service (GES), and a local social enterprise, TechAide. It also included the U.S. government's Let Girls Learn initiative; launched by the President and First Lady, Let Girls Learn strives to eliminate the barriers 62 million girls worldwide face when trying to receive and complete secondary education. Since the launch of Let Girls Learn, the Peace Corps has launched Let Girls Learn programs in 35 countries throughout Africa, Asia, Eastern Europe and Central America. The guiding principle was that by combining forces with others, the CSC could accomplish more than IBM's teams could have done on their own. It's part of a larger shift for the organization: Increasingly, the CSC seeks strategic partnerships with other resourceful organizations to amplify the program's social impact all around the world.

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Bernell Geldenhuys, CSC team member in China

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IBM launched the pro bono CSC in 2008 primarily as a vehicle for global leadership development. Teams of from eight to 15 members partner with government, business and civic leaders in emerging markets to address high-priority issues such as education, health and economic development. In each case, the CSC program management team works with one of four NGO partners to plan the engagements. The teams spend three months learning about the communities and the problems they'll address before departure. Then after

four weeks of working with the local organization and other relevant local stakeholders, they issue recommendations—typically a combination of short-term and long-term actions. The program has achieved its primary goal—equipping IBMers for the challenges of working and leading in a global organization. Many of them on return call their deployments life changing. “It is the best experience I ever had, one I will never forget and that enriched my life in so many ways, both personally and professionally,” says Bernell Geldenhuys, from Amsterdam, who served with a team in China.

But, the impacts of the CSC are multidimensional. It has improved IBM's standing in communities around the world, which helps power market expansion. And, based on feedback from partners and recipient organizations in the field, it's clearly making a difference. Organizations the CSC supported since 2008 estimated that more than 40 million people would benefit if the team's recommendations were successfully implemented. In Turkey alone, a series of earlier engagements are credited with creating business cases and long term roadmaps plans that have help organizations raise \$14.4 million from other sources to deliver on health, education and economic development initiatives in communities

So there's a triple benefit: for the IBMer, for IBM, and for communities where the teams serve.

Since its launch, the CSC has emerged as a new model for leadership development and social engagement in the 21st Century. It's a living laboratory for experiments and learning at a time when corporations are under incredible pressure to transform the way they operate because of globalization and technology shifts, and when economic challenges and social instability threaten to slow human progress.

Partnerships of all types help amplify the CSC's impact. IBM has now helped dozens of other companies put together similar programs, including FedEx, John Deere and JPMorgan Chase. It has collaborated on engagements with other corporations, including GSK, Dow Chemical and BD. And it has formed strategic partnerships with such notable organizations as USAID, International Medical Corps, The

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Nature Conservancy, and The Global FoodBanking Network, in addition to the Peace Corps. Some of those organizations are now seeking similar alliances with other corporations. “We send out 500 IBMers per year. What if 100 other companies did the same?” says Stanley Litow, IBM Vice President for Corporate Citizenship & Corporate Affairs. “It would change the view about what corporations can do for society.”

### A Track Record of Success

The Corporate Service Corps was launched at a time of rapid change and considerable social tension. With the growth of emerging markets and the spread of outsourcing, the globalization of business had reached a crescendo. Also, as a result of the international financial crisis, it had become abundantly clear that we are all connected in so many ways, and that disruptions that happen in one place often spread worldwide.

Since the start, 275 teams made up of over 3,000 IBM volunteers from all over the world have been deployed in 37 countries—heavily concentrated in China, India, African nations and Brazil and as far reaching as Cambodia, Croatia and Uzbekistan. Because each team typically takes on several projects, more than 1,000 have been completed, with an estimated value of \$70 million in donated intellectual capital.

In the early days, the projects typically had modest goals—such as helping a crafts collective set up a Web site or a tourist agency create a new brochure. But, as time went on, they became more ambitious and more tightly aligned to national

and global priorities. For instance, a succession of teams helped the government of Kenya design its Open Data Initiative, a free Internet service that displays information about the country and government services that’s aimed at strengthening democratic institutions and economy. In Brazil, a CSC team worked with The Nature Conservancy to improve a tool it had created to enable municipal, state and the central government to monitor tree cutting activities—with a goal of slowing illegal deforestation in the Amazon basin and helping to address climate change.

At the same time, the CSC is able to measure impact on the local level. For instance, working with The Global FoodBanking Network, a team assigned to Toluca, Mexico, helped increase the number of food donors by 41% and the number of people fed by 15,000 each month. A CSC team in Kenya helped enable the Women’s Enterprise Fund to deliver entrepreneurial training to 89,000 women and to launch 25 new business clubs. In Ethiopia, teams working with International Medical Corps helped 46,000 Ethiopians become more resilient through improved water, sanitation and hygiene practices.

Client organizations surveyed last year showed a high level of satisfaction with the program. Ninety-seven percent said they were satisfied with the overall experience; and 94% said they were satisfied with teams’ performance in meeting the project objectives. “IBM has been a valued partner in helping International Medical Corps serve our constituencies better,” says Rebecca Milner, vice president of Institutional Advancement at IMC. “Together, we are leveraging our expertise to improve the effectiveness of responses to global crises.”

One of the key contributions IBMers make to local organizations and communities, of course, is their technical abilities. Many IBMers have deep experience and skills in analytics, mobile technologies, cloud computing and social business. Often, the teams reach out to technical experts elsewhere in the company for help on particularly thorny problems. For instance, a team in Kenya called on researchers

from IBM's Haifa and Nairobi labs to help with analysis of cervical cancer screening and care. That research was later applied to a project in Ghana concerning mother-to-child HIV transmissions.

It might be surprising, though, to learn the greatest impact on communities comes from IBMers' consulting and problem-solving skills. Frequently, local leaders already have great ideas for changes they want to make, and the IBMers help them shape strategies and create detailed plans. In addition, the teams often bring business disciplines and efficiencies to non-profits and government agencies that are short of funds and staff.

The CSC is closely aligned with IBM's product and service strategies, including cloud computing, data analytics, and mobile computing. Cloud computing is especially relevant in growth markets because of the money-saving aspects of using shared services. Data analytics helps city leaders provide superior services to citizens. And mobile technologies enable citizens to gain access to banking and healthcare services. The CSC recommendations regularly include such technologies—though the teams are not permitted to suggest that their host organizations purchase products or services from IBM.

In a number of cases, however, CSC engagements have led to commercial discussions. A CSC team in Kenya was a launch pad for IBM's Bluemix cloud development platform in Africa. CSC deployments in Davao, Philippines in 2008 and 2010, contributed to IBM being hired in 2012 to provide technology for the Davao Intelligent Operations Center, with a contract valued at \$2.6 million. Today, IBM is engaged in the consultation process by the Ghanaian government and donors as they assess technology for nationwide electronic medical records system in Ghana—which was based in part on recommendations from a CSC team and partners from Yale University School of Medicine.

### **The power of partnerships**

Peru has one of the world's highest rates of cervical cancer: 115 cases per 100,000 women, which is 10 times the rate in the United States. Hardest hit are indigenous women

living in remote villages surrounding Cusco, an ancient city perched at 11,200 feet in the Andes. In 2008, Dr. Daron Ferris, Director of the Gynecologic Cancer Prevention Center at Georgia Regents University, established a non-profit clinic, CerviCusco, dedicated to screening, diagnosis and treatment in the region.

With a staff of fewer than 10 people, he needs volunteers. Medical students from the United States cycle through as clinicians. BD, a New Jersey-based medical technology company, donated 75,000 of its cervical cancer screening kits and committed to sending teams of healthcare experts to help out. At the same time, in 2014, IBM planned on deploying a CSC team in Cusco. After the two companies learned of each other's plans, they decided to combine forces. BD wanted to learn from the CSC, and both companies saw the potential in combining forces to help CerviCusco become more sustainable.

The skills offered by the two companies meshed perfectly. Two volunteers from BD brought expertise in EMR databases, marketing and a deep knowledge of medical technology and process for cervical cancer screening. They were matched up with four IBMers who had IT, general business and marketing skills. The combined teams worked on an EMR system, developed a plan for increasing donations and suggested an upgrade to their diagnostic laboratory services. "Because this was a first-time collaborative effort for both companies. BD associates and the IBM team worked well together, optimizing their skill sets and performance, affording a unique opportunity for the CerviCusco clinic." says Jennifer Farrington, Director of Social Investing and BD's Volunteer Service Trip program

Dr. Ferris took the recommendations to heart. The testing lab opened in March. He's hired a business development officer. And, inspired by BD's and IBM's work, Dr. Ferris says, pharmaceutical giant Merck is donating vaccine to treat 20,000 children for HPV, which can lead to cervical cancer. BD has sent a follow up team of volunteers to help execute on the plan. "We knew how to save lives, but we didn't know how to make a strategic plan," Dr. Ferris says. "Everything has cascaded down from that engagement."

A number of corporations are now forging partnerships with other like-minded companies, government agencies and NGOs to take on the world's problems. While the corporations bring different skills and knowledge bases to the projects, they are all committed to having a direct impact on communities—rather than just writing checks. “The reason for these partnerships is simple: to increase impact,” says Gina Tesla, director of the CSC program since 2010.

The CSC's first major partnership was with US Agency for International Development and an NGO focused on international service, PYXERA Global. Leaders from the three organizations handpicked projects where their priorities were aligned, and IBM sent 94 employees on 31 projects in nine countries over a period of two years. For example, in 2012, a team of IBMers helped the East Africa Power Pool to design an IT platform to manage energy trading within the East African region.

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Kate Beale, director of Peace Corps Response

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With The Global FoodBanking Network, the CSC doubled down on a single need—helping food banks in Latin America increase donations and improve the efficiencies of their operations. The CSC assigned teams to Toluca, Merida and Monterrey, Mexico; Guayaquil, Ecuador; Barranquilla and Cali, Colombia; and Mendoza and Córdoba, Argentina.

The Global FoodBanking Network has a global staff of just 12 people to pursue its mission of helping food banks to establish themselves and supporting those that already exist.

So, according to Chris Rebstock, The Global FoodBanking Network's vice president of network development, a critical element of the alliance with IBM is the strategic business advice that the teams bring to local food bank operators. In most cases, the managers who interact with the CSC teams take what they have learned and share it with other food banks in their countries. “We copy and replicate. It has a multiplier effect,” says Rebstock.

The goal with the Peace Corps partnership is to create more sustained engagements producing larger and more lasting impacts. In the fall of 2014, IBM and the Peace Corps started to explore how the two agencies might work together and shortly thereafter a formal partnership was formed between IBM's CSC and the Peace Corps Response program. Ultimately, they decided to deploy an IBMer as a Peace Corps Response volunteer to help set up projects for a CSC team and to stay on after they leave to help convert their recommendations into actions. In the first joint engagement, in Ghana, Louise Hemond-Wilson, who told the story of the village school girls, served in that role.

Hemond-Wilson spent two months in Ghana getting her Peace Corps Response training, meeting with the local government and NGO leaders, and refining the projects. Her work included writing the curriculum for life skills and empowerment that was to be included in the ASANKA devices distributed to rural schools. Once the rest of the CSC team arrived, they all visited village schools and collaborated with people from the Peace Corps' Let Girls Learn program, the ministries and TechAide.

The Peace Corps brought 27 girls from rural villages to the capital city of Accra for a day of workshops and mentoring sessions. The girls were showered with attention. They heard testimonials from successful women, including Angela Kyerematen-Jimoh, IBM's country general manager for Ghana and the first female IBM country general manager in Africa. One of the girls, a member of a group that had suggested an idea for encouraging parents to support their

daughters' yearning for education, beamed when she was introduced and, later, cast off her shyness and approached a government minister to learn what the government plans on doing to help turn the idea into a reality.

Kyerematen-Jimoh, who spent her early years in a small village in Ghana, praised the Ghanaian ministries for making girls' empowerment a priority, and praised the girls for their positive attitudes and determination. "The girls want to improve themselves," she says. "They see that they can be better. The sky is the limit. But they need somebody to guide them."

The CSC and Peace Corps Response plan on learning from this first engagement and applying those lessons to deployments later in 2016 in Mexico and the Philippines. "The Peace Corps and IBM teams are investing a great deal of time on the front end of the program design to get these models right, and we think this effort will pay off in the ultimate impact of our volunteers," says Kate Beale, director of Peace Corps Response.

As often as possible, the Corporate Service Corps seeks longer-term partnerships with IBM's own clients. As with the Peace Corps, this approach enables the two organizations to learn together and get better at doing what they do. JPMorgan Chase didn't have a corporate service volunteer program when it teamed up with the CSC in 2014. The first joint engagement, in Brazil, where employees from the two companies worked on different projects, was a "learning expedition," according to Tara Cardone, the executive director and head of employee engagement and volunteerism with JPMorgan Chase. Later, on another joint engagement in India, IBM and JPMorgan Chase employees were fully integrated across the projects. JPMorgan Chase has gone on to manage engagements on its own—starting with Detroit, New Orleans and Johannesburg. "It's due to IBM that we explored this model, adapted it to align with the skills and expertise of our employees around the globe, and are now expanding to send 100 employees to various markets in 2017," Cardone says.

The corporate volunteer service trend is spreading—but not fast enough. Deirdre White, CEO of PYXERA Global, an NGO that works with IBM and other corporations to help manage their global pro bono programs, says 27 corporations are now involved. Altogether, the companies send out an estimated 2,000 volunteers per year. "It's a drop in the bucket," she says. "The drops do add up, but the needs far outstrip the resources that are available."

### **A life-changing experience**

Marina Tanaka Takahashi, one of the IBMers who worked with counterparts from JPMorgan Chase in Mumbai, went to India as a hard-working but happy-go-lucky 28-year-old and returned home to Brazil four weeks later a changed person. Her group's task in Mumbai was to help Akshara Center, a women's rights organization, raise awareness in the community, including among police, about a rising tide of assaults on women and girls. During a meeting with a group of young women, she was impressed with their determination to change attitudes. "I really started to understand how big the problem is, not just in India but all around the world," she says. Back in Brazil, she became an advocate for gender equality. Her experience also gave her a renewed appreciation for IBM, where, she believes, women have equal opportunities to be heard, rewarded and promoted.

A 2016 survey of CSC participants shows that the program is having a strong positive effect on their skills, confidence, ability to work with teams, and commitment to IBM.

- Ninety-six percent said the CSC program helped bolster their ability to lead a global team.
- Ninety-five percent said they acquired or improved their teamwork and collaboration skills.
- Eighty-eight percent said that after their CSC experience they were extremely satisfied with IBM as a place to work.

Some CSC participants keep in touch with the organizations they worked to help their recommendations come to fruition. For instance, Sonya Favretto, an IBMer from Ontario,

*“We believe in partnerships for a better world. And we have the proof that it works—our results.”*

Gina Tesla, Director, IBM Corporate Service Corps

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Canada, was so dedicated to the sponsor organization, Casa da Crianca, in Recife, Brazil, that she remained engaged for two years after her return and helped them create the cloud collaboration portal that her CSC team had recommended. The portal has been instrumental in helping Casa da Crianca manage building projects—including health clinics and daycare facilities—for children in disadvantaged communities.

Others stay in touch with people they met during their deployments who weren't connected to the program. Mark Frederick, for instance, who served in Ethiopia in 2015, got to know a server at a coffee shop across from the hotel where the team stayed. He still chats with him via Facebook Messenger. The program builds empathy with people who live very different lives. “We fell in love with people. They aren't a statistic,” he says.

CSC experiences inspire IBMers to engage in public service. In last year's survey of participants, 93 percent said the program prompted them to look for other ways to get involved in local or international volunteer efforts. For instance, after participating in engagements with The Global FoodBanking Network in Latin America, two IBMers asked to be put in touch with food banks in their home cities of Bangalore, India, and Istanbul, Turkey, so they could continue to help out.

Sujoy Sen, one of the IBMers from Singapore who helped CerviCusco in Peru, can't forget the five-hour van rides he took up narrow, twisting roads in remote mountain villages, where clinic staff performed diagnostic tests on indigenous women who waited patiently in line. Some of the women had

walked for hours on rocky paths above the clouds to meet the van. The experience spurred him and his colleagues to help make the clinic more sustainable so it could serve more of these women. And it inspired him to do more once he returned home. “One day I would like to spend a lot of time working with NGOs to help drive the impact of what they're doing,” Sen says. “There's an unfinished part of me that wants to achieve that.”

For 100 years, IBM has made engagement with the communities it does business in a priority. In recent years, IBM has stood out winning awards such as the Civic 50 and several corporate philanthropy awards for the success it has had in engaging its entire workforce value of service in their communities. The Corporate Service Corps stands out in corporate world as a striking example of success in community engagement that also develops employees and makes them better people and leaders in an increasingly interconnected and complex world.

## Moving forward

IBM has survived more than 100 years in the rapidly-changing information technology industry because it continually reinvents itself. The Corporate Service Corps takes the same approach. Its partnership strategy and the new alliance with the Peace Corps are just the latest twists in an 8-year journey of restless experimentation.

As the organization expands its collaboration with Peace Corps Response in the Philippines and Mexico, it's committed to carefully measuring the impact of the engagements, recording the lessons learned, and surfacing unexpected discoveries. This is the path to evolving a sustainable design.

At the same time, its leaders are acutely aware that IBM's efforts alone won't have the kind of positive impact on the world that's needed to accelerate progress. So the organization is committed also to evangelizing, inspiring other corporations to launch similar programs, and helping them learn the ropes. “We believe in partnerships for a better world,” says Tesla. “And we have the proof that it works—our results.”



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