

4-2009

## **Sending Talent Instead of Money**

Emily C. Plauche'

Follow this and additional works at: [https://digitalcommons.lsu.edu/honors\\_etd](https://digitalcommons.lsu.edu/honors_etd)



Part of the [Accounting Commons](#)

---

Sending Talent Instead of Money

By

Emily C. Plauche'

Undergraduate honors thesis under the direction of

Dr. Barbara Apostolou  
Department of Accounting

Dr. Nancy Clark  
Dean of the Honors College

Ms. Julie Chenier  
Department of Accounting

Submitted to the LSU Honors College in partial fulfillment of the  
Upper Division Honors Program

April 2009

Louisiana State University & Agricultural and Mechanical College  
Baton Rouge, Louisiana

## Table of Contents

Acknowledgements

Abstract

Preamble: *Who I Have Come to Be*

1.0 Introduction

2.0 Corporate Social Responsibility

3.0 A Modern History of Foreign Aid

3.1 A Modern History

3.2 John F. Kennedy and USAID

3.3 The G-8 and G-20

4.0 Failures of Foreign Aid

4.1 Undermining Local Business Efforts

4.2 Faulty Recipients

4.3 Faulty Donors

4.4 Faulty Programs and Policies

4.5 Accountability and USAID

4.6 A Successful Exception

5.0 Solution to Corporate Responsibility: Sending Talent Instead of Money

5.1 The Pragmatic Approach

6.0 Conclusion

7.0 Sources

### *Acknowledgements*

This work would not have been possible without the expert diva skills, support and encouragement of my Buddhist-centered, external auditing, “stand up for your rights” guru, Dr. Barbara Apostolou, under whose supervision I chose this topic as well as began and finished the thesis in one semester, much to my own surprise. Her determination to see me succeed and pursue my aspirations, regardless of how extraordinary they are, will always be remembered.

## Sending Talent Instead of Money

### Abstract

As companies emphasize the importance of Corporate Social Responsibility, more and more of those companies' dollars end up being donated to United States Foreign Aid efforts abroad; Africa specifically. Because foreign aid is not as successful as those who make the policies want it to be, and because companies' dollars should be funding projects that actually work, I propose a new way for corporations to spend money: through subsidizing their own employees to personally travel allowing these individuals to impact individuals abroad. This solution would be an effective way to meet the most crucial identified needs of people abroad.

### *Who I Have Come to Be*

It is said that life is like a vibrant landscape, with hills to climb and valleys through which to walk. As I rest in my room reflecting on the things that I love and abhor, I am taken back to experiences that have taken place in the countries whose flags line my walls. With every step into a new nation, like stepping up higher on each rung of a ladder, I have come to see the world with a broader perspective as well as develop a deeper appreciation of how diverse this planet is. My first love is travel. It is what has molded me into who I have become today, especially my experiences in Africa and China.

I wept when I left Africa. In May of 2006, just after high school graduation, I stepped onto an airplane alone headed for Mozambique having no idea of the people I would meet or the food that I would consume. I could not help but be overwhelmed with excitement for what would lie ahead in the next three months of complete immersion into a new culture, but fought to suppress the all-too-human fear of the undetermined near future. My dreams up to this point were chocked full of working with the nameless, faceless people of Africa. That was *my* big dream. I was on my own. I could be free and finally experience life wearing a t-shirt and a *capulana* skirt while dancing around on bare feet. It was in Africa that I developed my greatest love: people.

Those who I have come to know through the years have made me into who I am, my likes and dislikes, my passions and the things that I have little tolerance for. In Africa, there was a lady named Zena who greeted me at sun up every morning to teach me Macua, the language of northern Mozambique. She knew I was delighted to learn the local language from the local people who spoke it. She just thought it was fun to greet me every morning at sunrise when no one else was awake! I learned that I do love watching the sunrise.

The greatest accomplishment, to me, in going to a foreign land is having the ability to

communicate with the locals of that new place in their own language. I love languages. What better way to relate to someone utterly different from me? At least it was a source of entertainment for both parties involved with many laughable mistakes! I love to sit with people who speak a different language, turn my brain off from trying to interpret, and simply listen to and enjoy the unique sounds and intonations.

Africa also was the place where I realized that I love being able to provide practical help for nonprofit organizations in the area of finance. It sparked my interest in micro lending and teaching widowed women how to start their own small businesses. I hope to one day be prepared to go into a third-world situation, assess the financial and economic environment and the public health condition to create and implement policies for sustainable change, a career that is wholly devoted to promoting sustainable change for those in need. Africa was the place where I realized I love living simply in a relationship-oriented place with community-oriented people, even when it requires no electricity or inconsistent running water. I love holding, hugging, listening to, being with the less fortunate of the world, whose profoundly powerful stories will probably never be told. I wept when I left Africa because I was leaving my own perfect place, my dream, my heart, the new family and community that does not seem to exist in the always-plugged-in, busy-to-be-busy, and time-oriented world of home.

My experience in China was quite different. I came to know Bo Nainai and Li Da Jie. These two older women invited a friend and me to their home for breakfast after meeting them very late the night before. I made desperate attempts to communicate in Chinese. I tried so hard to understand what these women were saying as I took note of the deep wrinkles in their faces and tussled white hair. They had had very hard lives. I finally realized, as little as I could understand of these two beautiful women, that the times when I feel most exhilarated are the

times when I am listening to people, women especially who have “gone around the block a few times,” or pioneered something in their lives, in some way, to leave a legacy, a new floor on which the next generation can stand. I love learning from people, first-hand, however normal or extreme they may seem, whether it be in America or elsewhere. My interest in others’ experiences probably stems from the great love I have for history in general. I think I could read African and Asian history books all day forever and never miss a beat!

I love finding out what makes other people tick, smile, laugh, cry, their ins and outs, their joys and heartaches, what makes them mad! I love relationships and developing relationships with people who are completely different or wholly other than me.

While in China I also realized what truly makes me bristle. I stood on Tiananmen Square where hundreds of Chinese civilians were peacefully gathered in protest when China’s People’s Liberation Army gunned them down in 1989. I hate murder and war. Innocents should never be at risk. Persecution on the basis of religion tortures and kills, and extreme poverty forces orphans to scrounge the dump for anything that could possibly have even miniscule value. I hate situations where women are forced into a cycle of prostitution to survive. I hate what divorce can do to a family, what male superiority complexes can do to an office, and what discouraging words can do to someone’s dreams. I wish I could be a voice for the voiceless, and send a message to the hopeless that anything, truly anything, is possible.

It seems that I have seen quite a lot in my 21 years. It is impossible for me to act plainly as an observer and let the world’s wonders pass me by. Another of my heartfelt desires since my initial trip out of the country has been photography and photo journalism. I see this as a means to spread ideas, stories, and be voice to those voices have not been heard...through photographs and writing. I love painting even though I may not be very good, playing the piano as an outlet,



and strumming the guitar even though I've only learned three chords. I love thrill and excitement! In fact, maybe I will trek into the mountains to see if I can meet some Maoists in Nepal or move to the slums in Dharavi just to love and serve people simply for the sake of loving and serving.

What I love now boils down to not making friends, but making family all over the world with people of all ages, all colors, all backgrounds, clean and dirty, diseased and not, broken and whole. I love having pictures of people whose eyes can tell their entire life stories, or of landscapes that are none other than divine. Hearing stories, whether it is that of an African mother of ten or an accounting professor that travels the world just because she can. I love stories of recent history...of those that have followed their hearts and defied normal boundaries. What I love is the music of the world, the cultures and languages that make each and every place unique. I love and I *am* the cultures that I have experienced, the languages I have learned to speak, and the people I have come to know.

## 1.0 Introduction

As more businesses move toward globalization, consumers and employees are simultaneously developing an increased awareness of the impacts, both positive and negative, these companies make, on societies abroad. And, while “corporate responsibility” is the buzzword among large corporations, the money being sent and the programs for which this money is designated may have little or no effect on the people it is intended to help, thus achieving few positive results, if any. In the midst of this dilemma, those in corporate America must find new ways to be globally socially responsible. They must find new investments and programs that will allow them to not only maintain a positive image, but to produce genuine and sustainable results.

The second chapter of this thesis builds a case for corporate social responsibility (CSR) by examining the modern history of CSR, the main method through which companies maintain themselves as being responsible entities through socially responsible investing and the positive byproducts that result from maintaining a corporate responsible image.

The third chapter focuses on United States Foreign Aid. I start by reviewing its recent history and significance as part of the United States Foreign Policy budget, and more specifically foreign aid sent to Africa. Addressed also is the current significance of the G-20 conference as a necessary means for the United States to collaborate with leaders of other nations to address international foreign aid issues.

The fourth chapter is a survey of the failures of foreign aid and the few but strong cases for foreign aid success. Lastly, in the fifth chapter, the importance of individuals impacting individuals is addressed through a proposal of a new type of program through which corporations can use socially responsible funds to subsidize and send its own employees to work on the front lines. Sending individuals is the crux of the solution to maintaining corporate social

responsibility and addressing the problems of foreign aid: taking a more organic, localized approach to aid and allowing a company's own individuals to effectively impact other individuals abroad through the education and utilization of personal expertise. If individuals impact individuals, then let us send talent instead of money.

## 2.0 Corporate Social Responsibility

Corporate Social Responsibility, commonly shortened to "Corporate Responsibility," or CSR, is the "aligning of a company's activities with the social, economic, and environmental expectations of its stakeholders." <sup>[1]</sup> It is a way for companies to exhibit high ethical standards and promote an external positive image to its customers and employees. Currently, more than 15 million pages on the Internet address varying dimensions of CSR; 100,000 are a part of corporate websites. It has grown to be of such interest that international organizations such as the United Nations, the World Bank, and the Organization for Economic Cooperation and Development (OECD) are actively promoting CSR. In fact, many schools are now offering classes that address the issue of social responsibility. The *Economist* pronounced, "CSR is thriving. It is now an industry in itself, with full-time staff, websites, newsletters, professional associations and massive armies of consultants." <sup>[2]</sup>

Although social pressures from consumers did exist prior to the 1990s, it was not until the early 1990s that the importance of this Corporate Social Responsibility concept emerged at the forefront of *internal* business strategy. Why has the issue of CSR rapidly gained significance? Much of the answer is connected with the increasing development of national and global markets. Anyone with technology can access information, positive and negative. Activists can use this information to apply pressure directly to companies to contribute to changes in business practices that national governments, for example, may not be able to regulate in an international

corporation. CSR has gained quite a lot of attention and companies are more and more considering their business's potential contribution to society, not just to be a good neighbor but because "it is becoming increasingly obvious that good corporate citizenship is also good business." [5]

According to the Multilateral Investment Fund, "Apart from the positive social and environmental impacts of integrating Corporate Social Responsibility into business strategies, good corporate citizenship can also boost competitiveness." [6] It must be said that a corporation is a business and first and foremost seeks to generate profit. Whether one agrees with Milton Friedman's statements that a corporation's job should *only* be for businesses or not, CSR is still essential in practice to maintain a positive image in the community and in the world. [29]

PricewaterhouseCoopers is an example of a company that still maintains a strong socially responsible investment portfolio as the company continues to invest in both international aid programs established by USAID or the United Nations as well as global community efforts that support their global corporate cause of youth education). [7] These contributions have earned PricewaterhouseCoopers the designation of being a private foreign aid donor by the United States government.

### 3.0 A History of Foreign Aid

Many socially responsible investment dollars go toward United States or United Nations Foreign Aid programs. Foreign aid, for the purpose of this thesis, can be simply defined as "the transfer of money, goods, and services from one country to another." [8] Foreign aid primarily is designated as either bilateral aid, when the government of one nation contributes directly to the government of another, or multilateral aid, when the government of one country contributes money to international organizations such as the World Bank or the International Monetary Fund

as these organizations see fit. It usually comes in one or multiple of the three main forms: (1) economic development assistance, (2) military aid, and (3) humanitarian relief assistance. This thesis will focus mainly on economic development assistance, aid grants (as oppose to loans) unless otherwise specifically stated. The four main ways in which economic development can take place are through (1) capital formation, (2) the development of ideas and technologies, (3) economic and political reforms, and (4) strengthening government performance through institutional and capacity building with technical assistance.<sup>[9]</sup> Although Foreign Aid only made up approximately 0.1% of the United States Government's budget in 2007 (a percentage many argue is too small of a contribution to international aid) it accounts for approximately \$22 billion making the United States the largest contributor (in volume) of foreign aid funds.<sup>[10]</sup>

### 3.1 The Marshall Plan

Foreign Aid has not always played a significant role in the United States Budget. In fact, over the course of history since the nation was founded in 1776, it was not until 1949 that it became a part of the Foreign Policy budget. Before it became policy, the initial efforts at Foreign Aid were in 1945 when, after the end of World War II, the United States together with other nations contributed to the founding of the International Monetary Fund and the International Bank for Reconstruction and Development (World Bank) to help rebuild Europe. These international institutions were designated as the main multilateral institutions that would aid in international debt relief and promote the continued expansion of trade, despite the after effects of the war.<sup>[8]</sup> Robert Calderisi, author of *Turning on the Lights: A Short History of Foreign Aid in Africa*, was on point, in my opinion, when he said that the purpose of the formation of these two entities was “not charity but self-interest,”<sup>[11]</sup> to ensure global prosperity. For this “global prosperity,” those governments who can, should aid those countries destroyed

economically, countries like Japan, Germany and many other poorer countries. Calderisi also proposes that all involved would have then benefitted: the rich, donating countries would “have flourishing markets, while those countries under post-war construction would supply raw materials and eventually move into light manufactures.” <sup>[11]</sup>

One significant proposal of the time solidifying the United States’ role in aid was the Marshall Plan. In 1947, the incumbent United States Secretary of State, General George C. Marshall, announced the Marshall Plan. The plan deemed the real enemies of democracy as hunger, poverty, desperation, and chaos. Despite being formulated for the furtherance of aid to those post-war European countries in ruin, the Marshall Plan also sought to strengthen ties with those aid recipient countries in an effort to cripple Soviet expansion. This plan was obviously more politically motivated as it assumed that the more aid that a recipient country received, the more strengthened its ties to the United States. This plan was deemed quite successful. Jumping ahead to the late 1970s, World Bank president, Robert McNamara, insisted that foreign aid contributed by the United States Government, which was approximately \$50 billion per year, was a much “better investment in international security than the \$400 billion spent on the arms race.” <sup>[12]</sup>

### 3.2 John F. Kennedy and USAID

Because of the apparent success of the Marshall Plan, Harry S. Truman, in his inaugural speech of 1949, officially declared foreign aid a component in United States Foreign Policy. In his terms, foreign aid was a “bold new program” for the purpose of providing assistance to developing countries. In 1961, Congress passed the Foreign Assistance Act mandating the reorganization of United States Foreign Assistance programs, leading to the establishment of the United States Agency for International Development (USAID) by President John F. Kennedy on

November 3, 1961. USAID was the United States' first program whose principal interest was focused on "long-range economic and social development assistance efforts."<sup>[13]</sup> This organization, unlike previous aid efforts, was free from military and political obligation and was instituted to be able to directly positively support the developing nations of the world. USAID was able to combine already existing positive programs such as the monetary and technical assistance efforts of the Development Loan Fund, with the local activities of the Export-Import Bank and the agricultural surplus distribution activities of the Food for Peace program of the Department of Agriculture. This drastic reorganization in 1961 geared the USAID programs towards overseas long-term development and the unification of existing assistance efforts with the backing of developing nations' endeavors to become self-supporting. The formation of USAID was the result of dwindling popular support of United States Foreign Aid and the greatest effort to reform our foreign assistance programs.<sup>[14]</sup>

At that time when aid was one of the our government's new top priorities, Foreign Aid made up approximately .55 percent of the Gross National Product, but drastically declined in the latter part of the 1960s and, even though we are the largest donor of foreign aid in the world, remains just a very small percentage of our Gross National Product (see Exhibit 1).

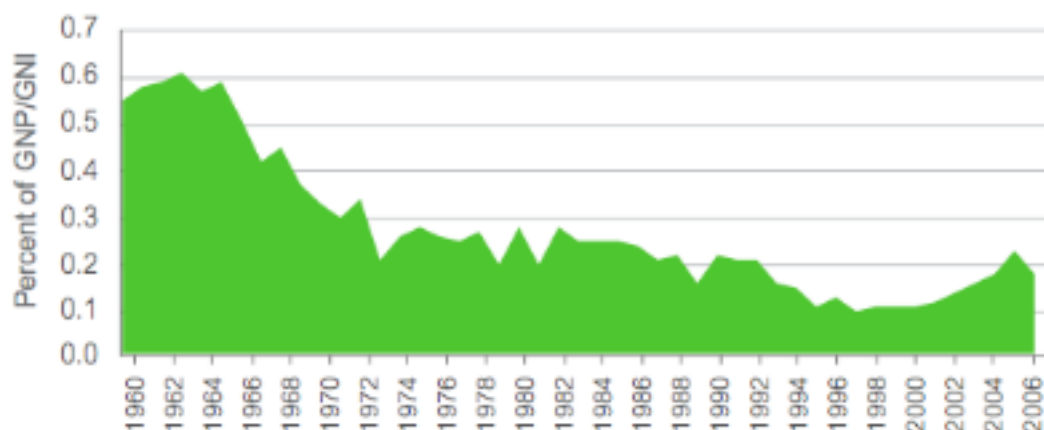


Exhibit 1: United States Official Development Assistance as percentage of Gross National Product<sup>[30]</sup>

In 1960, Senator John F. Kennedy challenged students at the University of Michigan to serve their country not militarily, but in the cause of peace by living and working in developing nations. His speech was the first step, the inspiration for implementing an agency of the federal government dedicated to international friendships and world peace.<sup>[15]</sup> President Kennedy established the Peace Corps program during his presidential term in an effort to “encourage young Americans to volunteer abroad to help improve life in the less-developed countries of the world.”<sup>[8]</sup> Following the Peace Corps other programs were formed in subsequent years; like the United Nations Development Program and the African Development Bank, to answer President Kennedy’s assessment and request. “Existing foreign aid programs and concepts are largely unsatisfactory...we intend during this coming decade of development to achieve a decisive turnaround in the fate of the less-developed world, looking toward the ultimate day...when foreign aid will no longer be needed.”<sup>[16]</sup>

### 3.3 The G-8 and G-20

It was the apparent success of the Marshall Plan in Europe that caused world leaders to want to spread the economic growth potential to other parts of the world, Africa specifically. One of the groups born out of various nations’ attempts to solve the world’s problems was the Group of Eight, the G8. At the January 2005 meeting of the G8, consisting of Canada, France, Germany, Italy, Japan, Russia, the United Kingdom, and the United States of America, British Prime Minister Tony Blair called for “a big, big push forward” in Africa to reach United Nations goals for that continent. Also at the 2005 meeting, the G8 agreed to double foreign aid to Africa, from \$25 billion per year to \$50 billion for the “big push,” and to forgive the African aid loans



contracted during previous attempts at a “big push.” (Exhibit 2)



Exhibit 2: Foreign Aid and GDP Growth in Sub-Saharan Africa [\[31\]](#)

Since 1995, more countries have joined the efforts to collaborate with the original eight. In 1998 the G-20 held its first conference as a response to the financial crises of the late 1990s. The participants consisted of the finance ministers and central bank governors of 19 countries: Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, the United Kingdom, the United States of America, and the European Union. To ensure that the institutions work together, the Managing Director of the International Monetary Fund and the President of the World Bank, along with the chairs of the International Monetary and Financial Committee and Development Committee of the IMF and World Bank also take part in the summit. The G-20

brings together important emerging-market and industrial countries from all over the world. These participating countries amount to 90% of global gross national product and 80% of world trade in addition to representing two-thirds of the world's population. Because of the weight of the membership economically, the meetings have a high degree of influence over the global economy and financial system. According to the official G-20 website, the conference of these nations is presented as an informal forum that "promotes open and constructive discussion between industrial and emerging-market countries on key issues related to global economic stability." [17] It goes on to say that "...by contributing to the strengthening of the international financial architecture and providing opportunities for dialogue on national policies, international co-operation, and international financial institutions...to support growth and development across the globe." [17] Obviously Foreign Aid, and foreign aid to Africa specifically, is a major issue for these countries, based on how most of them are giving sizably to bilateral aid.

#### 4.0 Failures of Foreign Aid

The proponents of foreign aid will rarely mention that prior to the 1995 G-8 Summit, where Africa's development was to be at the forefront of the discussion, the International Monetary Fund published a document entitled, "Aid Will Not Lift Growth in Africa." [18] Dambisa Moyo, a former economist at Goldman Sachs, commented in his recent article in the *Wall Street Journal* that this IMF report cautioned that governments, donors, and campaigners should be more modest in their claims that increased aid *will* solve Africa's problems." He continues to say that, "despite such comments, no serious efforts have been made to wean Africa off this debilitating drug." [18] Unfortunately, despite efforts to increase aid and sustainable economic growth for underdeveloped nations in Africa, and despite the fact that in the last 60 years at least \$1 trillion of development-related aid has been given to countries in Africa, the real

per-capita income today is less than what it was in the 1970s. Additionally, more than 50% of the population still lives on less than \$1 per day. <sup>[18]</sup> These statistics seem to support the position that intentions are good, results are hardly visible.

#### 4.1 Undermining Local Business Efforts

Rather than becoming an instrument for positive change, foreign aid has, in many cases, devastated domestic business and trade efforts. One of the programs fully funded by USAID and corporations' contributions is the Food for Peace program. Created in 1954 to help the Eisenhower administration rid itself of large farm surplus agricultural commodities by giving them to third-world countries, this program has been proven to undermine the entrepreneurship of local farmers by contributing an overwhelming supply of food to the market. In Tanzania specifically, the AID organization refuses to even distinguish between needy and self-sufficient families and thus discourages people from feeding themselves, which negates every effort to promote self-sustainability. Tanzania is not the only location where United States free food actually bankrupts local farmers in foreign nations. It looks more like the donors want to feel good about making an effort rather than have a genuine, positive impact on those of other countries. <sup>[19]</sup>

The ripple effects of such aid provisions are astounding. In my own limited experience in Africa, in relating to three women that sold *capulana* skirts for \$1 USD each in one of the main markets of the city of Pemba, Mozambique, they relayed to me that the profits from those skirts went to support not just each of them and a few kids, but the seven or eight kids and ten or twelve grandchildren. In this particular situation, with a great influx of free “aid” clothing, for a highly simplified example, these women would be put out of business. In putting just three women out of business, they will then not have the ability to support the 17 to 20 dependents.

Then, when the free aid clothing supply is depleted, these women and their families are left with nothing and the area is left without a supply of skirts to purchase. This creates a dependence on the free “clothing aid” and a downward spiral of dependence on other countries for provision. Rather than supplying foreign clothing produced in the West that may not even fit with local customs, it would be much more beneficial to purchase locally made skirts and subsequently give these to others in need to enhance local entrepreneurship efforts rather than undermine already-existing enterprises. This simply provides “band-aid solutions to alleviate immediate problems (even though it is really not one of most critical problems of the local society), but by its very nature cannot be the platform for long-term sustainable growth.” <sup>[18]</sup>

A further larger scale problem that continues to cripple national economies is what has been called the “Dutch disease,” a term that is used when describing when large inflows of resources, aid money especially, deteriorates a country’s export sector. This consequently increases prices at home making the exports too expensive for foreign countries to purchase. According to Dambisa Moyo, “large dollar-denominated windfalls that envelop fragile developing economies cause the domestic currency to strengthen against foreign currencies...becoming catastrophic for jobs in the poor country where people’s livelihoods depend on being relatively competitive in the global market.” The large inflow of money also creates a dire need to combat inflation. Uganda for example, in an effort combat drastic inflation, issued bonds to soak up excess liquidity in 2005. The country sold \$700 million in bonds, which then incurred interest payments amounting to \$110 million to be paid annually. <sup>[18]</sup>

That is the greatest problem with foreign aid: over-supplying nations with financial aid causing them to be over-dependent, whether it is on a small or large scale. Although the message of American foreign aid has been focused on the need to develop private enterprise in

the Third World, it still directs most of its resources to foreign government entities, not private businesses. <sup>[19]</sup>

#### 4.2 Faulty Recipients

There are other problems with an overwhelming supply of aid, financial and otherwise. It must be recognized that it is normally donor governments that communicate with and give to recipient governments, rather than private organizations. Here lies the initial problem. If aid gets to Africa, it primarily ends up in the hands of African governments, who then have the responsibility of distributing the money to the appropriate programs. This system of implicit trust in government officials feeds into the greatest problem with bilateral aid: faulty recipients. We should ask ourselves, if our money arrives in the designated country of interest, then why has the money sent for economic development and positive programs not reached the people for whom it was intended? In most situations, money does in fact only get from donor governments and organizations to recipient governments of other nations.

Corruption in recipient governments is a major problem, a problem that the African Union estimated costs the continent \$150 billion per year as aid organizations “turned a blind eye to the...fact that aid money was inadvertently fueling graft.” <sup>[18]</sup> A good example of extreme graft is the Democratic Republic of Congo’s President Mobutu Sese Seko. According to Transparency International, an organization created to be a corruption scrutinizer, the president from 1965 to 1997 is said to have stolen over \$5 billion from the country. In an even more recent example, Malawi’s former President Bakili Muluzi was charged for embezzling \$12 million of aid money. Currently there is a case held against Zambia’s former President Frederick Chiluba who apparently, during is 1991 to 2001, had stolen millions of dollars from health, education, and infrastructure projects that should have been funded by aid money. <sup>[18]</sup>

James Bovard in his article, “The Continuing Failure of Foreign Aid,” claims that, “the more foreign aid African governments have received, the worse they have tended to perform...the large number of donors and their administrative requirements place a considerable burden on the recipient governments and strain their already weak administrative capacity.” Aside from crippling markets, foreign aid money cripples governments’ abilities to operate effectively. <sup>[19]</sup>

Perhaps one reason why so many African governments go through frequent coups is because citizens know that whoever is in power also has access to the endless supply of aid and credit available to the government, credit that can be used for personal luxuries rather than aid programs for the rest of the country’s citizens:

Many African institutions officially responsible for planning and implementing development are saturated with development assistance, paralyzed by administrative inefficiency, staggering beneath a burden of complex and differing donor requirements, and are themselves in danger of becoming obstacles to developments. <sup>[19]</sup>

#### 4.3 Faulty Donors

These examples are not to support the common stereotype and drastic misconception of Africa that all African governments have some degree of corruption, but rather provide insight to a grim reality there does exist large number of corrupt government officials that either take blatant advantage of the aid system or simply do not have the administrative structure to relegate the aid appropriately. Corruption is not even always found at the recipient donor government officials. Jeffrey Winters, a Northwestern University professor in a hearing before the U.S. Senate Committee on Foreign Relations said that the World Bank “had participated in the corruption of roughly \$100 billion of its loan funds intended for development.” <sup>[18]</sup> In the Democratic Republic of Congo, prior to the above mentioned President Bakili Muluzi’s rise to

power, the IMF post in the Country's Central Bank, Irwin Blumenthal exhorted in 1979 that the current government was so corrupt that "there was no prospect for the Democratic Republic of Congo's creditors to get their money back." Even so, the IMF still insisted on donating to the country the largest loan it had ever given to any African nation. So, even in the midst of forewarnings there are still the multilateral organizations that refuse to use caution in aid distribution, even if warned about particular corrupt officials.

Much of the money corporations collect from employees and consumers with the intention of sending to foreign nations in need is not directly helping the people the money is intended to help. Nike Corporation is a case in point. Another problem is company collected Corporate Responsibility funds that are never remitted for the stated purpose. Anita Roddick asserts, "I don't think Corporate Social Responsibility is working. I think it has been taken over by the big management houses, marketing houses, been taken over by the big groups. It is a huge money building operation now." <sup>[22]</sup> This opinion may very well be the case: moneymaking for corporate luxuries under the guise of corporate responsibility rather than definitively helping those for whom the designated funds are collected.

In a 2007 issue of the Corporate Crime Reporter, the author interviews Jeffrey Ballinger, an anti-sweatshop activist who charges Nike employees for taking advantage of CSR funds. According to Ballinger, "The CSR cost for Nike is about \$10 million to \$12 million per year, just for the CSR staff and expenses, to go to these sustainability meetings all over the world." Obviously these "sustainability meetings" are having very little indirect if any direct effect on people living in underdeveloped nations, people who themselves may even be employed by Nike. Ballinger continues: "If Nike instead paid workers 75 cents more per pair of shoes, do you know what that would cost Nike compared to CSR costs? That would cost them \$210

million per year.”<sup>[23]</sup> The 75 cents may have a dynamic, direct impact on low-income workers, but that just might be way too costly. Through maintaining the perception that Nike is doing all it can to be corporately responsible, they are effectively fooling consumers into thinking that they are doing the right thing through sustainability meeting attendance by corporate executives.

Much of the money sent by the United States and its use is not being monitored. This lack of accountability or responsibility leads to much of the money being wasted by corrupt officials or on bureaucratic red tape, or at worst, crippling the country where it is going. (i.e., undermining the spirit of entrepreneurship). The biggest problem with the beginning of the aid process, the donors, is that aid is not being monitored properly paired with an extreme lack of accountability.

#### 4.4 Faulty Plans and Policies

William Easterly suggests that many of the foreign aid problems are centered on planners’ attempts to achieve large, unattainable goals in an impossibly short amount of time. They are people who create policies that institute the programs but do not meet the localized needs of the people; policies that are not applicable to the dire needs of a community. “Sixty years of countless reform schemes to aid agencies and dozens of different plans, and \$2.3 trillion later, the aid industry is still failing to reach the beautiful goal,” he says. “The evidence points to an unpopular conclusion: big plans will always fail to reach the beautiful goal.”<sup>[20]</sup> The people, who unfortunately, are those creating policies and generating plans, fail to search out what *does* work in various communities to help the poor. It is these “big plans” that keep the people at the top thinking they are doing something good, whether it is actually working or not, and,

“...relieve the responsibility of the rich to cater to the critical needs of the poor. They start at the top yet have nothing to do with the realistic situation



at the bottom. The greatest fallacy is for the policy generators to assume that because they have studied and lived in a society that somehow wound up with prosperity and peace, they know enough to plan for other societies to have prosperity and peace. <sup>[22]</sup>

Unfortunately the situation is all too common. With the G-8's absolution of any and all foreign aid debts of African nations, the leaders sent a message to the world that aid really did become free. Many of the same African countries still had to borrow to finish the projects started with the "free aid," and get themselves into more debt.

#### 4.5 USAID and Accountability

The bottom line in every foreign aid failure case is the challenge of working with people caught in a sea of red tape. What must happen is a new system of checks and balances in the foreign aid donation system. Those in the corporate offices in charge of CSR down to those who are directly affected by aid should be held accountable for what is being done with this money, how projects are failing (and if so how to improve them) as well as which projects are successful and why to use these lessons on future programs and policies. In a report published by the General Accounting Office (GAO), there are answers as to why programs are not working to their full potential. The GAO report states that the Agency found that,

...lessons learned are neither systematically nor comprehensively identified and recorded during the life of a project...the staff does not apply lessons learned in developing new projects...[and] application of this information is restricted primarily to the personal initiative and experience of individuals involved. <sup>[28]</sup>

And further, "using lessons learned is weakened due to staff turnover." <sup>[28]</sup> If an organization does not maintain communications between levels of workers there will never be accountability and people are able to steal what and how much they want. With high staff turnover the organization is less and less likely to develop trained and expert aid distribution and development workers. Even if data is recorded, gathered, and processed, the report also

comments that the “AID information system has become virtually inoperative in providing information to project designers...[with] inadequate records of project experience.”<sup>[28]</sup> This is a specific example of an organization that regardless of what initiatives may be taken, just because of the evidence of a lack of administrative structure and because there is no feedback or accountability on government funds, programs will continue to develop more and more slowly and fail more and more frequently. In surveying projects completed in an average eight-year time span, approximately 2,000 projects were finished costing \$8 billion. However, only, on average, 350 of these projects were actually started in that time period, i.e. the rest of them had begun and slowed years prior to the survey period and were completed way behind schedule. Although the allocated funds for an eight-year period amounted to that \$8 billion, those few completed projects collectively were worth \$1 billion. This is indication of extremely slow project completion while simultaneously increasing the amount of committed but unspent funds.

#### 4.6 Successful Exceptions

In the debate between whether foreign aid is successful or not, the obvious improvements in countries like Mozambique cannot be disregarded. But, what must be examined is the reason for these successes. An article in the *New Zealand Herald* states that Mozambique demonstrates aid works. The current situation is still not optimal, but relative to fifteen years ago, conditions have improved dramatically. More than 1,000 state enterprises have been privatized, the Mozambican *metical* is now a floating currency, and private investors are showing increasing curiosity with the country. The article says it is the “political change in its powerful neighbor, South Africa, allied to a decade of peace and sensible policies at home, [that] have brought the country back from the brink, demonstrating that the cause of Africa is not hopeless.”<sup>[24]</sup>

Those that do not absolutely depend on aid are those that succeed. This is seen in

examples like South Africa and Botswana, countries that were determined to not rely on those unrestricted aid commitments. Dambisa Moyo says that, “their strategy of development finance emphasizes the important role of entrepreneurship and markets of a staid aid-system of development that preaches hand-outs.” Another example of economic success in the midst of its surroundings is Ghana, a country that, after a pro-market government was put into power, has produced significant developments. The mobile phone market growth specifically has given farmers access to others across the country to find where markets are most competitive. Just the growth of that particular cell phone market alone creates countless “opportunities for self-sustainability and income generation—which, with encouragement, could be easily replicated across the continent.” <sup>[18]</sup>

Is it *really* simply donor countries giving bilateral aid to these recipient countries that have made them successful or could true improvement be attributed more to other things like political stability and better domestic, economic policies? Obviously it is not simply giving aid, or we would have more success stories like Mozambique. These countries were successful because leaders in the countries were determined to utilize their resources properly, whether those resources are in abundance or not and allow markets to stabilize and grow.

Acquiring and sending monetary funds is simply not working, whether it is bilateral aid funds given directly to African countries’ governments or CSR funds within companies that may not ever get. Despite the success of a few African countries’ in receiving and properly allocating, the overwhelming failure of aid and the misappropriation of funds (either company-wide, internally or domestically) cause many to believe aid funds should be terminated completely. The complete termination of aid programs would be a devastating measure.

However, if foreign aid is the disaster it is now, a new approach that effectively uses public and private funds is mandatory if we want to see more success in underdeveloped areas.

Corporations must undertake a new approach to foreign aid to effectively promote long-term sustainability and truly impact individuals in low-income countries.

### 5.0 Solution to Corporate Responsibility: Sending Talent Instead of Money

*“No organization should pursue commercial success at the expense of the communities in which it operates. There is a rising groundswell of opinion that the private sector’s obligations go beyond avoiding doing hard work, or even being willing to do good deeds every now and then. Today, many people believe that business has a positive responsibility to operate in ways that benefit society and foster its well-being on a sustained—and sustainable—basis.”*  
(PricewaterhouseCoopers LLP) <sup>[25]</sup>

Foreign Aid in Africa must reform for a plethora of reasons. Past efforts just have not worked. Alternatively, corporate socially responsible investments must reform. They have not necessarily been effective and there are better ways to impact individuals in underdeveloped nations. Current American climate is corporate social responsibility in which a board absolves the individual of ever having to make decisions. Employees contribute money or attend yearly service days, but never gain real exposure to the genuine poverty as seen in parts of Africa. Corporations send money to programs without monitoring use. One alternative to sending money is to invest the dollars in United States citizens who give their talents, skills, and expertise abroad.

Just as the Peace Corps’ purpose was to send “America’s most precious resource – its people,” <sup>[26]</sup> I propose a similar program. Corporate employees should collaborate with local communities and volunteer in education and community development relevant to their career fields, whether it’s the environment, health, agriculture, information technology, finances, etc. and develop a “corporate-sponsored peace corps,” so to speak. This kind of program is still

considered financial aid. It enriches corporate United States citizens as well as directly impacts the people in need.

Len Gougeon in *Emerson & Eros* spoke of Emerson's ideas concerning the role of the individual. In summarizing Emerson's views, he says that, "Social reform begins with individualism, but it does not end there." <sup>[27]</sup> Evidence shows that foreign, monetary aid to Africa specifically does not come close to accomplishing the objectives for which it has been sent. Yet corporations are still eager to support increasing degrees of individual social responsibility in their employees. If we as citizens of America truly want to see change take place in Africa, we must be willing not just to give of our money, but give of ourselves. My proposed program would be a program that aligns itself with Emerson's philosophy and capitalizes on America's corporate diversity working with corporate employees from all fields and all walks of life to impact individuals worldwide. With the institution of a "corporate peace-corps," the unique talent of individuals could impact individuals overseas, and employees could return knowing that they made a personal difference in the lives of people in all parts of the world. Each employee could experience and see the full impact of their individual efforts, as well as the positive and large-scale impact their money and efforts can have when it is designated and used properly and not wasted.

### 5.1 The Pragmatic Approach

*"Pure prejudices arise from the fear of things we do not understand. If my generation has a single goal, it must be to promote education – education that advances us not only technologically, but also intuitively and emotionally. In today's fast-paced world, advancing has to mean more than scientific discovery: it is our responsibility to force ourselves beyond our comfort zones and become knowledgeable about the people around us."*

*--Jessica Arden Ettinger, University of Virginia Student*

Initially, the company that wants to send its employees abroad for service should work to create viable partnerships with organizations and projects that are aligned with the company mission(s), i.e. programs whose message and purpose is in alignment with their own. In PricewaterhouseCoopers' for example, their stated mission is to educate the youth. Therefore they have created partnerships with local schools in Belize to work with currently established educational efforts. It is important that these partnerships are with homegrown, local organizations and programs that are already experiencing some degree of success and effectiveness. The goal is to further local productive efforts that have already laid a foundation and maintained a positive reputation in the community and with the locals. Programs and organizations must also have the capacity and facilities to short-term house and manage foreign workers on or near the project site.

Once a viable relationship is established with a local organization in the country(ies) of preference and entrance requirements are considered (i.e. entrance visas obtainable and level of political stability), it is important that American employees truly understand the purpose for the service trip. Employees chosen to travel should be those that present reasonable assurance that they can handle conditions abroad, and make a worthwhile effort out of the time allocated for their work. Again, the employee must truly understand the purpose of the trip. It is imperative to realize the traveler will soon be the outsider, that "wrong" and "different" are not the same. Exposure to a foreign culture and language is rewarding but holds its challenges. Employers should encourage the importance of employee self-study on the country before travel to be aware of cultural "no-no's" as well as potential communication barriers and practical ways to overcome them. Employees need to be reminded that they not only represent their country of origin, but the company

for whom they work. They are ambassadors of the company's missions and objectives abroad. They can either make or break a company's socially responsible image.

Upon arrival it is important to have at least one day for acclimation to the new environment. Then let the work begin. Educational programs in addition to hands-on activities with the locals or working to aid the local organization with their practical needs will be optimal. It is preferable that employees abroad be able to use their own career skills, whether through education or hands-on improvement to local facilities. Each employee should be able to maintain an individual responsibility for the efforts of furthering local sustainability and education. Accounting skills, for example, are universally the language of business and transcend verbal language. Thus personal accounting social responsibility can be communicated via commerce and assistance in self-sufficiency.

A minimum two to three week immersion experience is optimal. Although fairly short, this time period will give exposure to genuine poverty and impact workers in a substantial positive way. According to Johnson Ishengoma,

“Aid...systematically empowers and enriches the very forces that most efficiently stifle the initiative and resourcefulness of peasants, nomads, slum dwellers and villagers throughout the Third World. Most of the poor people in most poor countries most of the time never receive aid in any tangible form.” [9]

Through the interaction with local efforts and the education of individuals of other nations, an employee-turned-educator is able to rekindle the spark of entrepreneurship. Bridging the gap between Westerners and individuals of underdeveloped countries provides a new level of exposure that will generate genuine responsibility for others in the human family by helping those that may be of lesser status economically, but are not

substantially different as far as wants and needs. For recipients of service, the learning of valuable life skills can promote a stronger state of self-sustainability and instill honor and dignity, self-confidence and pride in knowledge.

There is no greater challenge in life than to leave the comfort zone of normalcy and do something extraordinary. In travelling, employees of corporations have the ability to reach beyond office, city, and state, to places outside the United States' borders. It is in the education, and the willingness to individually impact others by giving the greatest gift of time, that situations can truly change. Self-effort does not degrade by simply throwing money at the recipient, but teaches, shares knowledge and talents for sustainability and self-sufficiency, as well as honors and dignifies others. This could be the beginning of Emerson-style positive social reform.

Projects of this magnitude seem like daunting task, but starting small should never be underestimated. It was Sir Francis Bacon in the 17<sup>th</sup> century that said, "So it cometh often to pass, that mean and small things discover great better than great can discover small." There are already companies pioneering this kind of work. PricewaterhouseCoopers LLP is one such company. According to Shannon Schuyler, head of PwC's Corporate Responsibility division, PwC focuses both on international aid donations as well as "global community efforts." These projects are selected "based on our global corporate cause, which is youth education, and look for organizations that can be our feet on the ground...[that are] credible and reputable with working with local governments and cultures." When asked for more detail concerning these "global community efforts," Ms. Schuyler commented that PricewaterhouseCoopers LLP has "thousands of organizations that our own people work with in various countries around the world." Although they are very generous donors, she said, they "do try to focus our efforts on



skill based volunteerism, pro-bono work and other ways to share our expertise with communities in need.” <sup>[7]</sup> PricewaterhouseCoopers has also begun a program that allows interns to apply to go to Brazil and help children in underprivileged areas.

Although the specific donation amounts and how much it is actually costing the company to send interns is unreported, this program is a great starting point for a company wishing to successfully aid those in need all around the world. They are attempting to invest in programs that are already established, programs that are deemed successful while also sending employees to utilize their knowledge and skills to educate and help others. Maintaining some degree of monetary donation can be used as an instrument to “operate from the bottom up to hold leaders and bureaucrats accountable.” <sup>[16]</sup>

The impact of international travel and long-term immersion in a foreign country, especially one that is experiencing poverty, is immeasurable. Not only is the worker able to experience and value genuine community, but also he/she is also able to benefit from others. According to the Peace Corps, some of the benefits of being this kind of volunteer give people the ability to learn new languages and customs of various cultures around the world, and also the ability to expand career and leadership skills. Joseph Joubert said, “To teach is to learn twice,” while Youssou N’Dour, a musician from Senegal said, “People need to see that far from being an obstacle, the world’s diversity of languages, religions, and traditions is a great treasure, affording us precious opportunities to recognize ourselves in others.” By volunteering ourselves, although it may be more challenging than just “giving money,” it is a more fulfilling experience for those who teach and those who are taught. It makes working at a public accounting firm, or an oil company, or utilities company more

fulfilling, knowing that the training and work efforts one has acquired can and will be put to a greater use. People are tangibly impacted.

### 6.0 Conclusion

*“You don’t have to immediately eliminate world poverty, bring world peace, or save the environment. You just have to do whatever you discover works with your modest resources to make a difference in the lives of poor people.”*

William Easterly, *The White Man’s Burden*

Corporate social responsibility is gaining radical significance in today’s times as our businesses, governments, and citizens continue to move towards globalization. As our corporations acquire greater spheres of influence, there are increasing pressures to maintain corporate social responsibility and invest properly in socially responsible efforts worldwide. Simultaneously, we are facing a foreign aid crisis as we see foreign aid increase yet effectiveness decrease. While historically foreign aid was donated for a variety of reasons, whether it is for true community development of recipient countries, or political inroads, if sustainable economic growth is the underlying goal, the only answer in effectively aiding individuals is to send our own individuals. In sending our own individuals we can stop flooding foreign markets with resources and programs that are unnecessary and, in some cases, detrimental to the local ways of life. Finances play a major role in funding proper, localized and organic programs that work, and money is the only resource that can get an individual from one place to another, therefore proper donation should not be stopped.

What must be questioned, reformed, and reorganized is what resources to utilize, and to where we send these resources. We must focus on what is best in long-run economic sustainability rather than a short-term “warm, fuzzy feeling” donations that in actuality put small, sticky bandages on severe wounds and have little or no impact at all. Allowing our corporate

citizens to gain exposure to ways of life that are dramatically different from their own while allowing them to give of themselves can only improve our working environment and tangibly impact citizens of worlds beyond our own borders. Mother Teresa of Calcutta said, “Do not wait for leaders; do it alone, person to person.” We must take the initiative to act differently, to harness the power of the innovative, African community as well as the joys that come with the exposure of experience for those who *are* able to impact others on an individual basis. “Give a man a fish and you feed him for a day. Teach a man to fish, and you have fed him for a lifetime” (author unknown). Further, we can send engineers, water experts and agriculturalists to dig a lake, teach the local fisherman how to maintain the lake and harvest fish. Then, you feed the community, sell the fish for profit and feed the generations to come.

## Sources

- [1] “Corporate Social Responsibility.” Sourcewatch Encyclopedia. [http://www.sourcewatch.org/index.php?title=Corporate\\_Social\\_Responsibility](http://www.sourcewatch.org/index.php?title=Corporate_Social_Responsibility). Page 4.
- [2] Market for Virtue. Brookings University Press: Brookings, 2006. Brookings. 27 Mar. 2009 [http://www.brookings.edu/~media/Files/Press/Books/2006/marketforvirtuerevised/marketforvirtue\\_chapter.pdf](http://www.brookings.edu/~media/Files/Press/Books/2006/marketforvirtuerevised/marketforvirtue_chapter.pdf). Page 5.
- [3] Market for Virtue. Brookings University Press: Brookings, 2006. Brookings. 27 Mar. 2009 [http://www.brookings.edu/~media/Files/Press/Books/2006/marketforvirtuerevised/marketforvirtue\\_chapter.pdf](http://www.brookings.edu/~media/Files/Press/Books/2006/marketforvirtuerevised/marketforvirtue_chapter.pdf). Page 7.
- [4] “A Brief History of Socially Responsible Investing.” Good Money. 27 Mar. 2009 <http://www.goodmoney.com/srihist.htm>. Page 3.
- [5] Market for Virtue. Brookings University Press: Brookings, 2006. Brookings. 27 Mar. 2009 [http://www.brookings.edu/~media/Files/Press/Books/2006/marketforvirtuerevised/marketforvirtue\\_chapter.pdf](http://www.brookings.edu/~media/Files/Press/Books/2006/marketforvirtuerevised/marketforvirtue_chapter.pdf). Page 8.
- [6] “Corporate Social Responsibility.” The Multilateral Investment Fund. 2008. Inter-American Development Bank. 27 Mar. 2009 <http://www.iadb.org/mif/subtopic.cfm?language=English&SUBTOPIC=CSOR&TOPIC=SM>. Page 2.
- [7] Schuyler, Shannon. “Website Enquiry.” E-mail to Emily Plauche’. 24 Mar. 2009.
- [8] “Focusing on Foreign Aid: A Brief History.” Focus on Foreign Aid. 2008. Baltimore County Public Schools. 27 Mar. 2009 <http://www.bcps.org/offices/lis/models/foreignaid/history.html>. Page 2.
- [9] Ishengoma, Johnson. “Towards the Termination of Foreign Aid in Sub Saharan Africa: A Proposal and Reflections from an African Perspective.” International Federation of Catholic Universities. 21 June 2002. State University of New York at Buffalo. 27 March 2009 <http://www.fiuc.org/esap/MWANZ/MWANZ8/General/Ishengoma.php>. Page 3.
- [10] “Corporate Social Responsibility.” Sourcewatch Encyclopedia. 2009. Center for Media and Democracy. 27 Mar. 2009 [http://www.sourcewatch.org/index.php?title=Corporate\\_Social\\_Responsibility](http://www.sourcewatch.org/index.php?title=Corporate_Social_Responsibility). Page 1.
- [11] Calderisi. Page 2.
- [12] Calderisi. Page 3.
- [13] “USAID History.” About USAID. 7 Jan. 2005. United States Agency for International Development. 27 Mar. 2009 [http://www.usaid.gov/about\\_usaid/usaidthist.html](http://www.usaid.gov/about_usaid/usaidthist.html). Page 2.
- [14] “USAID History.” About USAID. 7 Jan. 2005. United States Agency for International Development. 27 Mar. 2009 [http://www.usaid.gov/about\\_usaid/usaidthist.html](http://www.usaid.gov/about_usaid/usaidthist.html). Page 3.
- [15] About the Peace Corps. 7 Oct. 2008. Peace Corps. 27 Mar. 2009 <http://www.peacecorps.gov/index.cfm?shell=learn>. Page 1.
- [16] Easterly, William. The White Man’s Burden: Why the West’s Efforts to Aid the Rest Have Done So Much Ill and So Little Good. Oxford, NY: Oxford University Press, 2006. Page 12-14.
- [17] “What is the G-20?” About G-20. 2009. Office of Public Sector Information. 27 Mar. 2009 [http://www.g20.org/about\\_what\\_is\\_g20.aspx](http://www.g20.org/about_what_is_g20.aspx). Page 2.
- [18] Moyo, Dambisa. “Why Foreign Aid Is Hurting Africa.” The Wallstreet Journal 53.66 (2009). Page 1-2.
- [19] Bovard, James. “The Continuing Failure of Foreign Aid.” Policy Analysis. Mar. 2009. CATO Institute. 27 Mar. 2009 <http://www.cato.org/pubs/pas/pa065.html>. Page 1-2.
- [20] Easterly, William. The White Man’s Burden: Why the West’s Efforts to Aid the Rest Have

Done So Much Ill and So Little Good. Oxford, NY: Oxford University Press, 2006. Page 10.

<sup>[21]</sup> Easterly, William. The White Man's Burden: Why the West's Efforts to Aid the Rest Have Done So Much Ill and So Little Good. Oxford, NY: Oxford University Press, 2006. Page 22.

<sup>[22]</sup> Morrell, Marcus. "Dame Anita Roddick Questions Effectiveness of Corporate Social Responsibility." Sourcewire (Mar. 2007). Sourcewire. Daryl Willcox Publishing. 27 Mar. 2009 [http://www.sourcewire.com/releases/rel\\_display.php?relid=30412&hilite=](http://www.sourcewire.com/releases/rel_display.php?relid=30412&hilite=). Page 2.

<sup>[23]</sup> "CSR is a Fraud That Undermines Worker Rights." Corporate Crime Reporter 24 May 2007, 22nd ed. Corporate Crime Reporter. 27 Mar. 2009 <http://www.corporatecrimereporter.com/ballinger052407.htm>. Page 1.

<sup>[24]</sup> Whitaker, Raymond. "Mozambique Proves Aid Works." The New Zealand Herald 9 Jan. 2005. NZ Herald News. 27 Mar. 2009 [http://www.nzherald.co.nz/nz-foreign-aid/news/article.cfm?c\\_id=1500904&objectid=10334923](http://www.nzherald.co.nz/nz-foreign-aid/news/article.cfm?c_id=1500904&objectid=10334923). Page 2.

<sup>[25]</sup> "Corporate Responsibility." PricewaterhouseCoopers LLP, Global Home. 2009. PricewaterhouseCoopers LLP. 27 Mar. 2009

<http://www.pwc.com/extweb/home.nsf/docid/5063B6933D9B5908852572370076BCEA>.<sup>[26]</sup>  
About the Peace Corps. 7 Oct. 2008. Peace Corps. 27 Mar. 2009 <http://www.peacecorps.gov/index.cfm?shell=learn>. Page 2.

<sup>[27]</sup> Gougeon, Len. Emerson & Eros. Albany, NY: State University of New York, 2007. Page 177.

<sup>[28]</sup> Conahan, Frank. "Experience: An Potential Tool for Improving U.S. Assistance Abroad," Report to the Administrator, Agency for International Development. General Accounting Office. 27 Mar. 2009. <http://archive.gao.gov/f0102/118674.pdf>

<sup>[29]</sup> Friedman, Milton. "The Social Responsibility of Business is to Increase its Profits." *New York Times Magazine*. March 2009. New York Times Company: University of Colorado, 1970. <http://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.html>

<sup>[31]</sup> [https://www.aei.org/imgLib/20070801\\_DPOFigure1.jpg](https://www.aei.org/imgLib/20070801_DPOFigure1.jpg)