



NOTRE DAME INITIATIVE FOR  
GLOBAL DEVELOPMENT



# ANNUAL REVIEW

## — 2017 —



UNIVERSITY OF  
NOTRE DAME

KEOUGH SCHOOL OF GLOBAL AFFAIRS



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The Notre Dame Initiative for Global Development (NDIGD) combines the existing world-class teaching and research faculty of the University of Notre Dame with a dedicated staff of experienced international development professionals, administrators, and researchers.

The University of Notre Dame, in keeping with its reputation as a premier Catholic university, brings to this enterprise an **overarching commitment to the common good**, infused with ethical values and grounded in respect for diverse cultures, religions, and political systems.

Additionally, NDIGD is proud to be an integral part of the **Donald R. Keough School of Global Affairs**, the first new school or college at Notre Dame in nearly a century, which welcomed its first cohort of students in the new Master of Global Affairs program in 2017.

### ON THE COVER

NDIGD staff members Juan Carlos Guzman and Danice Guzman and Notre Dame students in Arcabuco, Colombia, walking with a brother of the Messengers of Peace, who asked the group to help bring clean water to their mission and the surrounding community. [Read more on page 14.](#)



# FROM THE DIRECTORS' DESK

Throughout 2017, our team at the Notre Dame Initiative for Global Development (NDIGD) redoubled our commitment to the mandate **“Going Global: Exploring the Challenges and Opportunities of Globalization,”** as set forth by Rev. John I. Jenkins, C.S.C., president of the University of Notre Dame, for the 2017-18 Notre Dame Forum. At the core of this mandate is the vision that the University become **an active, global presence** beyond campus, South Bend, Indiana, and the United States in addressing some of the most challenging and complex problems facing humanity.

At NDIGD, this new mandate now inspires all of our work. As one of the founding institutional pillars of the new Keough School of Global Affairs, we are part of an ambitious program, which aims to **build the analytical, policy, and practical competencies of Notre Dame in order to engage institutional partners outside the University** and bring the “Going Global” vision alive. Our ambition is to play a leadership role among our colleague institutes and centers on development policy and practice in a globalizing world.

For decades, graduates of Notre Dame have carried the values imparted during their time at the University out into the world through assuming important leadership roles in business, government, the non-profit sector, or the military. Through their work, Notre Dame has made a difference in the world in all of these spheres. However, in today's increasingly globalized world, our ambition at NDIGD is to up our game and **explore ways in which we can influence global events**, not only through the work of our graduates, but also through the core programs of scholarship and research of our schools and faculties across the University. We are remaking Notre Dame to be a university that is engaged and influential in a globalized world.

NDIGD was one of the first building blocks set in place to move the University in this new, global direction. Its role has been to **build the bridges to the kinds of key strategic and institutional relationships** that Notre Dame will require to have a truly global presence. Our presence in the Keough School is confirmation of our success as pioneers in

implementing Fr. Jenkins' vision. And now we are well positioned to accelerate that work in collaboration with our partner institutes and centers within the Keough School.

We have learned much since the end of World War II when Paul G. Hoffman, the president of Studebaker Motor Company here in South Bend, was asked to lead the Marshall Plan, which launched America's first efforts to promote democratic freedoms, build markets, reduce hunger, and advance human welfare in Europe and newly independent states. With the emergence of global markets and the Internet, the contemporary international development and political landscapes differ markedly from those of the mid-twentieth century. What is clear is that **America's contributions have made an enormous difference.** There are many strong economies and democracies throughout the world, something that was not true a century ago. There is, however, still significant work to be done in some of the more impoverished and conflict-prone corners of the globe.

In our efforts to shape a role for the University in the wider world over the last several years, we have not only focused on major global development issues that need to be addressed, but what **NDIGD can do to ensure that today's development programs are yielding the most powerful impact.** To that end, we have been blessed to help Notre Dame “Go Global” by focusing on three questions.

**First, are today's development programs achieving maximum impact and, if not, why?** In a world of scarce funding for international development programs, it is critical that we understand how best to invest both public and private funds for optimal outcomes. Indicative of the key role we are playing is our participation in the **Expanding the Reach of Impact Evaluation (ERIE)** project, a program of the U.S. Agency for International Development's (USAID) Global Development Lab. This strategic initiative is an approach to conducting retrospective, long-term impact evaluations of development projects with the goal of synthesizing lessons for future programs, as well as developing better evaluative methods and tools. Such work is shaping the policy and practice of major institutional actors and is thereby having

a major impact on the lives of millions of people in developing communities.

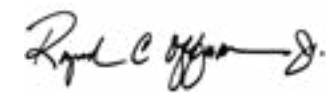
**Second, are global development efforts increasing sustainability for developing communities?** A compelling example of our impact on sustainability is our partnership with Accenture in designing and piloting the **Connectivity, Electricity, and Education for Entrepreneurship (CE3)** model for making clean, renewable solar energy available to schools, households, and budding entrepreneurs in rural communities of Uganda and South Africa. Now, with evidence of success, we are in the early stages of taking the CE3 model beyond the African continent for the very first time. Tackling the provision of alternative energy to rural communities in developing countries holds the promise of delivering a multiplicity of other benefits in education, health, and employment to millions of people.

**Third, are we actively building the next generation of global leaders to carry development work forward in the future?** We know from years of experience that effective and durable institutions headed by visionary and competent leaders are the keys to success and impact where development work is concerned. Notre Dame knows how to train leaders; we have been doing it for decades. With funding from the U.S. Department of State, our **Mandela Washington Fellowship** and our **Young Leaders of the Americas Initiative** are enabling us

Learn more about the 2017-18 Notre Dame Forum at [forum2017.nd.edu](http://forum2017.nd.edu).

to reach across continents and bring young, dynamic leaders from Africa, Latin America, and the Caribbean to campus for highly specialized training in leadership and entrepreneurship. We are confident that these young leaders represent an investment in social capital that will produce long-term dividends both for their nations and the world.

At NDIGD, we are excited by the promise of Fr. Jenkins' charge to all of us at the University to **bring Notre Dame to the world and the world to Notre Dame.** While we have made a modest start, we believe that with the other centers in the Keough School and beyond, **NDIGD can do even more to build the institutional bridges and relationships** that will give profile and structure to this vision. To that end, we are beginning 2018 with a strategic planning process to identify those big global issues where NDIGD and the University have clear track records and could make major contributions by working in tandem. We are reviewing our portfolio of past successes with the goal of **defining a new role for ourselves** within the Keough School. We look forward to sharing our new directions with you over this coming year. We hope that you will join us on this bold, new journey!



**Ray Offenheiser**  
Director



**Michael Sweikar**  
Executive Director



# THE NDIGD TEAM



**Tushi Baul**  
Monitoring and Evaluation Specialist



**Ashley Bocuzzi**  
Training Program Coordinator



**Kevin Fink**  
Program Manager



**Danice Guzman**  
Monitoring and Evaluation Specialist



**Juan Carlos Guzman**  
Research and Learning, Senior Associate



**Tom Hare**  
Senior Technical Associate



**Lila Khatiwada**  
Monitoring and Evaluation Specialist



**Jennifer Krauser**  
Training Program Coordinator



**Ray Offenheiser**  
Director



**Melissa Paulsen**  
Associate Director, Education / Training Programs



**Paul Perrin**  
Monitoring and Evaluation Director



**Tom Purekal**  
Program Director, Applied Innovation



**Luis Ruuska**  
Communications Specialist



**Michael Sweikar**  
Executive Director



**Aviva Wulfsohn**  
Administrative Coordinator

Our core staff is supported by several **undergraduate interns**, who provide administrative support, as well as dozens of **graduate students and fellows**, who provide research support. We also collaborate with **hundreds of faculty, staff, and administrators** throughout campus.

Learn more about our team at [ndigd.nd.edu/team](https://ndigd.nd.edu/team).

# RAY OFFENHEISER JOINS NDIGD



In August, **Ray Offenheiser**, the president of Oxfam America for over 20 years and a widely known nonprofit leader and innovator with a broad range of international development experience in Asia, Africa, and Latin America, **joined NDIGD as its director**.

In this role, he oversees and develops NDIGD’s **academic, research, and public policy activities**, as well as its **strategy for long-term growth**. Offenheiser also identifies and cultivates critical, **strategic partnerships** between NDIGD and corporations, federal agencies, foundations, and private philanthropists. Additionally, he represents NDIGD at local, national, and international events.

Offenheiser concurrently joined the University of Notre Dame faculty as **Distinguished Professor of the Practice**. He also joined the Keough School’s Leadership Council.

“Ray Offenheiser’s appointment is **a game-changer for the Keough School and Notre Dame**. He has worked at the local, national, and global levels with

some of the world’s most pioneering individuals, organizations, and policy initiatives,” said Scott Appleby, Marilyn Keough Dean of the Keough School. “He has the respect of and access to presidents, prime ministers, and parliaments seeking to address complex problems with **solutions that are cost-effective, human-centered, and scalable**.”

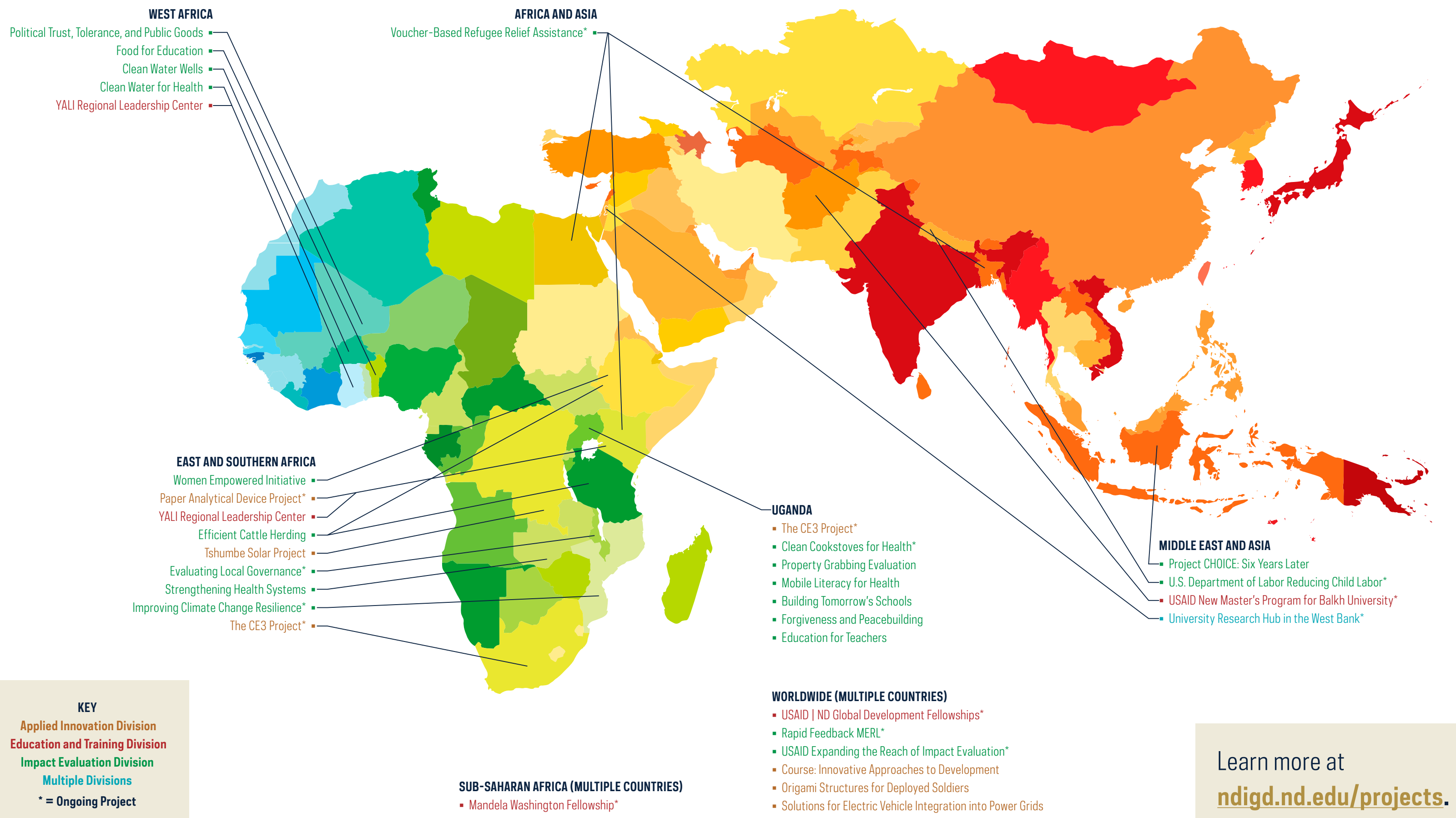
Michael Sweikar, who continues to work with NDIGD as its executive director, oversees the day-to-day operations and management of NDIGD, including strategy, staffing, academic integration, and programs. Among other things, he and Offenheiser are currently leading the **development of a new, five-year strategic plan** for NDIGD, which is set to be finalized and distributed in 2018.

Offenheiser’s research interests and areas of expertise include **poverty alleviation, human rights, U.S. foreign policy, and international development**.

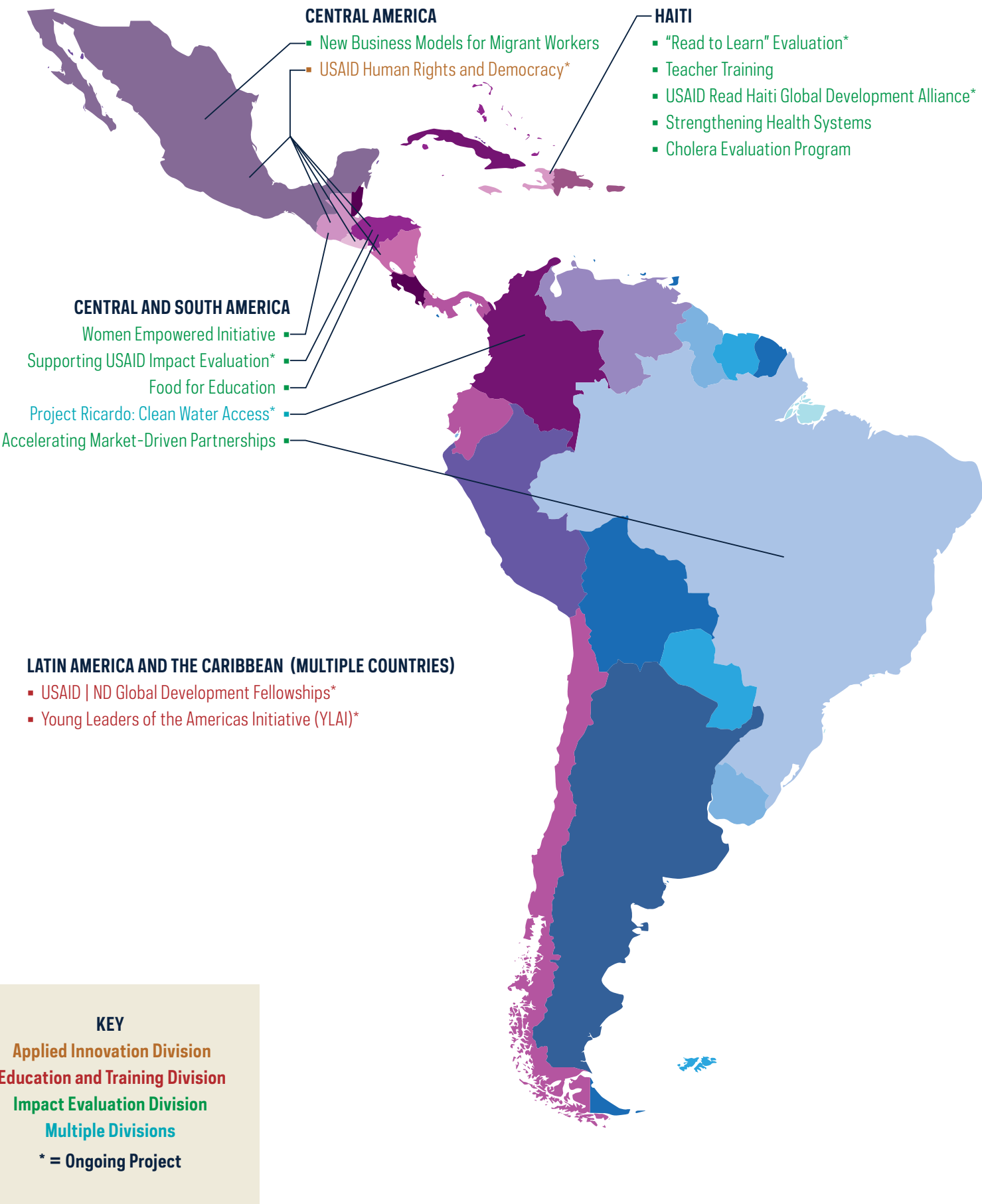
Learn more at [ndigd.nd.edu/offenheiser](https://ndigd.nd.edu/offenheiser).



# WHERE WE WORK



# WHERE WE WORK



# SHAPING SCHOLARSHIP, PUBLIC POLICY, AND STUDENTS

At NDIGD, we measure our success not only by the **tangible impact we have on communities** in developing countries, but by the **research we contribute** to the global body of development scholarship; the local, national, and international **policy conversations and decisions** we shape; and the knowledge and experience we pass on to the **next generation** of global development leaders. In 2017, we made significant advances on all three fronts. All NDIGD affiliated research is available to read any time at [ndigd.nd.edu/research](https://ndigd.nd.edu/research).

## KHATIWADA WINS RSS COMPETITION

In June, **Lila Khatiwada**, a monitoring and evaluation specialist, won the Rural Sociological Society's (RSS) second annual **Ralph B. Brown Scholar Paper Competition** for a paper examining the impact of clean cookstoves in rural Uganda.

The competition, developed by the RSS' Community, Family, and Health Research Interest Group (CFHRIG), is designed to encourage and support research in rural communities among international faculty and researchers. Khatiwada's paper, "Clean Cookstoves for Improving Women's Health: Initial Findings from Rural Uganda," was selected from a competitive field for making **"a strong contribution to our understanding of rural community life in a volatile world."**

In the paper, Khatiwada presents the results from midline survey data collected in northern Ugandan villages to determine the impacts of a new type of clean cookstove. As part of the **"Clean Cookstoves for Health"** project, treatment groups received these clean cookstoves to replace traditional biomass-burning cookstoves, which sickened villagers by exposing them to harmful levels of carbon monoxide, particulate matter, and other pollutants.

Khatiwada found that the clean cookstoves have had a number of positive effects on local communities. Primarily, the clean cookstoves have **reduced carbon monoxide exposure** by nearly 50 percent in the treatment villages. The treatment groups also reported **fewer burn injuries** using the clean cookstoves, **quicker cook times** for certain foods, and reported spending **less time collecting firewood**.



Khatiwada accepted the award, which included a cash prize, on July 29 at the 2017 RSS Annual Meeting in Columbus, Ohio.

Read more about the competition, the "Clean Cookstoves for Health" project, funded by the Hilton Foundation from 2012 to 2017, and read the paper at [ntrda.me/2u3Sz2F](https://ntrda.me/2u3Sz2F).



## GUZMAN PUBLISHED IN TOP RANKED WORLD DEVELOPMENT

In November, an article co-authored by **Juan Carlos Guzman**, a research and learning senior associate at NDIGD, and Luke Chicoine, an assistant professor of economics at Bates College in Maine and former Kellogg Institute for International Studies doctoral student, was published in volume 99 of *World Development*, **one of the top five cited journals in development studies**.

The article, "Increasing Rural Health Clinic Utilization with SMS Updates: Evidence from a Randomized Evaluation in Uganda," examines the results of the **"Mobile Literacy for Health"** project, a collaboration between NDIGD and Kellogg's Ford Family Program in Human Development and Solidarity.

Throughout the project, researchers sent short message service (SMS) updates regarding confirmed attendance of clinic staff and activities to randomly selected, cell phone-owning households in Uganda's rural Nnindye Parish. These messages aimed to **reduce uncertainty regarding the availability of clinic services**, and in turn, increase the expected benefit of deciding to visit the local health clinic.



"This type of program can allow public clinics to **interact and build trust with their local community** by providing information on the availability of staff, services, and even medicines," conclude the researchers at the end of the article. "This type of program can create a **sustainable improvement** to any local community in which cell phones are widely available and information can quickly be shared."

Read more about the "Mobile Literacy for Health" project, funded by the Verizon Foundation from 2012 to 2014, and read the paper at [ntrda.me/2CRg1Ag](http://ntrda.me/2CRg1Ag).

## HARE AND KHATIWADA PUBLISHED IN RECONSIDERING DEVELOPMENT

In December, two NDIGD team members—**Tom Hare**, a senior technical associate, and **Lila Khatiwada**, a monitoring and evaluation specialist—each had policy papers published in volume five of *Reconsidering Development*, a biannual journal published through the University of Minnesota.

Hare's paper, **"Policy Transfer in International Development: Whose Security in Central America?"** identifies questions development organizations should consider before implementing policy transfers, specifically through the lens of citizen security policy transfer in Central America. Read the paper on the journal website at [bit.ly/2mMoajl](http://bit.ly/2mMoajl).

Khatiwada's paper, **"Implementing a Post-Project Sustainability Study (PSS) of a Development Project: Lessons Learned from Indonesia"** focuses on the results of a PSS of **"Project CHOICE: Six**



**Years Later,"** and offers questions development organizations should consider to determine whether a PSS would be an appropriate methodology to use for their own projects. Read the paper on the journal website at [bit.ly/2DBio1k](http://bit.ly/2DBio1k) and learn more about "Project CHOICE," an impact evaluation conducted by NDIGD in 2014, at [ntrda.me/2mLgGNQ](http://ntrda.me/2mLgGNQ).

## SHAPING SCHOLARSHIP, PUBLIC POLICY, AND STUDENTS

### NEW NDIGD FACULTY



A major milestone was made this year with the hiring of three new staff members, who each hold concurrent faculty appointments. The fall semester of 2017 marked the first time in NDIGD's history that the University of Notre Dame was able to count **full-time, NDIGD affiliated faculty** among its ranks.

In June, **Melissa Paulsen**, associate director of education and training programs, was appointed concurrent assistant professor of the practice. **Paul Perrin**, monitoring and evaluation director, was appointed concurrent associate professor of the practice in June as well. In August, **Ray Offenheiser**,

director of NDIGD, was appointed Distinguished Professor of the Practice in the Keough School of Global Affairs.

All three taught courses this fall. Paulsen taught two **"Social Entrepreneurship"** courses for the Mendoza College of Business. Perrin taught three **"Introduction to International Development Studies"** courses for the Keough School; as well as one **"Global Health Project Management"** course for the Eck Institute for Global Health. Offenheiser taught one **"Foundations of Sustainable Development"** course for the Keough School.

## OTHER 2017 PUBLICATION HIGHLIGHTS

**"The Campesino was Born for the Campo': A Multispecies Approach to Territorial Peace in Colombia,"** in the *American Anthropologist*, by **Angela Lederach**, a 2016-17 USAID | ND Global Development Fellow. Read at [bit.ly/2B530BU](http://bit.ly/2B530BU).

**"Historical Trappings: Liminal Framings of the Bykivnia Memorial and the Past-Yet-Present Political Violence in Ukraine,"** winner of the Society for Applied Anthropology's 2017 Human Rights Defender Travel Award, by **Kristina Hook**, a 2017-18 USAID | ND Global Development Fellow. More information at [bit.ly/2mEK5ID](http://bit.ly/2mEK5ID).

**"Measuring Couple Relationship Quality in a Rural African Population: Validation of a Couple Functionality Assessment Tool in Malawi,"** in *PLOS ONE*, co-authored by **Paul Perrin**, monitoring and evaluation director at NDIGD. Read at [bit.ly/2DBhJal](http://bit.ly/2DBhJal).

**"Mitigating Seismic Risk in the Developing World: Lessons Learned in Haiti and Promotion of Alternative Solutions,"** a paper presented at the 16th World Conference on Earthquake Engineering, by Notre Dame Professor **Tracy Kijewski-Correa**, with contributions from **Kevin Fink**, a program manager at NDIGD. Read at [bit.ly/2FKHLJc](http://bit.ly/2FKHLJc).



# PREPARING TO BRING CLEAN WATER TO COLOMBIA

An integral part of NDIGD's mission is to mentor and train Notre Dame students—who will become tomorrow's global development leaders—through **experiential learning**. After receiving generous support from a group of anonymous donors, NDIGD was able to bring **six students** to Arcabuco, Colombia, over fall break to assess local water systems as part of **Project Ricardo: Clean Water Access for Arcabuco**.

Despite a growing population, water resources in Arcabuco are not under stress. However, community members have long **struggled to access clean and treated water and have experienced multiple instances of contamination**. Additionally, the region's wastewater treatment and management infrastructure has historically been limited.

Project Ricardo is named for a shared friend of the group of donors, who had volunteered in Arcabuco and **brought solar energy systems to the region** in the past. Ricardo had hoped to address the area's water challenges, but unexpectedly passed away before his plans could be implemented.

In 2017, **Monsignor Luis Mesa**, who oversees the **Messengers of Peace (MOP)**, a local Catholic mission, revisited the issue of clean water access in Arcabuco with the group of donors, who decided to address the challenge in their friend's memory. Needing an organization with the capacity to research the area's needs and implement solutions, the donors brought the project to NDIGD, which has worked to bring clean water to **Burkina Faso** and **Ghana** in the past.

NDIGD sent two Impact Evaluation Division team members to Arcabuco, **Juan Carlos Guzman** and **Danice Guzman**, along with five undergraduate students and one graduate student from various Notre Dame colleges. The group was kindly hosted by the MOP, who were able to connect the group with local residents, government officials, and technical staff responsible for operating and maintaining the current water systems.



Throughout the week, the NDIGD team met with these various groups and compiled an on-site assessment report. The students learned to scan for *E. coli* contamination, honed their **quantitative analysis skills**, and observed the water catchment and hygiene practices of local residents. The students also conducted **focus groups** with residents in and around Arcabuco, as well as **key informant interviews** with the local government, particularly the local water board, in order to collect information on precipitation levels, typical water systems in the area, and future plans for infrastructure development.

The NDIGD team found that although most residents in and around Arcabuco receive piped water from five aqueducts in the region, **only one aqueduct has a treatment facility** able to provide potable water. Because of this, the team discovered that many residents have to travel to a natural spring for drinking water, while other residents, especially

those in rural areas without access to transportation to the spring, resort to boiling and drinking untreated aqueduct or creek water. The team also found that many rural community members **lacked education** on proper water handling and storage, and hypothesized residents may have been contaminating their own water through dirty storage tanks and water bottles.

In 2018, NDIGD plans to return to Arcabuco with students to **implement solutions for the community**. In the post-trip report, the team proposed a number of potential solutions, including:

- Improving sewage management systems, potentially by using **microbial-earthworm ecofilters (MEEs)**, which would be able to recycle used water.
- Developing **education campaigns** that would teach the importance of water conservation.
- Extending **water transport systems** to rural areas.

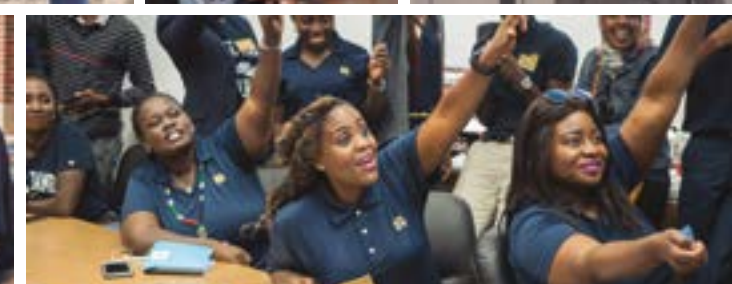
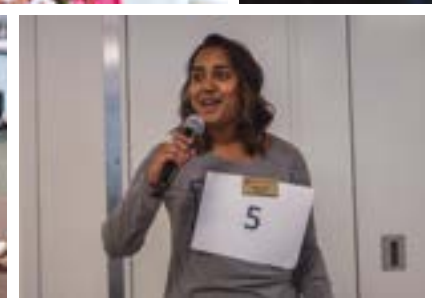
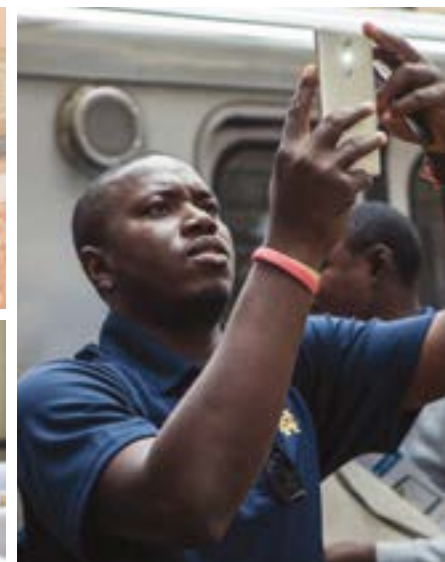


# EXCHANGING OUR WORLD

**Accenture**  
**ArcelorMittal**  
**Better World Books**  
**Capsim**  
**Elevate Ventures**  
**Enfocus**  
**Food Bank of Northern Indiana**

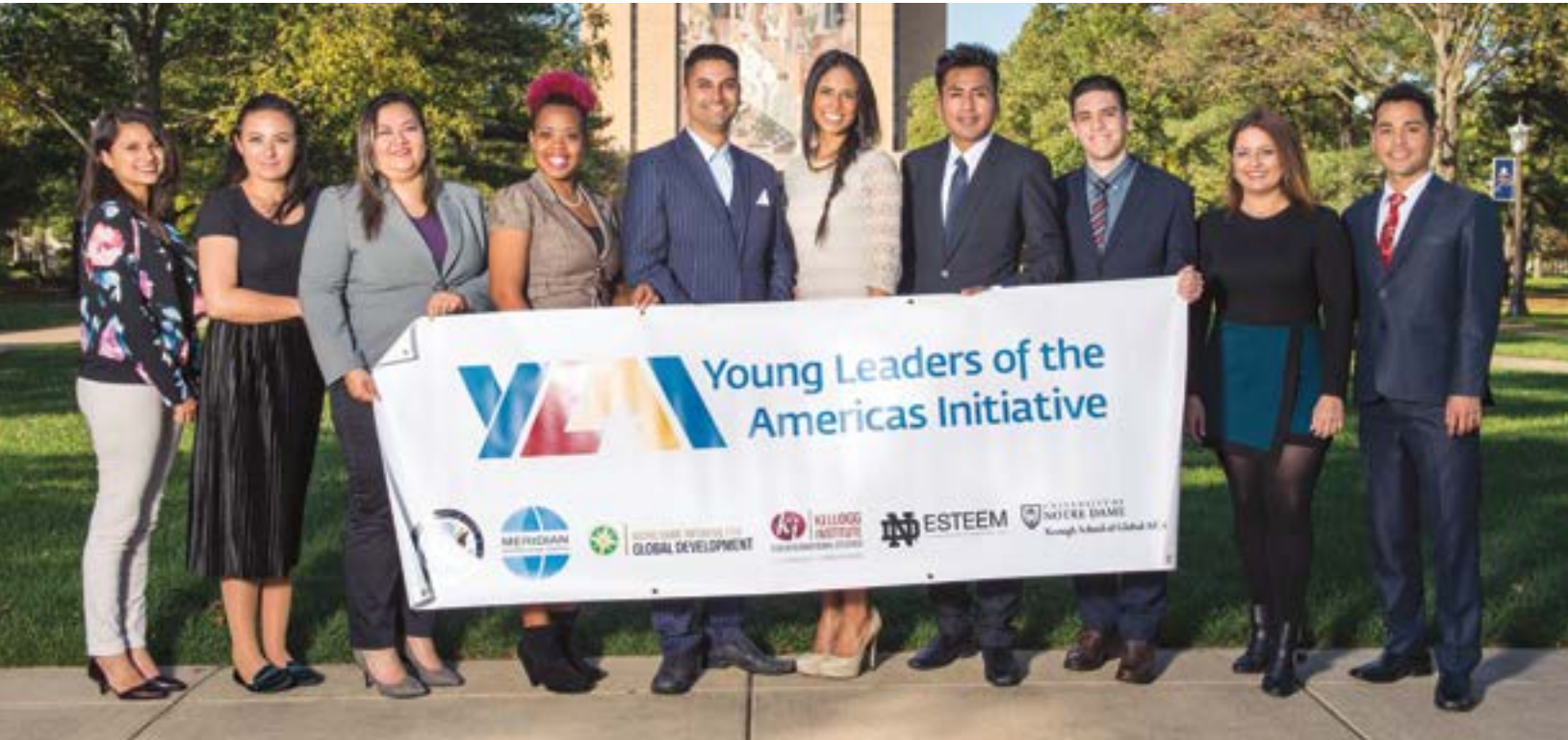
Mayor's Office of South Bend  
Pfeil Innovation Center  
Pokagon Band of Potawatomi  
PricewaterhouseCoopers (PwC)  
Quicken Loans  
Rotary Club of South Bend  
Saint Mary's College

**Scotty's Brewhouse**  
**South Bend Code School**  
**TechTown**  
**The Kresge Foundation**  
**Unity Gardens**  
**Vested World**  
**Wasson Enterprise**





# THE YOUNG LEADERS OF THE AMERICAS INITIATIVE



Building off of the success of last year’s inaugural **Young Leaders of the Americas Initiative (YLAI)** class of fellows, NDIGD and the Kellogg Institute for International Studies once again joined forces to bring **10 new business and social entrepreneurs** from across Latin America and the Caribbean to campus for four weeks in fall 2017.

Notre Dame was among an elite group of **24 universities and city hubs** chosen by the U.S. Department of State and its implementing partner, Meridian International Center, to host the 10 fellows, who were part of a nationwide cohort of 250 in total.

With diverse professional backgrounds and areas of expertise that differed vastly from last year’s class, the 2017 class of fellows included a media producer, a beekeeper, an acrylics artist, a school director, and a journalist, among others. What the fellows shared was a **solid record of entrepreneurship and job creation** in their local communities, as well as a proven passion for social causes, such as sustainability, education, and youth and female empowerment.

The fellows’ varied backgrounds afforded NDIGD the

## 10 FELLOWS 10 COUNTRIES

Aruba	Bolivia	Brazil	Colombia	Costa Rica
El Salvador	Jamaica	Mexico	Peru	Venezuela

opportunity to seek out and partner with **nine new YLAI host placement organizations** throughout the Michiana region. For four days each week during regular business hours, the fellows shadowed personnel within their host organizations. While shadowing these host placements gave the fellows new ideas for accelerating their own organizations’ success back home, it was mutually beneficial for the host placements, who had an opportunity to infuse their operations with international insight.

NDIGD supplemented the fellowship with an **entrepreneurship institute** on campus led by Melissa Paulsen, associate director of education and training programs at NDIGD. NDIGD also coordinated site visits to places like the Studebaker Complex,



Inovateus Solar, South Bend Code School, La Casa de Amistad, and various Chicago sites, where the fellows participated in a business plan pitch competition. The Kellogg Institute supplemented the fellowship with **networking and cultural events**, such as several exclusive “Dinner and Dialogues,” where the fellows were able to interact one-on-one with prestigious speakers that the Kellogg Institute had brought to campus. The Kellogg Institute also brought its Kellogg Doctoral Student Affiliates and the YLAI fellows together for a speed networking event.

At the closing ceremony in early November, the



## GLOBAL PERSPECTIVES + LOCAL PARTNERS

In 2017, the following group of Michiana-based organizations graciously opened their doors to our YLAI Fellows:

- Goodwill of Northern Indiana
- Invanti
- Make South Bend
- Pinter Consulting
- Regional Innovation and Startup Education (RISE)
- South Bend Civic Theatre
- SPARK (Saint Mary’s College)
- The Language Company
- Unity Gardens
- WSBL-FM Radio Sabor Latino
- Zen Cafe Coffee Roasters

fellows received their certificates of completion, celebrated their accomplishments with their host organizations, and were addressed by **Sam Centellas**, the executive director of La Casa de Amistad, who encouraged them to continue the momentum started during YLAI back home in their own communities.

In an interview with WSBT-TV, fellows Marysela Zamora from Costa Rica and Kawish Misier from Aruba discussed their YLAI experience. Watch the segment at [bit.ly/2AI6VdF](https://bit.ly/2AI6VdF) and learn more about the program at [ndigd.nd.edu/YLAI](https://ndigd.nd.edu/YLAI).



# GOING GLOBAL: THE FUTURE OF THE CE3 PROJECT

In fall 2017, NDIGD officially closed the **Connectivity, Electricity, and Education for Entrepreneurship (CE3) Project**, one of the very first projects NDIGD was ever awarded, while concurrently exploring new and exciting ways to bring the sustainable and novel model developed during the project to new geographies across the globe.

Since 2012, NDIGD and **Accenture** have worked together to bring **renewable energy, information and communication technologies (ICT) labs, and entrepreneurial training**, coupled with local and remote mentorship, to communities in Uganda, and later, South Africa. During the project, NDIGD and Accenture partnered with other organizations, including **Lenovo, HP, and Inovateus Solar**.

In November 2017, NDIGD sent two members of its Applied Innovation Division, **Tom Purekal** and **Kevin Fink**, to Nepal to explore future avenues for the CE3 model outside of Africa. Throughout the trip, the pair met with a variety of public and private stakeholders and explored potential sites where the model could be implemented for rural communities.

Throughout 2017, NDIGD and Accenture have worked with Notre Dame's **Center for Research Computing** to build the next phase of the CE3 Project: **the online CE3 Navigator**.

The CE3 Navigator will be the culmination of five years of lessons learned by NDIGD, Accenture, and the individuals and organizations involved with the CE3 Project in Uganda and South Africa. It will be **an online, step-by-step learning module** that governments, universities, non-governmental organizations, corporations, and grassroots organizations can use to **replicate the CE3 model** in a variety of geographies.

In 2018, the CE3 Navigator website will be **rolled out to a select group** of Notre Dame and Accenture partner organizations. This group of testers will have the opportunity to explore the site, test features, and offer recommendations to improve content and user experience. After the CE3 team has had the

opportunity to implement feedback, **the website will receive a global rollout.**

To learn more about the history of the CE3 Project, visit [ndigd.nd.edu/CE3](http://ndigd.nd.edu/CE3).





# THE 2017 NOTRE DAME GLOBAL PATHWAYS FORUM

Nearly 100 of NDIGD's partners from the public and private sectors, as well as the University of Notre Dame itself, convened in Washington, D.C., this April for the **2017 Notre Dame Global Pathways Forum**. Held just steps away from the White House at the historic Willard InterContinental, the diverse audience of attendees engaged in hours of comprehensive and well-rounded dialogue around the 2017 theme: **Co-Creation: Bridging the Value Chain and Investment Gap**.

The 2017 Notre Dame Global Pathways Forum was designed in the spirit of corporate and global impact forums NDIGD has hosted since 2011. NDIGD has historically used these forums to convene a variety of key actors to **discuss shared values in public-private partnerships** and examine multifaceted solutions that work for all stakeholders.

Robert Bernhard, vice president for research at Notre Dame, opened the 2017 forum and was followed by two panels and accompanying Q&A sessions. During lunch, a number of roundtables were set up with themes such as "The Benefits of Corporate Responsibility," "Responding to Sustainable Development Goals," and "Financial Inclusion and the MSME Sector," in order to promote rich conversations and foster new connections.

After lunch, Scott Appleby, Marilyn Keough Dean of the Keough School, introduced the forum's keynote speaker, **Curtis L. Etherly, Jr.**, the director of federal affairs and international stakeholder relations for The Coca-Cola Company. During his keynote, **"The Ripple Effect: Our Journey Towards Sustainability Through Shared Value and Inclusive Business,"** Etherly further examined the forum's overarching themes of co-creation and business for good.

"At Coca-Cola, we recognize just how intertwined the success of our business is with the **health and vitality of the communities that we serve** across the globe," explained Etherly. "Vibrant communities in which opportunity abounds—**culturally, economically, educationally, and socially**—are communities in which not only our business can



Curtis L. Etherly, Jr. of Coca-Cola delivers the 2017 forum keynote.

prosper, but those across all sectors of the economy."

Following his keynote, Etherly accepted the **2017 Corporate Impact Partner of the Year** award on behalf of Coca-Cola. Two additional panels followed before Michael Sweikar, NDIGD's executive director, closed the forum. Throughout the day, representatives from the following organizations, among others, robustly participated in the forum: Accenture, Accion Venture Lab, Boston Common Asset Management, Booz Allen Hamilton, GE, IBM, Inovateus Solar, International Justice Mission, MercyCorps, OPIC, USAID, the U.S. Department of State, and TechnoServe.

Watch a video with interviews from some of this year's guests at [bit.ly/2hJbXtg](https://bit.ly/2hJbXtg). Read a post penned by Sweikar and Melissa Paulsen, associate director of education and training programs at NDIGD and lead forum organizer, in response to the forum's roundtable conversations at [ntrda.me/2jaR2PW](https://ntrda.me/2jaR2PW).



## FORUM PANELS

### Corporate Social Responsibility and Sustainable Value Chains

- **Joe Sifer**, Booz Allen Hamilton (Moderator)
- **Tim McLellan**, TechnoServe
- **Theresa Peterson**, GE
- **Anna Pienaar**, International Justice Mission
- **Tracey Webb**, OPIC

### Universities Partnering on Global Challenges: The i-Lab

- **Tom Purekal**, University of Notre Dame (Moderator)
- **Tracy Kijewski-Correa**, University of Notre Dame
- **Luke Maillie**, University of Notre Dame
- **Steve Reifenberg**, University of Notre Dame

### Bridging the Impact Investing Gap

- **Melissa Paulsen**, University of Notre Dame (Moderator)
- **John Patrick "JP" Gibbons**, USAID
- **Tara Kenney**, Boston Common Asset Management
- **Nancy Widjaja**, Accion Venture Lab
- **Christopher Walker**, Mercy Corps

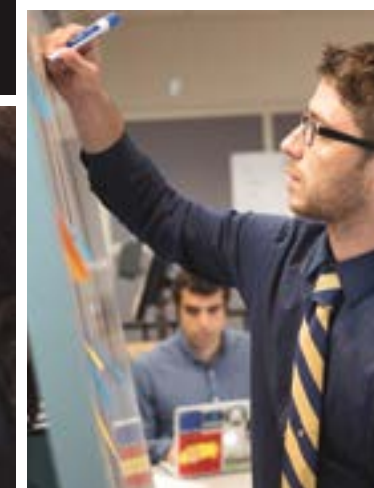
### Corporate Ethics and Sustainability

- **Christopher Adkins**, University of Notre Dame (Moderator)
- **Roger Ford**, Accenture Development Partnerships
- **Doris Gonzalez**, IBM
- **T.J. Kanczuzewski**, Inovateus Solar



# STRENGTHENING OUR PARTNERSHIP WITH CRS

The University of Notre Dame and **Catholic Relief Services (CRS)** have worked together for nearly two decades, a natural partnership considering each organization's **strong commitment to integral human development**. Since its earliest days, NDIGD has also cultivated a strong partnership with CRS and in 2017 took that partnership to greater heights.



## 5 YEARS OF SHARING INFORMATION

This year marks the fifth year that NDIGD has brought representatives from CRS together with faculty, staff, and administrators at Notre Dame to discuss the progress of current collaborations and generate ideas for future opportunities.

Over five years of these biannual **Information Sharing Sessions**, more than 75 joint projects between CRS and Notre Dame have been discussed.

At the spring 2017 session, NDIGD welcomed the following CRS representatives to campus: **David M. Leege**, director of university engagement and research; **Aaron Chassy**, director of equity, inclusion, and peacebuilding; and **Kim Lamberty**, director of university and mission engagement. Among other things, attendees from across Notre Dame gave updates on partnering with CRS on the Keough School's new Integration Lab (i-Lab); the Ubale

program in Malawi; a new multi-partner grant from USAID to support literacy in Haiti; and the 2017 Catholic Social Teaching Conference hosted by the Center for Social Concerns.

At the fall 2017 session, NDIGD again welcomed Legee and Lamberty to campus, as well as **Scott LeFevre**, director of health, social services, and education; and **Suzanne Van Hulle**, senior technical advisor, program impact and quality assurance. Among other things, attendees from across Notre Dame gave updates on various malaria research initiatives; a comprehensive action-framework to prevent human trafficking; further progress concerning the Ubale program in Malawi; and a potential new research evaluation of a new program that aims to address childhood exposure to violence.

## CONNECTING STUDENTS WITH CRS

During the spring semester, **Tom Purekal**, NDIGD's applied innovation program director, served as a liaison between undergraduate and graduate students and CRS in the course, **International Development in Practice II: Innovative Approaches to Development**. It was a natural role for Purekal, a Notre Dame alumnus ('98) himself, who came to NDIGD in January 2017 after 10 years with CRS.

The course, taught by **Professors Steve Reifenberg and Tracy Kijewski-Correa**, served as a prototype for the Keough School's new **Integration Lab (i-Lab)** within the Master in Global Affairs program.

At the beginning of the semester, Purekal tasked the students, on behalf of CRS, with **researching several different organizational challenges** and/or opportunities. The students were split into several development advisory teams to address these issues.

Students used a diverse set of case studies from various geographies, as well as group discussions and one-on-one feedback sessions, to craft a number of deliverables (including reports, presentations, and exercises) for CRS representatives who visited the class near the end of the semester.

"CRS and Notre Dame have had a long and rich history of collaboration since the year 2000. Initially that work was very much focused on peacebuilding, but over the years it has diversified into many different areas," explained **David M. Leege**, CRS' director of university engagement and research. "We felt this class was a great opportunity to work with students and faculty to address some of the key development challenges that we face."

Learn more at [ntrda.me/2B3yfB8](http://ntrda.me/2B3yfB8).



# WORK WITH US

The impact that we make around the world is a direct result of the strength of our partnerships, both on and off campus. Internally, our efforts focus on **connecting the research of our faculty and students to challenges in developing countries**. Externally, we focus on building relationships with corporate and foundation partners, government funding agencies, in-country NGOs, and individual donors and alumni to make these projects successful and impactful.

NDIGD works on **implementation and evaluation** for a variety of partners, including government agencies, NGOs, humanitarian organizations, foundations, and others in the United States and overseas. If you have questions or would like to speak with our executive director about how you can partner with NDIGD, please call us at **(574) 631-2940**, or email us at [globaldevelopment@nd.edu](mailto:globaldevelopment@nd.edu).

In 2017, we worked with  
**OVER 100 PARTNERS**  
and received  
**\$6 MILLION**  
in funding and awards to the  
University of Notre Dame.



Professors **Tracy Kijewski-Correa** and **Steve Reifenberg**, co-directors of the Keough School's Integration Lab (i-Lab), along with student **Luke Maillie** on a panel at NDIGD's 2017 Notre Dame Global Pathways Forum.

## FACULTY AND STUDENTS

NDIGD serves as **a bridge between faculty research and teaching interests**, and the global development community. Increasingly, research and learning are core tenets of development programs. Through NDIGD, the University is well positioned to respond to this need while advancing the research agenda of its faculty.

Faculty typically work with NDIGD in one of the following three ways:

- NDIGD actively seeks **funding opportunities** for faculty to advance their research in developing countries.
- Faculty members **partner with NDIGD on projects** that relate to their research.
- Faculty members **consult or participate in NDIGD projects** that benefit from their expertise.

Additionally, NDIGD works to **provide practical learning experiences for students**. Students engage in various aspects of global development practice as **interns, fellows, and researchers** in NDIGD programs. From data collection to analysis and program design to implementation, Notre Dame students learn practical skills to **prepare them for a career in global development** through their engagement with NDIGD.

# CORPORATE IMPACT PROGRAM

In response to the wide-ranging needs of people around the world, the Notre Dame Initiative for Global Development (NDIGD) is committed to **serving the common good**. NDIGD and the University of Notre Dame are seeking partnerships with global corporations in order to improve the lives of people in need worldwide.

The **Corporate Impact Program** resides within NDIGD to help corporations innovate and scale projects, measure the impact of overseas corporate responsibility endeavors, provide business analytics and strategy, and acquire and retain talent.

## STRUCTURE AND GEOGRAPHY

Notre Dame faculty and staff work with leaders in global corporate citizenship to **broaden their corporate responsibility activities**. The Corporate Impact Program focuses on **maximizing partnerships among faculty** from more than a dozen programs, centers, and institutes at the University that share a common goal of **rigorous research and real-world impact**.

Through its institutional relationships and faculty outreach, Notre Dame has developed strong relationships with local schools, governments, companies, and communities in countries across the globe. Companies can work with NDIGD in conducting research and evaluating programs in nearly **any geographic location**.

## OUR PARTNERS

accenture

Bisk  
bisk education

CAPSIM

Coca-Cola

GE

hp

IBM

Lenovo

verizon

VWR



**Takreem El-Tohamy**, IBM's general manager of the Middle East and Africa, with the 2017 Mandela Washington Fellows.

## MAKE AN IMPACT TODAY

NDIGD places a high value on corporate collaborations. We have created the Corporate Impact Program for organizations who support projects at the level of **\$50,000** or above (or **\$25,000** in unrestricted gifts). Based on best practices for partnership with the private sector, universities, NGOs, government, and corporations can enjoy **shared value and multi-faceted solutions**.

More information about our past collaborative solutions, as well as the benefits for corporations partnering with NDIGD, can be found at [ndigd.nd.edu/corporate](http://ndigd.nd.edu/corporate). Contact us directly, or through Notre Dame's Office of Corporate Relations ([corporaterelations.nd.edu](http://corporaterelations.nd.edu)) to conduct an initial interview and review of your key corporate responsibility offerings.



# THANK YOU FOR SUPPORTING OUR WORK IN 2017

We are **immensely grateful for the support that we receive through private donations,\*** which support many NDIGD projects. Giving to NDIGD is an opportunity to give to people in extreme poverty, evaluate the impact of your gift, and give to Notre Dame—all at the same time.

NDIGD projects often go beyond published results, and have **extended to impactful, tangible results** such as solar microgrids providing energy, wells providing water, and newly built schools providing education to the next generation. Your support helps us work toward realizing the vision of Rev. Edward Sorin, C.S.C., to make Notre Dame **“one of the most powerful means for doing good in this country.”**

## LEGACY GIFTS

ANONYMOUS FAMILY (EST. 2017)  
JEANINE ANNE-OLDS (EST. 2017)  
PATRICK FINNERAN (EST. 2014)  
TIM AND DIANE MADDEN (EST. 2015)

DENIS AND ANITA O'DONOGHUE (EST. 2014)  
DAVID AND DOROTHY PUSATERI (EST. 2014)  
RICK STACK (EST. 2017)  
LINCOLN AND AMY STONE (EST. 2015)

## GIFTS IN 2017

LARRY AND ANNTERESA BUCKENDORF  
JOHN AND ANN CARON  
SCOTT AND KATIE HART  
JOHN AND PAULINE HOFFMAN

DOUG AND TAIMI LIEPERT  
DENIS AND ANITA O'DONOGHUE  
LEE AND JORDAN STELLAKIS

## CONTINUING PROJECT GIFTS

ANONYMOUS FAMILY  
SAM AND KATHY AWAD  
PATRICK AND CAROLYNN FISCHER

MIKE AND CONNIE GALLAGHER  
TIM AND DIANE MADDEN

If you wish to support our work, visit [ndigd.nd.edu/support](https://ndigd.nd.edu/support).

\*Reporting on gifts of \$1,000 and up.

“The Initiative is not just another think tank, but

## A VIBRANT CENTER OF SOLUTION—ORIENTED RESEARCH

focused on rigorous, data-driven impact evaluation and assessment, design and planning of development projects, and training.”

— Rev. John I. Jenkins, C.S.C.,  
President, University of Notre Dame





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KEOUGH SCHOOL OF  
GLOBAL AFFAIRS



UNIVERSITY OF  
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