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Digicel Foundation (Haiti)

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It was a beautiful day on March 5th 2007 and the official launch of the Digicel Foundation Haiti was drawing to a close. The Foundation had been inaugurated at a special ceremony to mark the completion of the Foundation's first project, the rebuilding in record time of the Ecole Mixte Lageho (a primary school in the hurricane ravaged Pont Janvier rural community of Thomazeau), thanks primarily to the combined efforts of Digicel staff and local community members. Denis O'Brien (Digicel Group Founder / Chairman and Patron of the Digicel Foundation) was joined at the ceremony by the Prime Minister of Haiti, Mr. Jacques Edouard Alexis, and by Mr. Gebriel Bien-Amie, Haiti's Minister of Education, to officially open the newly rebuilt and fully furnished primary school.

Towards the front door, Josefa Gauthier (CEO of the Digicel Foundation Haiti) and Maria Mulcahy (Board Member of the Digicel Foundation Jamaica) were talking with a local journalist of their quiet satisfaction regarding the success of the event. Life had been hectic over the past few months getting the Foundation established, identifying suitable projects, and transforming Ecole Mixte Lageho from a dilapidated building into a bright, energising new school. While there would be little time to relax, they believed that the next few weeks at least would be less stressful. As they talked, they were joined by Denis O'Brien. He was excited by what had been achieved with the new school and by the potential opportunities that lay ahead for the Digicel Foundation Haiti. 'It is really important that we give back to the communities in which we operate' Denis offered animatedly. 'Wasn't it Milton Friedman[2] that said that the social responsibility of a business is to increase profits? How is rebuilding a school like this helping Digicel to achieve that?' responded the journalist. 'You don't want to know what my thoughts are on people like Milton Friedman' countered Denis as he turned towards Josefa and Maria. 'Anyway, I have a new challenge for the Foundation. I want 20 schools rebuilt by March 2008, and a strategic plan for the future of the Digicel Haiti

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[1] This case was prepared by Dr Thomas M. Cooney as the basis for class discussion rather than to illustrate either the effective or ineffective handling of a business situation. The case was written for the Ernst & Young Entrepreneur of the Year Series which is edited by C. Henry and is based on the Ernst & Young Irish Entrepreneur of the Year Awards. The case was initially published as part of the 2007 Awards Evening 'Ignite the Spirit' and was subsequently made available on the DVD "Irish Entrepreneurs: Their Real Story" which was produced by Ernst & Young.
[2] 'The Social Responsibility of Business is to Increase its Profits' was written by Milton Friedman and was published in the New York Times Magazine on September 13th 1970.

Foundation by the end of this month. And before you say that it cannot be done, I know it will be achieved because you are the kind of people that makes things happen.' Maria, who worked with Denis on projects for many years, simply smiled and thought 'here we go again'.

Background to the Digicel Group[3]

The story of Digicel is one of rapid growth in a market that many international telecommunications companies had avoided, primarily due to a popular perception that Caribbean countries are too poor to generate significant business profits. Digicel was founded by the successful telecommunications entrepreneur Denis O'Brien. He had previously established Esat Telecom in Ireland, which was valued at US $2.5 billion when it was acquired in 2001 by British Telecom after a hostile takeover bid by Telenor. Following government deregulation of the telecommunications industry in Jamaica, Denis O'Brien identified a unique opportunity and applied for an operating license, which he and his fellow investors bought at auction for US $47 million. Telecommunications was an industry that he understood very well and he was ready for a fresh challenge.

In April 2001, Digicel was launched as Jamaica's first GSM mobile service. With a customer-centric approach, Digicel quickly won the majority market share in Jamaica, surpassing long-standing incumbents such as Cable & Wireless. In the first 100 days of operation in Jamaica, Digicel secured 100,000 phone subscribers – a goal originally established for the company's one-year mark. After 365 days of operation, Digicel Jamaica secured had 365,000 subscribers – an achievement that had taken the incumbent a decade to reach. Replicating this success across the Caribbean, Digicel now operates in 22 countries including Barbados, Bermuda, Bonaire, Curaçao, The Cayman Islands, Dominica, El Salvador, French Guiana, Grenada, Guadeloupe, Guyana, Haiti, Jamaica, Martinique, St Kitts & Nevis, St. Lucia, St. Vincent and the Grenadines, Trinidad & Tobago, and Turks & Caicos, with coverage also in St Martin and St Barths. Fuelled by its rapid success, the privately owned company is now the largest GSM mobile operator in the region, with plans to extend beyond its 22 markets of operation.

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[3] Many of the details about the company and the foundations have been taken directly from the websites www.digicelgroup.com and www.digicelfoundation.org and adapted for use in the case.

One of the reasons why Digicel is so confident about future growth is because the company management believes that the Pan-Caribbean region is poised for strong economic growth, particularly with the development of an integrated approach to trade across the region. With a total population of 40 million, conservative estimates expect the Caribbean market for mobile communications to reach a subscriber base of 17.1 million, a 47 percent increase from its current position of 11.6 million. The Caribbean is one of the only remaining telecommunications markets that until three years ago had very little flexibility among mobile phone providers. Due to market liberalization, Digicel services are now available to a large population that could not previously afford mobile phones or did not have coverage in their area. Digicel's pre-paid strategy has been a key strategy in penetrating the Caribbean market, together with services that are designed to meet the lifestyles of local users. Digicel's presence throughout the Caribbean has led to greater choice in handsets and has encouraged operators across the region to offer new and varied products and services. Additionally, Digicel was the first Pan Caribbean mobile telecommunications provider to offer GSM technology, which is expected to be the dominant system over time. The arrival of Digicel has transformed the telecommunications markets across the Caribbean while also returning substantial profits for the business.

Giving Back to the Community

Digicel is a significant contributor to the local economies of the Caribbean, including the creation of hundreds of jobs for local residents, dealer stores, and businesses that service its operations. Indeed, it is estimated that the company has invested in excess of US $1.5 billion throughout its network since operations began in 2001. As a core company value, Digicel believes in giving back to the communities that have allowed the company to prosper, and Digicel supports numerous social and cultural initiatives as part of its efforts to continue building on its market leadership. Multi-million dollar sponsorship agreements with the West Indies Cricket Team, the Haitian Football Federation, the Digicel Caribbean Cup in association with the Caribbean Football Union, The El Salvador Football Federation (FESFUT) and the Copa de Naciones Digicel give Digicel the opportunity to raise the awareness of its services among Caribbean and Central American wireless users. Recognizing the community's commitment to these sports, Digicel has pledged the resources of the company to elevate the status of cricket and football in its markets.

The Digicel Foundation and Digicel's Caring Connections are corporate responsibility programmes established in 2004 with the purpose of strengthening Caribbean communities by addressing education, youth, social and cultural needs. Corporate initiatives include: the Jamaica, Aruba, St. Lucia, St. Vincent/Grenadines and Barbados Special Olympics teams, the Jamaica Cancer Society, the Office of Disaster Preparedness and Emergency Management (ODPEM), the Jamaica Jazz and Blues Festival, the St. Lucia Calypso Association, Dominica World Creole Music Festival, Project C.A.R.E. and various other local island events and festivals. The company believes that it is this dedication to the people of its markets that has earned Digicel its position as the region's leading consumer brand – a brand that connects with people, whether through the look and feel of the company's branding or through its employees that volunteer at local events. In recent times Digicel has been ranked number one in customer care by independent research. Indeed, some consumer surveys have revealed that Digicel's brand is more popular and admired in the region than that of McDonald's or Coca-Cola.

A number of local commentators have argued that the arrival of Digicel has altered the way in which many successful companies contribute to local Caribbean communities. Some journalists have suggested that previously multi-national companies tended to give support primarily to communities in their home countries and left many of the local markets to continue in their suffering. They argued that such practices are a modern-day form of imperial exploitation, but more subtle than that practised in centuries past. However, companies such as Cable and Wireless would dispute such claims and point to their record of achievement in terms of corporate social responsibility (see Appendix 1). Whatever the arguments, what is factual is that there are now far more support programmes available throughout the Caribbean for local communities than were accessible prior to the launch of Digicel.

The Digicel Foundation Jamaica

Digicel has always maintained that good corporate citizenship is an essential element of any company doing business in today's economic climate. As part of this philosophy, the Digicel Foundation was established in November 2004 to improve the quality of life in communities throughout Jamaica, thereby promoting positive change in areas of significant social and economic disadvantage. The Foundation's primary focus was the organization of community

based and driven activities, embracing social, cultural and particularly educational objectives. The Foundation's first project was the construction of the Lakes Pen Basic School in Lakes Pen District, Spanish Town, St. Catherine. This project was ideal for the Foundation's first undertaking, as it focused on the improvement of educational facilities for children, an area identified as being particularly important for the Foundation.

The focus on education arose from a fundamental desire by the company to strengthen formal schooling, while concurrently supporting innovative educational strategies and reforms that address the needs of students at all levels, with a special emphasis on early childhood and primary education. It has been well documented that weaknesses in employee performance at the workplace can frequently be traced back to fundamental gaps and flaws in their formative years of education. By virtue of being involved in the information industry, Digicel recognized that in order to succeed in this field, the company required knowledgeable employees who could readily adapt to a constantly shifting work environment and more sophisticated consumers. It was considered that a foundation devoted to improving education could add substantial value to a company that is dependent on effective education systems to produce both workers and future customers.

It took approximately 5 months for the Foundation to be developed prior to its launch. A steering committee of 6 people was initially created, all of whom were staff of Digicel Jamaica. A separate legal entity was established to ensure that there would be no interference from the Digicel Group on how the Foundation operated. The Board of the Foundation consisted of Digicel Jamaica staff, plus some invited personnel who had an expertise in this type of activity, all offering their time on a voluntary basis. Thereafter a full-time CEO (Robert Neish) and an administration assistant were appointed from outside of the Digicel staff. The remaining personnel support came from Digicel Jamaica staff offering their services to the Foundation on a voluntary basis. It was the ambition of the Digicel Group that the Foundation would be owned and run by the staff of Digicel Jamaica, together with the local communities. A fixed donation would be given by the Digicel Group at the beginning of each financial year, within which the Foundation had to operate. Looking back on those early days, some people believe that the work of the Foundation might have been overly bureaucratic at that time due to its desire to be seen as transparent and aloof from the workings of the Digicel Group. The question over whether the Foundation should seek additional funding from outside the Digicel Group also continued to rumble for some time.

The lack of full-time staff meant that there was a significant limit to what could be achieved by the Foundation due to its lack of personnel and financial resources from outside the Digicel Group. The debate on these issues continues among some Foundation Board Members to this day.

One of the critical concerns of the Foundation was the sustainability of any project that it supported. The Foundation sought to assist communities towards self sufficiency within a specified period, as opposed to any extension of continued assistance. This required structured effort and audit systems to ensure that those charged with the responsibility of delivering tangible returns were held accountable. While the creation of jobs was not a prerequisite for Foundation approval and support, employment generation might prove to be an additional asset to the project and community at large. Payments to projects were made for capital expenditure only and were given on a staged basis over the course of the project timeline. A project was normally expected to be completed within 6 months. During each stage of a project, a meeting was held with the community leaders to ensure that the agreed timeline targets were being achieved.

After the official launch of the Foundation, not-for-profit organizations were able to submit proposals for consideration. These proposals had to respond to the focus of the Foundation, namely social, cultural and educational empowerment through community action (see Table 1). The Foundation also ensured that communities were able to manage projects effectively themselves once work was completed. All projects were to promote opportunities for members of the community and encourage volunteerism and civic engagement.

Table 1 - Basic Eligibility Criteria

1. Projects or organizations must serve the majority of people in the respective communities.

2. The organization must not be for profit. Documentation may be requested in order to verify this status.

3. Organizations must have and display the leadership, management, experiences, expertise and capacity to effectively carry out the proposed activities.

4. Proposals must support areas of Digicel focus, namely social, cultural and/or education through community action.

5. Proposal requests must contain all required information and documents.

It was the belief of the Digicel Group that educational and attitudinal reform could not be accomplished through isolated pockets and 'satellite' approaches, but must involve whole communities which are committed to development and growth. This would involve the

changing of cultures of community members, leaders and employees alike. Towards this ambition, the Foundation was particularly interested in identifying community programmes which:

- Embraced and reflected the educational, social and cultural aspirations of the community,
- Addressed community needs,
- Encouraged volunteerism and civic engagement,
- Promoted leadership with integrity,
- Promoted opportunities for marginalized groups,
- Had tangible products (e.g. school buildings) as critical objectives of the programme.

In order to engender community ownership and participation, the Foundation placed pre-determined limits, as a percentage of total costs, on funding to specific kinds of projects. That is, specific projects would be supported with varying levels of assistance, relative to what must be invested by the community. This investment by the community could take the form of either capital or 'sweat equity' finance. This would ensure that a significant local commitment would be given to the project which would help give the locals a sense of ownership. To help the Foundation clarify what projects might qualify for support, a list of projects that the Foundation would not fund was also determined (see Table 2). Besides monetary assistance, the Digicel Group also wanted to utilize employee involvement, potentially one of the most vibrant forms of corporate outreach. As Digicel has almost 850 employees in Jamaica, this resource held tremendous promise for assisting communities through employees' time, money, expertise and leadership.

Digicel was seeking to promote itself as young, trendy, caring company in which young, trendy, caring people worked. Supporting the Foundation projects would give staff the opportunity to demonstrate the pride that they had, not only in their community, but also in their company. Furthermore, the participation of Digicel Jamaica staff in the projects allowed the Foundation the opportunity to utilise the outlets for Digicel to get word-of-mouth to the communities about the support that was available for community projects. This approach also enabled the Foundation to reach every district on the island, which was a specific goal that it had identified. Sometimes they even joked that the more remote a project might be, the more likely it was to receive funding. Overall, it was considered that having Digicel Jamaica staff

involved in the Foundation would bring tremendous benefit to the local communities, to the Foundation and to the Digicel Group.

Table 2 – What the Digicel Foundation Does Not Fund

1. Individuals
2. Organisations and programmes designed to influence legislation or elected officials to public offices
3. Sectarian or religious organisations whose services are limited to members of one religious group.
4. Religious programmes
5. Endowment funds, development campaigns, or funds directed towards deficit reduction or operating reserves
6. Fundraising events or sponsorships (walk/runs, golf tournaments, sports teams, tickets, tables, benefits, raffles, souvenir programmes, advertising, fundraising dinners etc.)
7. Trips, conferences, seminars, festivals, one day events (unless they are a part of an approved programme activity)
8. Documentaries, videos or research projects/programmes
9. Private Foundations
10. Trust Funds
11. Organisations that channel the funds received to third parties
12. Organisations formed to combat specific diseases &/or conduct medical research
13. Substance abuse treatment programmes
14. Programmes to alleviate homelessness

Entering the Haiti Market[4]

While Digicel rapidly gained market share in every country it entered, new markets such as Haiti and Trinidad & Tobago set even more impressive milestones than earlier markets. For example, Digicel Haiti recorded 1 million customers after just 8 months of launch. This was a particularly noteworthy achievement since Haiti is one of the poorest countries in the Western Hemisphere in terms of gross domestic product (GDP) per capita. Some four-fifths of its population lives in absolute poverty, and as much as three-fifths of the population is unemployed or underemployed. Haiti's limited resource base has been depleted, first through intensive colonial exploitation, and later through unplanned development and corruption. Comparative social and economic indicators show Haiti falling behind other low-income developing countries since the 1980s. Haiti now ranks 154th of 177 countries in the UN's Human Development Index (2006).

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[4] Much of the information for this section has been taken directly from http://en.wikipedia.org/wiki/Haiti and http://www.britannica.com/nations/Haiti and adapted for use in this case.

Agriculture dominates the Haitian economy, but the food supply has not kept pace with demand. As much as one-fifth of the food consumed in Haiti is imported or smuggled from the Dominican Republic or the United States; the imports have lowered overall food prices in Haiti, thereby further impoverishing the nation's struggling farmers and compelling more people to migrate to urban areas. Conventional steady wage-earning positions are much less common than casual jobs or self-employment, and the great majority of Haitians are at work almost every day in the so-called "informal" sector, which includes street vending, doing odd jobs, working abroad (and mailing remittances to family members in Haiti), and engaging in illegal activities such as smuggling. The country is a major trans-shipment point for illegal drugs between South America and the United States. Haitians labouring in other countries remitted considerable amounts of money during the late 19th and the 20th centuries; in the mid-1990s Haitians overseas sent home substantially greater sums of money than were earned from official exports.

Under the second Aristide administration and the Alexandre-Latortue administration, difficulty in reaching agreements with international sponsors denied Haiti badly needed budget and developmental assistance. In addition to these obstacles, another major impediment to development during the last twenty years has been the repeated episodes of violence that have rocked the country. While there has been relative calm under President Rene Preval, this may not have been sufficiently long-lived to convince foreign investors to commit significant capital to Haiti.

Haiti has benefited from a solid economic partnership with Venezuela. This recently-forged friendship between Venezuelan president Hugo Chavez and Haitian president Rene Preval has resulted in various economic agreements. These include 4 power plants (a 40 megawatt, a 30 megawatt, and two 15 megawatts) which are due to be constructed in Haiti. An oil refinery is also scheduled to be installed in the country, with a production capacity of 10,000 barrels of oil per day. Venezuela's assistance to Haiti is founded upon a historic act where the newly-independent Haiti welcomed and tended to Simón Bolívar and provided military power to aid Bolivar's cause in liberating much of South America. Haiti's Latin American alliance provides the country with much of its needed aid. Cuba has thanked Haiti for consistently voting in the United Nations General Assembly against the embargo put upon Cuba by the United States. Since Preval's induction, the economy has been improving and may be on an upsurge.

Establishing the Digicel Foundation Haiti

While the Digicel Foundation Jamaica was quickly establishing itself amongst the local population, the idea to launch a similar Foundation in Haiti was suggested by the Board and Management of the Digicel Group. Based on what had been learned from the Jamaican experience and because of Haiti's enormous economic and social difficulties, it was felt that it was important to do something in that country quite quickly. However, setting up the Foundation in Haiti proved to be far more difficult than had been originally anticipated.

The challenges faced in Haiti were the result of a number of variations in circumstances from the situation in Jamaica. Firstly, while Digicel had been in the Jamaican market for approximately 3 years before it established the local Foundation, it was only 6 months since Digicel had entered the Haitian market. This meant that fewer people used their products, market awareness of the company was lower, and most significantly, the number of staff employed (and therefore available to the Foundation) was far less than had been the situation in Jamaica. Additionally, the economic problems were considerably greater in Haiti, since this was one of the poorest countries in the world. Finally, the social issues that needed to be tackled were more expansive and included the modern medical scourge of AIDS. When Josefa Gauthier (CEO of the Digicel Foundation Haiti) reflects back on those early challenges, she recalls how they tried to prioritise: "The Foundation chose education as part of its activity, which is a very wide field. In Haiti the rate of illiteracy is 90% and the use of 2 languages (French and Creole) causes serious problems of communication in the population, frequently leading to social dissociation". Nevertheless, the basic principles that were developed in Jamaica could still be used in Haiti: give empowerment to the local Digicel staff, get collaboration from the local community, target projects that are sustainable, focus on education, have no interference from the Digicel Group, all areas of the island to be targeted for support, and project timelines to be achieved.

As the Digicel Foundation Haiti was being planned, efforts were being made to identify appropriate projects. It was quite a simple task to list schools that needed rebuilding as almost any school in the country could belong to such a category. What was more difficult was finding a school in which the local community could, and would, take ownership of the project and sustain it long after the Foundation had completed its work. There was little experience on the island of such community activity and a poor communication structure

meant that it was very difficult to find suitable schools. Similar to Jamaica, applying for funding through open competition was encouraged, but it quickly became noticeable that such an approach on its own would not be enough. Because of the poverty of the country, there were many Non-Governmental Organisations (NGOs) operating in the country, and an alliance was developed with one of these organisations 'Food for the Poor'. Not only did this organisation assist in identifying appropriate schools for support, the organisation also committed to delivering food programmes to the selected schools, programmes which would encourage children to attend school.

To launch the Foundation, it was decided to rebuild Ecole Mixte Lageho, a primary school located about 1 hour from the capital Port-au-Prince. However, differences with the Jamaican experience quickly became evident. The practice of communities helping each other was less developed in Haiti and so rebuilding the school was a slower process. There was also little money available by way of local community contribution and so any support would have to be 'in-kind'. Additionally, the Digicel Haiti staff members were still gaining experience in their 6 month old jobs and because they were focussed on their new posts, they had less time to devote than their Jamaican counterparts to the work of the Foundation. Furthermore, difficulties that the Foundation had never anticipated (such as having to import the cement for the buildings) were arising on a regular basis. It was decided to employ a local contractor to rebuild the school and this helped to move the project along more quickly. Because of the difficulties experienced in rebuilding the first school, the process used in Jamaica was subsequently altered and 4 contractors are now to be invited to bid for any new jobs. Following the selection of a contractor, work will then commence on the school but Digicel Haiti staff and the local community are also expected to work on the project.

While the school was being rebuilt, Josefa Gauthier was considering the additional challenges that lay ahead for the Foundation. She identified four that she believed needed urgent attention:

1. Until now the population was not able to see the difference between the Digicel Foundation Haiti and the Digicel Group. Due to the fact that many local people think that the Foundation budget is unlimited, the Foundation was obliged to reject many projects like graduation school programmes, vacation camps, refurbishments, trips, retreats, etc. Clearer communication on what is and is not fundable needed to occur.
2. Steps need to be taken to empower the communities to develop sustainable projects.

3. A campaign to persuade the government, with its limited resources, to pay the teachers, to evaluate them, and to reinforce their knowledge.
4. NGOs working in food programmes to feed the children had to encourage the children to attend classes, because of the many benefits that education offers.

While Josefa noted these challenges, she also considered how the approach of Digicel might just begin a process of social change across the island. Because of the dynamism of Digicel on social matters, the private sector in Haiti, which had never been truly involved in such matters, were suddenly interested in the same field and making advancements in this area.

Back To the Future

As Denis, Josefa, Maria and the local journalist talked, they noted how the actions of the Foundation were very much appreciated by the Ministry of Education, local society generally and also by partners of the Digicel Group. The journalist noted that the press was watching closely the evolution of the Foundation, particularly now that Denis was promising the construction of 20 schools within a year. After Denis left, Josefa and Maria contemplated the challenge that he had just given to them. There had been great difficulty in getting an appropriate school ready for the launch, so how would they find and rebuild another 19 schools within the next 12 months. As for a strategic plan, where would they find time to write one? There was so much to do that they were uncertain where to begin. They could try to adapt the model that had been used in Jamaica but recent experience had taught them that you simply cannot take a successful model from one country and replant it in another country due to the different economic and social problems. Also, Digicel Haiti being only 6 months in existence, being less established within the marketplace, and having fewer employees from whom the Foundation could get support, were also major disadvantages.

As Josefa and Maria discussed these challenges, the local journalist asked for a quote for the following day's paper. 'A great day' said Maria by way of getting the headline right. 'It's easy for someone like him to do something like this when there are no shareholders to whom he has to answer' said the journalist as he nodded in the direction of Denis O'Brien. 'If his company was publicly quoted then it would be a much different story. And as well as that, it is easier to be generous when you are already successful'. Maria was aghast at such a suggestion because she had known Denis for many years and was well aware of his commitment to the disadvantaged from a time when he had little money himself and was also

familiar with his work as Chairman of the 2003 Special Olympics. 'Giving back to a community is not the result of whether one is successful or not. It comes from the type of person that you are' she replied firmly.

Appendix 1 – CSR and Cable and Wireless International (CWI)

Community Investment

The individual businesses within CWI place a particular emphasis on working with the younger generation. A number of charitable foundations have been established for example in Jamaica, Panama and the Seychelles. Total charitable donations in the financial year 2005/06 amounted to £2.3 million. CWI's foundation was recently recognised in Panama where they received a Social Responsibility Award for their work with the University of Panama.

Bridging the Digital Divide

CWI have also taken a number of positive steps to assist governments in their ICT development programmes by providing internet access for public services like schools, universities and hospitals - as well as working to provide residential access to all sections of the population. In Macau, CTM's Student Broadband Award, i.Campus, provides free broadband services to selected primary and secondary students; in Grenada, they have partnered with the Grenada Rural Enterprise Project to give broadband access to, and improve computer literacy in, communities around the island, while in Jamaica, they have rolled out a number of 'cyberClubs' equipped with computers and high-speed broadband connections to enable schools to connect to the web.

CWI Communities

On the back of their sponsorship of the ICC Cricket World Cup 2007, and as part of their ongoing commitment to Caribbean grass-roots cricket, CWI have donated over 20 moveable pitches to local organisations across the region to make cricket more accessible, nurture talent and help to build excitement in the months leading to the World Cup. In the Seychelles, they provided the local charity CARE with the funding to provide educational material to schools on the dangers of taking heroin. In Jamaica, they made contributions to a number of local charities including the Jamaica Cancer Society, the Dare to Care Children's Home and St. Aloysius Primary School.

Health, Safety & Environment

CWI is fully committed to minimising the environmental impact of its business activities and to safeguarding the health, safety and welfare of its employees, contractors and customers. The CEO of the International Business has overall responsibility for Health & Safety and has recently issued an updated policy that clearly sets out the responsibilities of the CEO's of each business within CWI. Within each business unit, the HSE management system sets out the responsibilities of every manager, team leader, employee and the respective employee forum or union. Overall governance of HSE is the responsibility of the CWI Chief Security Officer who also coordinates all HSE improvements and maintains a comprehensive set of HSE standards.

Source: http://www.cw.com/about_us/company_profile/corporate_responsibility/CWI.html

Appendix 2 – People of Haiti

Population:

8,706,497 - NOTE: estimates for this country explicitly take into account the effects of excess mortality due to AIDS; this can result in lower life expectancy, higher infant mortality and death rates, lower population and growth rates, and changes in the distribution of population by age and sex than would otherwise be expected (July 2007 est.)

Age Structure:

0-14 years: 42.1% (male 1,846,175/female 1,817,082)

15-64 years: 54.4% (male 2,313,542/female 2,426,326)

65 years and over: 3.5% (male 134,580/female 168,792) (2007 est.)

Birth Rate:

35.87 births/1,000 population (2007 est.)

Infant Mortality Rate:

total: 63.83 deaths/1,000 live births

male: 68.45 deaths/1,000 live births

female: 59.07 deaths/1,000 live births (2007 est.)

Life Expectancy at Birth:

total population: 57.03 years

male: 55.35 years

female: 58.75 years (2007 est.)

HIV/AIDS - adult prevalence rate:

5.6% (2003 est.)

HIV/AIDS - people living with HIV/AIDS: 280,000 (2003 est.)

HIV/AIDS - deaths: 24,000 (2003 est.)

Ethnic Groups:

black 95%, mulatto and white 5%

Religions:

Roman Catholic 80%, Protestant 16% (Baptist 10%, Pentecostal 4%, Adventist 1%, other 1%), none 1%, other 3% - NOTE: roughly half of the population practices voodoo

Languages:

French (official), Creole (official)

Literacy:

definition: age 15 and over can read and write

total population: 52.9%

male: 54.8%

female: 51.2% (2003 est.)

SOURCE: https://www.cia.gov/library/publications/the-world-factbook/geos/ha.html