

Entrepreneurship at the Base-of-the-Pyramid in Post-Earthquake Haiti: A Ten Year Case Analysis

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Abstract

This research draws on Base-of-the-Pyramid theory and social entrepreneurship practices to report and analyze the processes used in implementing a social innovation strategy for Haiti after the massive 2010 earthquake. It includes a needs assessment, designing of new strategies, mobilizing young college-age students from across the U.S., generating a coherent and feasible plan, and training potential young social entrepreneurs in skills for effective service. We will address the strengths and weaknesses of this social venture from its start-up, evaluate subsequent actions, and identify what could have been done better. It will draw upon participants' experience, along with interviews of founders, leaders and in-country partners of a new NGO, referred to as Sustain Haiti. The case is a ten-year long analysis of social science, business and other disciplines.

Keywords: Base-of-the-Pyramid, Social Entrepreneurship, Haiti, International Development

Is the traditional university dying even while throngs of university students apply to be accepted? I'm not sure, but it is becoming clear that today's applicants are seeking something beyond huge salaries, and security. Whether colleges of social science or business schools, change is accelerating. Top departments of social science disciplines such as psychology, sociology and international studies are evolving. For instance, Berkeley's Institute of International Studies is world famous for educating students for global education and careers. Likewise, Columbia University carries out hands-on global programs in Ghana, Jordan and China. In business, the focus is expanding beyond traditional courses of finance, supply chain, accounting, information systems, marketing, and HR/organizational behavior. Haas, Yale, Stanford, and Michigan's Ross School are all revolutionizing their programs to address students' desire to learn about sustainability, poverty elimination, ethics, Bottom-of-the-Pyramid, CSR, peace, environmental and social impact management. Stanford has its Challenge for Charity, UNC its Sustainability Lab, Case Western its Business as an Agent for World Benefit Institute, and so on. Most of these programs have occurred as responses to student demands, whether new programs or courses. Then there are initiatives like the MBA Oath Project, Grey Pinstripes, the World Economic Forum's Young Global Leaders, the Aspen Institute, the UN Principles for Responsible Management Education, as well.

Over the decades I have labored to mobilize students, alumni, faculty from the social sciences and the business community in empowering the poor around the world. We use social change models and concepts such as entrepreneurship, financial inclusion, cross cultural management, Third World development, economic self-reliance, and organizational change tools to design projects that are sustainable over the long term.

In exploring how college students and professors could come together to address the suffering of the global poor, this paper draws on "Base-of-the-Pyramid" (BOP) logic (London and others, 2014) to address demands of the Caribbean poor, in this case the struggling nation of Haiti. According to BOP theory, there are new opportunities among Third World societies in which community development can increase and new societal potential may be accelerated, even in times of abject poverty, disaster and struggle to survive. This was the case in Haiti after it suffered a massive crisis following the 2010 earthquake. With my associates we sought to build capacity through the creation of a new development ecosystem that would give voice to the poor. It helped heighten survivors' ability to analyze their predicament and begin to dig their way out of a disaster. It happened from the low and miserable base of the economic and political pyramid in Haiti as people began to take control of their own futures. By linking social science, business and development paradigms, U.S. university students connected with Haitian stakeholders from decimated communities so as to begin new lives.

For purposes of this paper, I will take both a descriptive and normative approach, which summarizes the application of social entrepreneurship in Haiti. My work at this began in 2010, and summarizes efforts into 2020 with teams and multiple evaluation trips. Clearly it is still a work in progress. The paper is an analysis of social action, of a project that is yet emerging, not a final assessment.

The flavor of this article will be one of advocacy and passion, not theory and conceptual reasoning. My hope is to explicate the potential power that business school faculty and students possess in improving society beyond the traditional corporate paradigm.

Social Entrepreneurship, Passion and Compassion

Management and organizational behavior today are in flux. One of the exciting developments has been the fact that the Academy of Management (AOM) has held some of its recent annual meetings with themes such as “Capitalism in Question,” “The Informal Economy,” “Dare to Care: Passion and Compassion in Management Practice and Research,” (AOM 2010) and “Doing Well By Doing Good.” The academy’s leaders articulated their vision of these conferences as an opportunity to “consider whether our research and the knowledge we produce contribute to the wellbeing of the larger society in which we live and work.”

The 2010 event’s goal was “to dare managers and management scholars to care more deeply about our roles – to have passion about what we do and compassion for the people for whom we do our work. “Dare to care” orients managers to a focus on enabling others to create, produce, and deliver goods and services that enhance the wellbeing of, and generate value for, all the stakeholders involved (notably customers, employees, investors, and the public). Daring to care encourages management scholars to expand their focus toward an understanding of how solving organizational problems might ensure a sustainable future” (AOM, 2010). I believe this to be an exciting and path-breaking new agenda for management scholars and practitioners.

A number of sessions and papers at recent AOM conferences have emphasized using business schools and research to understand and practice the values of caring in our disciplines. Titles included phrases like “Navigating the Tensions in Poverty Alleviation Research: Scholarly Rigor vs. Practical Relevance;” “Base-of-the-Pyramid Interventions,” “Social Capital and Social Exchange;” “Ten Years of Daring to Care: The UN Global Compact (2000-2010) — What Has Been Achieved;” “Daring to Measure Social Impact: Performance Management in the Social Sector;” “Sustainable Global Enterprise: Building Research on Caring and Daring MNEs;” and “Social Repair Through Micro-Business.”

My paper attempts to build off the mission and agenda of social science and these AOM trends, doing so by describing and capturing the spirit of social entrepreneurship in my labors with students and colleagues in accelerating the next generation of change makers and advancing the wellbeing of society. We draw on social sciences and management concepts to generate real change.

A Personal Context: Past Academic Incubator Experience

At times it is suggested that real insights about social innovations come from one’s own experience. This certainly seems to be the case when one talks of trying to change the world. Thus, I will speak from my own life, my personal practice, rather than abstract theories and/or the observations of others. But I do so while realizing my many limitations and the awareness that we must all continue to learn, to question, and to critique our life’s work. Hopefully, these personal illustrations will show the tremendous possibilities of generating action-based learning and research, not only for academic purposes, but for engaging professors, students, and alumni in reducing human suffering and building civil society around the globe.

The context for this paper is related to a variety of social enterprises emerging from my action research courses over some 40 years (Smith and Woodworth, 2012). These began back in 1980s when a small group of students and I gathered data on poverty and unemployment in the Philippines, and then collaborated with Filipino managers, academics, and church representatives to plan and roll out a microcredit nonprofit in that country, an NGO we can simply refer to as “NGO A” to ensure confidentiality. In spite of criticisms from academic colleagues, deans and other campus administrators, our little start-up survived, growing to have some 600 employees operating a dozen offices throughout the Philippines, as well as Peru, Mexico, Guatemala, and El Salvador. Thus far, we have raised some \$141 million, trained over a million microentrepreneurs, and created over 200,000 new jobs through self-employed microenterprises. Developing “NGO A” successfully over 30 years helped me learn that we as academics can change the world, not just teach theoretical courses, do research and publish.

Two further examples are those of local college students and me establishing “NGO B” in 2003, using the university as an incubator to recruit, train, mentor and give \$500 microloans to Latino immigrants in our local valley of the United States where my school is located. Going stronger today with financing from banks and credit unions, this experiment has convinced me that we can generate changemakers locally, as well as globally.

Then there is the case of “NGO C” that has operated in 17 nations from Fiji to Tanzania in which some 3,200 university students from 15 or so colleges across the United States have been implementing programs such as social entrepreneurship, sustainable development, literacy and computer skills, microentrepreneurship training, and so forth.

A final case is the launching of “NGO D,” a major microfinance institution (MFI) accelerator which I co-founded and served as the first board chair—along with some entrepreneurial friends of mine. This program shows how like-minded business executives can come together, share ways their best practices can be integrated in assisting small MFIs around the world to rapidly scale up with our financial backing. We learned how to be laser-focused, bring together a mix of management competencies with young students’ energies, and become a major player around the world in scaling up the global field of microfinance. Over 15 years, we garnered loan capital for some 20 MFIs which totaled over \$1.2 billion in loans and investments in Africa, Latin America, and Asia. Yes, I said *Billion*. With the financing we did, these once small MFIs rapidly ramped up from their early years when they had a total of less than 300,000 clients, today they have an astounding 30 million borrowers (NGO D).

While there are many other such social entrepreneurship startups my students and I have launched through the years, brief descriptions of these four may serve to suggest the feasibility of professors taking these kinds of risks to utilize our academic potential in combating poverty through our teaching and research.

Let me clarify that when I discuss social entrepreneurship, I seek to take a broad perspective. Essentially, I mean the mix of individuals who see social problems that are not being addressed by either government or business. Thus, such individuals question “Why?” and begin to take action. At times they are referred to as change agents, “movers and shakers,” radicals, social innovators, positive deviants, the “crazy ones,” and so on. Often, they see a societal need, collect some initial data, try to understand the causes of social problems, and then design new institutions to respond. Such new entities may be referred to as non-government organizations (NGOs), private voluntary organizations (PVOs), social enterprises, non-profit organizations, and other terms depending on the country or culture. In some instances such entities may seek a financial return, as well as having not-for-profit characteristics which seek to do good. For purposes of this paper, I will generally use the term NGO to characterize my cases which have grown out of an academic context.

This emerging field of social entrepreneurship has evolved in the management literature gradually over the years, but is currently accelerating dramatically. Back in the early 1980s, my Cornell colleague, William Foote Whyte called for the creation of new “social inventions” to address societal problems, perhaps one of the earliest articulations of the need for social innovation (1982). Whyte was widely recognized for his classic research and his being elected president of the Industrial Relations Research Association, as well as the American Sociological Association. By the late 1990s, no less a figure than Peter Drucker argued in the *Harvard Business Review* that social entrepreneurship would become the second careers of masses of professional or knowledge workers (1999). This literature has exploded since (Aldrich & Zimmer, 1986; Bornstein, 2004; Dees, 1998 and 2007; Light, 2006); Mair and Marti, 2006).

The essence of my argument is that college students, along with faculty, can become radical social innovators by inventing new courses and projects to using entrepreneurship to empower the world’s poor using sustainable strategies that last. In several instances our spin-offs from my courses have led to collaboration and involvement with students from other universities that joined our on-the-ground summers of volunteering in the field. They include students from Stanford, Portland State University, VA Tech, Colorado State, University of Washington, UNC, and so forth.

With this context, let us turn to the case for this article, the island nation of Haiti, where action learning and the practice of social entrepreneurship was established ten years ago.

The Case of “Sustain Haiti”

This mission-driven learning effort became one of my more recent platforms for action from a university base. It is a program in which I worked with students in my MBA 632 Social Entrepreneurship course through Winter Semester in 2010 to design a classroom project to fight poverty, implement it in Haiti, and eventually spin it off as a social enterprise. It grew out of the design and implementation of a social entrepreneurial strategy to mobilize, train and send MBA students and others to help in the rebuilding of Haiti after the earthquake of 2010.

I will show that students and action-minded business executives can come together and utilize their best practices and have them integrated in reducing human suffering. Almost ten years ago in summer 2010 I was working with a team of college students and others in Haiti where we were rolling out a new project in response to the devastating earthquake that hit the country at the first of that year. My notes from August 22, 2010 suggest the sweat, smells, and noises in that setting.

As I wrote, “Clouds were beginning to cluster above the silhouettes of banana trees, palms, and huge mango trees. Below, where I sat in the growing darkness was a beehive of activity: All kinds of Caribbean music blasting out of every conceivable technology, huge trucks laden with tons of earthquake debris rumbling down the dirt street, small motorcycles with multiple passengers crowded on a one-person vehicle. People were sauntering along through the intersection where our rented house was located, not only city dwellers, but peasants herding a cow or two along the “roads.” These streets had actually become jumbles of dirt, rock, and potholes. The temperature was around 95 degrees, accompanied by approximately 94 percent humidity” (Woodworth, 2010, p.21).

I was there in a Haiti town called Leogane, sweltering in the heat with a number of young social entrepreneurs out to change the world. We had formed a project called “Sustain Haiti” in which we had recruited volunteers, trained them, and raised money to assist the people of the impoverished nation. Haiti was already the poorest nation in the Western Hemisphere. Then, on January 12, 2010, a horrific 7.0 earthquake destroyed much of the country. When the quake struck, I wondered as a professor in a business school, what could I, or should I, do about this tragedy of such epic proportions? The idea came deep in my heart that my friends and I should take action.

Over the next several days, I began to talk with university associates, neighbors, church members, and professional colleagues about the growing crisis. The capital city of Port-au-Prince and surrounding towns were largely demolished. More than three million people were affected by the disaster. The Haitian government and U. S. officials reported that an estimated 250,000-plus people died, although recent numbers suggest fewer victims (BBC, 2010). Some 300,000 had been injured and one million were made homeless. It was truly catastrophic. The Haitian people needed help from lots of sources. We knew the “Big Boys” (The Red Cross, large churches, USAID, The World Bank, and governments around the globe) would rush in money, food, water and medical care. Our team began to consider what would happen after they all dropped off their supplies, spent a few weeks on the ground, and then left. I realized, as I have so many times before in crises like this one, that the hard work really begins after the initial shock wears off and the early emergency aid is delivered.

In our case, we looked at the disaster and determined that our model for helping Haiti would be different from the Big Boys. In previous years, with colleagues and earlier students, we drew upon several commonly-used conceptual stages for successfully helping communities after disasters.

Stages of Crisis Assistance

- *Rescue*, in which the goal is to find those who survived the earthquake and get them out of the rubble.
- *Relief*, in which food, water and medical attention is given to everyone in need.
- *Recovery*, in which the bodies of the dead are located and buried or disposed of.
- *Rebuilding*, in which the process is carried out of reconstructing homes, businesses, schools, and other institutions in order to re-establish society.

Within a week after the devastation of January 12, I began gathering a group of friends, colleagues, and neighbors, meeting together to explore how we might proceed. We decided to call ourselves Sustain Haiti and we wanted to generate a long-term commitment to those who were suffering. With campus and community volunteers we identified key tasks and formed teams around those tasks: a needs assessment of the Haiti situation, logistics for how to get people to Haiti, fund-raising for village materials, recruiting of volunteers, Haitian culture, Creole language lessons, where to labor in Haiti, and skills we could offer the survivors. We knew that large aid organizations could give billions of dollars, but they would not solve the problems of Haiti after the quake. Only the Haitians themselves would ultimately be able to solve their problems. Our objective was to empower them to do so.

Students from the class and beyond were formed into action committees to determine needs in Haiti, what the realities were regarding our own health, security, and safety on the ground, as well as a public relations group and an income-generating team to assist with student travel expenses. Graduate students led each group because of their more advanced education, some being more mature and experienced internationally. Day after day we secured more volunteers, eventually recruiting individuals from coast to coast, including a housewife in Virginia to a student at Mesa Community College in Arizona signing up for our adventure.

We wanted to avoid potential volunteers who lacked real-world knowledge or who seemed to merely want to be humanitarian tourists. The concept of “voluntourism” was beginning to be in vogue and it had pejorative implications we wanted to avoid. In particular, we sought to recruit a few local Haitians in our area and older graduate students.

Other preferences were for students who had Third World experience living abroad. A few volunteers we found were already fluent in Creole, some spoke excellent French, and still others had other foreign language speaking competencies which enabled them to learn the basics of Creole so as to communicate, at least in rudimentary ways, with Haitians. These were uniquely qualified individuals who knew the challenges of living and working among the poor around the globe.

They were aware of rigorous requirements we had such as the ability to work hard from 6:00 AM until dark six days a week. They knew how to cope with ambiguity and change, possessing a deep commitment to love and serve the people. Many also possessed the ability to be cautious in cases of any potential dangers, and other such demands for not only surviving, but thriving.

Our teams met at times other than the regular college class period because some students joined the cause, but had other commitments at the appointed hour. So we met during afternoon breaks and evenings, planning our strategy in the early weeks. We invited and heard from a number of resource people who shared their knowledge of post-quake Haiti including women who assisted orphanages in Port-au-Prince, an MD who had just returned from giving medical assistance to those injured in the earthquake, a team of regional volunteers who went down to help during the initial period of shock, and so forth. There had been a dozen or so other local groups which had made quick relief trips to Port-au-Prince to assess initial damage and provide emergency medical assistance, so we tapped into their experience as we began planning.

Within two months, we began designing and conducting training sessions for all our participants. Those beyond the local area viewed online training and You Tube video clips about skills needed for the various projects. Eventually we produced a training manual which was filled with educational materials, not only to be used in preparation for traveling to Haiti to labor, but to also have in-country so that as volunteer assignments changed from time to time, these could be utilized on the ground for better serving those in need.

We dispatched a student who had lived in Haiti a few years earlier to fly down and get a hands-on sense of the situation, return, and report. We searched for Haitians in our region who could advise and/or join us, teach Creole, and provide cultural training. We dug through extensive reports from the United Nations, USAID, Red Cross, and other organizations to learn as much about deaths, destruction, and areas where we could make an impact.

The more we discovered about Haiti and the disaster, the clearer it became that we needed to focus on capacity-building. To do that, we decided to emphasize four primary areas of intervention: 1) Provide hands-on education in square-foot-gardening which would give a family fresh produce for its own nutrition, plus generate a surplus to sell in the street markets; 2) Provide sanitation, hygiene and health education for survivors to cope with the danger of the new diseases after the earthquake; 3) Provide clean water technology for families and neighbors so as to avoid water-borne illnesses; 4) Provide through our own efforts, as well as existing Haitian microfinance institutions, training opportunities, loans, and other services for income generation activities.

Some individuals at the university and beyond laughed at our vision. They said we were too optimistic and naïve. Others were down-right critical, warning us that Haiti was too dangerous, that the poverty was too great, and the destruction was overwhelming. Furthermore, they claimed that Haiti would never recover, so our efforts would be futile. I wondered what they were thinking. Were they just willing to cross Haiti off the list as a failed state? Should we just wait for the Big Boys to work some kind of miracle? Would it be best to sit home and just passively change the TV channel whenever coverage of Haiti’s tragedy appeared on the news?

My feeling was that while we were just a group of average people, we had opportunities and social responsibilities to try and make a difference. We realized we could not do everything, but we could each do something. And this is what inspired Sustain Haiti. We became committed to improving the lives of the Haitian people, whether others agreed or supported us or not.

What is Sustain Haiti? We are a group of independent group of Haitians, Americans, and people of other nations as well, development specialists, housewives, students, social entrepreneurs and concerned citizens from across America. Beginning in late April 2010 at the semester’s conclusion, we started sending teams of 5-7 volunteers almost every Monday to the Haiti headquarters (i.e. our rented house) we had in the town of Leogane where we labored. We chose to work in that town, which had about 140,000 people before the earthquake, and where an estimated 20,000-30,000

individuals were killed. It was among the hardest-hit communities, being at the epicenter, which resulted in some 90 percent of the buildings, nearly all made of cement but with no steel infrastructure, being either severely damaged or destroyed (Millar, 2010).

Assuming that perhaps several hundred thousand individuals were killed in the earthquake and aftershocks, it would be one of the worst disasters in human history. Still a year later, people claimed that there were many bodies disintegrating under the rubble.

Haiti was already the poorest country in the western hemisphere and had been so for decades. Now with the grinding poverty of this new crisis, everything became far worse. The gap between America and Haiti has never been greater. For instance, in the United States during 2009, New York City alone gained 105,400 new millionaires. That made a total of 667,200 throughout just the Big Apple itself (Smith, 2011). In contrast, the few lucky Haitians who actually had jobs made only about \$5 a day. That means they were trying to care for themselves and their families with a mere \$1,200 a year. To me, there was something about that which was just not right.

Sustain Haiti Values

For Sustain Haiti, there were several main values on which we based our work. The first principle that inspired our effort was the requirement that whatever we did in Haiti would be done with local partners, NGOs that would keep our efforts going when our teams returned to the U.S. Long-term sustainability was essential to our mission. Over the summer we collaborated with more than a dozen NGOs to ensure that by meeting some Haitian needs, we would be helping to leverage their impacts sustainably. By providing them money after we were to leave Haiti, we felt confident the programs would be maintained. We also hired several part-time Haitians in Leogane who we got to know, who labored with us, whose work ethic was strong, and who were 100 percent responsible and trustworthy. These actions guaranteed that our projects would continue until we could return to the island country the following summer.

Another core value was the notion of giving of our own means in behalf of the people of the community. Virtually every one of our volunteers was willing to offer their time, money and energy to the cause. None of our student volunteers were wealthy, but everyone raised their own funds to work in Haiti from friends and family. We each spent at least two weeks in-country and a number of us spent a month or two, even up to four months on the ground in Haiti. Some older married students left wives, husbands or children to labor down there in the trenches with the poor. Every volunteer had to come up with \$2,000 in order to serve. For many, that sum would have paid for tuition at college, a better car, or covered the cost of doing an internship with corporate America. But they chose to reach out and reduce human suffering.

An additional value of Sustain Haiti was that of job creation through microenterprise. Basically, this consisted of giving tiny loans to poor Haitians so they could lift themselves out of poverty. An MBA student who had taken my Social Entrepreneurship course from January to April during the time of the earthquake took the initiative to explore NGOs in Haiti that offered microcredit services. Our volunteers worked to prepare to offer microcredit for a village we may refer to as Latounèl, a small, very poor community up in the mountains, which had received no aid. I had the privilege of conducting a final training session with two groups of men and one group of women there whom we organized into solidarity groups. We then gave each member of each group the equivalent of a U.S. \$70 microloan that they were to pay back in full with 5 percent interest after four months.

They used these monies for various family income-generating efforts, and when the first loans were paid off, they qualified for new loans that doubled the first amount, growing to \$140 and so on. Ultimately, we anticipated that these peasants would be able to literally work themselves out of the “poorest of the poor” social class and up into the Haitian middle-class in future years. In doing so, they would be able to educate their children as the first of their generation from their village to go to school. They would also have the capital they needed to get medical care when a child was sick or broke an arm.

A related thrust of Sustain Haiti was to train young, budding entrepreneurs who already had businesses as to how they could increase revenues, market their products and services, and use other management tools to enhance their enterprises. For some of them and their friends, we held a Haiti Business Plan Competition activity, the first of its kind in that nation. We gave cash prizes to those with the best ideas for how to start or accelerate their firms. Amazingly, over a hundred Haitians participated in that venture, and a number actually established their own small enterprises upon our team’s return to the U.S. after that summer. We have been able to assess the results in the summers which followed, including a field study now being done by students and faculty at another school, Indiana University.

Sustainability and stewardship were other core elements of our program. We and our partners taught classes on community development and social support. In a coastal fishing village called Destra, we collaborated with an NGO called G.O.A.L.S. Together, we sought to enhance the quality of life for some 1,500 rural villagers living in plastic tents because virtually all of their homes had been destroyed. The village youngsters were trained in ecological principles and the need to not deforest their environment more than had already been done, using soccer as a motivation tool. We also sought to be good stewards of the earth and nature in our core town of Leogane. We worked with Haitians to establish innovative and highly sustainable square-foot gardens. The results were the creation of some 300 garden plots with produce that grew successfully: Tomatoes, peppers, squash, beans, onions, carrots, and so forth.

Over the decade since, many families have been able to draw on fresh, nutritious produce, not only in the harvest season each fall, but in the cooler winter growing season that comes later.

In addition to the above four core areas of focus, several other community services that were not planned, were later offered in response to many requests from Haitians in the communities of focus. They consisted of teaching English classes, a competence people desired in the hope that as foreign aid grew, there would be a number of U.S. firms investing and building factories in the area.

Hence, English skills would give individuals an advantage in obtaining employment. We also offered support for the staff and children at five area orphanages, each of which had more children than before due to parental deaths, while also suffering structural damage from the earthquake. Sustain Haiti helped rebuild the structures, and still today, some of our volunteers send money each month to keep orphan programs operating.

At the end of summer 2010 we returned home to our jobs and studies, but continued to move Sustain Haiti toward a better future. In the first year, we raised over \$100,000 for helping Haiti. While there, we also hired and trained several Haitian leaders to keep our efforts at microenterprise, water purification, and square-foot-gardens going and growing in the months to follow. Back on campus during that Fall Semester, we reviewed the various project reports, assessed our strengths and weaknesses, and began to plan for the future.

New strategies have become additional phases of our work over subsequent years. We continued to design innovations and recruit new volunteer managers, as well as others who went to Haiti for at least a month during the next summer. We spent considerable time and energy designing a formal website which offered much more than the previous blog we used at the beginning. We also formed a board of trustees to establish overall planning and policies. It allowed us to finish the final steps of incorporating as a 501(C)3 nonprofit organization with the U.S. Internal Revenue Service (IRS). Doing this as a registered charity, legitimized contributions because donors could claim a deduction on their federal taxes.

During the past nine summers there have been 140-plus volunteers laboring in Haiti, including a Haitian student going to our college in the U.S. He had willingly given up his studies and visa status to return to Haiti as our in-country leader in each of the first several years of Sustain Haiti. He coordinated all our projects with NGO partners, as well as managed up to 21 volunteers on the ground at one time. In addition, there were another 20-plus individuals who volunteered back home in the United States. They assisted with recruiting, funding-raising, teaching Haitian culture and so forth. More individuals donated money, including some who could only afford to give five or ten dollars a month. Thus far, we have generated some \$370,000 since the launch of Sustain Haiti.

To lay out a bird's eye view of the organization's labors, the following table summarizes the extent of our early years of service in key areas, although growth continues and the data continue to be collected through 2019.

Table 1: Sustain Haiti Program Results

English Classes:

Over the summers, Sustain Haiti volunteers taught approximately 225 English classes. Although this project was not originally in our plans, upon arrival in the country, leaders and volunteers realized that there was a significant demand. So the leadership team determined that teaching English would be a worthwhile project that fell within the scope of the organization's mission. News of the free English classes spread via radio and word of mouth. The classes, which are usually held at local schools and churches, were taught every weekday at 6:30 am. Classes were eventually split into beginner and intermediate levels, and more than 300 Haitians attended regularly.

Hygiene Education and Clean Water:

Offering training in hygiene education and access to clean water were some of the original planned projects of Sustain Haiti. Volunteers began planning hygiene lesson plans in the United States before volunteers went to Haiti. Once there, volunteers teaching the main lesson—malaria—realized that many Haitians already knew what they had planned to teach. So they shifted their focus and developed lessons on other subjects, such as wound care, washing hands, and so forth. Over time, other projects were implemented that fell under the umbrella of “hygiene.” Water purification systems were set up at various locations around the city. Volunteers helped clean and organize a local hospital in nearby towns. Feminine hygiene lessons were distributed along with donated kits. Volunteers also traveled to various tent cities with other NGOs to distribute medical and hygiene supplies. Eventually, government organizations were able to install new access to clean water, so that effort has ended.

Microfinance:

Business education was one of the primary goals of Sustain Haiti. Over the years, that aspiration gave rise to the establishment of a community microcredit bank. NGO leaders have been holding business skills training sessions in villages for almost a decade. They planned and carried out annual business plan competitions and partnered with other microfinance institution to distribute loans. Over time, reported repayment rates have ranged from 100% down to about 80%, but many new jobs emerged through this process.

Orphanage Support:

Sustain Haiti volunteers have routinely worked closely with multiple area orphanages, routinely visiting more than 160 children each month. Our NGO leadership partnered with a local organization, *Ayuda a Haiti*, to help distribute donated clothing, food and medicine to orphanages.

Square-Foot Gardening:

Square-foot gardening was one of Sustain Haiti’s earliest projects. Among our main initial objectives, as outlined in the mission statement, was to provide hands-on education in square-foot gardening that would be sustainable for the long term. The goal of this project was to give Haitians a chance to grow nutritious vegetables for a fraction of the price they would pay at the market. It would also give them a chance to put organic waste to use by creating compost. Over many summers, more than 410 gardens were planted in surrounding communities.

During the past decade, our efforts in Haiti were undertaken with many difficulties, generally much worse than other projects that my students and I had carried out in earlier years in other countries. In the first year, we had almost daily aftershock quakes which frightened the Haitian people, as well as our volunteers. The sweltering heat was almost unbearable each summer. For the first few years, we lived in a house without electricity (hence no fans or lights). The only way to shower was to fill large buckets with cold water downstairs and lug them up to the second floor where a person would stand in a bathtub and pour the water over oneself. The experience was cold, but cleansing. We hired several local Haitian women to do the cooking and house cleaning, as well as a man to guard the house while we were out working all day. The results? Nearly all volunteers had a bit of sickness, mostly consisting of the usual Third World bodily adjustments to different climate, meals, and so forth. With respect to crime, we were robbed of a few cameras and cell phones taken while we were out of the house doing service projects among the poor!

A number of our team experienced health challenges. Even though I was the lead researcher and professor, I became ill with Dengue Fever on one of my summer trips to work in Haiti. It’s a mosquito-borne viral disease occurring in tropical areas. I had taken the requisite medicines to protect me from malaria and more, but somehow got sick anyway. Returning to the USA for my fall university responsibilities, I soon became very ill. I had to cancel my teaching load and stay in bed for several months while dealing with symptoms of high fever, rash, and muscle and joint pain. The only treatments were fluids and pain-relievers.

Over the past decade, our team and I have collected considerable data from Sustain Haiti’s programs, including a 102 page report by an independent team of graduate students who did not go to Haiti, but instead acted as third party academic researchers. The diagnosis of our years reveals both positives and negatives. This outside group used “Program Theory Assessment” methods, specifically a *logic model* (McLaughlin and Jordan, 1999) which lays out the expected sequence of steps going from program services to client outcomes. They assessed each of our specific Haiti projects by asking guiding questions such as these below to develop the evaluation:

Key Evaluation Questions

- Inputs:* What are resources or investments that go into the program?
- Activities:* What actions, processes, events, services, products, technologies, or other elements will be used to implement your project?
- Outputs:* What are the activities, services, events and products that reach people who participate or who are targeted?
- Outcomes:* What initial and later changes or improvements in learning, awareness, knowledge, and attitudes will have occurred under direct influence of the activities?

After each summer's intervention, we would return home to our jobs and studies, but continue to move Sustain Haiti forward toward a better future.

Unfortunately, today Haiti still suffers (Oxfam). In the early years following the disaster, many families were broken up and there were a number of attempts by foreigners to take some of the 750,000 children affected by the quake away from parents and out of the country. More than half a million people continued to be displaced, living in crowded camps under plastic tarps that were gradually disintegrating. Shelter, schools, and other services were lacking for the masses.

The government itself was crushed structurally when its office buildings were destroyed, and still today many of its operations occur in temporary facilities. Haitians lack opportunities for education and many still do not have access to safe water, sanitation and hygiene across the island. Cleaning up the massive amounts of debris is painstakingly slow (or nonexistent). But rebuilding has continued and it is wonderful to see the progress over the decade.

A series of other unfortunate events have made things difficult over time. There have been hurricanes that flooded parts of the country and exacerbated conditions of those in tent cities. Then a plague of cholera broke out in Haiti and the disease quickly spread everywhere, resulting in a hundred thousand ill and 2,500 more deaths. There have been huge political crises after various presidential elections which included campaigns distributing guns and machetes, as well as acrimonious debates and the spreading of blame for Haiti's misfortunes. In 2016 Haiti was struck by Hurricane Matthew which leveled entire communities and caused an upsurge in the ongoing cholera epidemic which was introduced to the island earlier. Even by 2017, around 7 percent of Haiti's population (around 800,000 people) had been affected with cholera, and 9,480 Haitians had died. Collectively, such difficulties made aid and rebuilding activities either slow terribly or grind to a halt. Now, in 2020, the terrible scourge of COVID-19 has doubled down on Haiti's suffering with thousands of cases and rising death rates (Médecins Sans Frontières, 2020).

Also complicating matters, in 2018, there was a new 6.0 earthquake that hit the island, damaging or destroying 17,000 homes, as well as schools, businesses and churches. Unfortunately in July 2018, the government announced it would eliminate subsidies, allowing fuel prices to increase by up to 50 percent. It led to widespread protests and the worst civil unrest the country had seen in years. A resurgence of gang violence led to further instability (Human Rights Watch, 2018). During that same year Donald Trump criticized immigrants from what he condescendingly called "S-Hole Countries," including Haiti, adding to the mental and emotional suffering of Haitians in the United States as well as the country of Haiti. It caused days of rioting across the island nation (Dawsey, 2018).

In the time since 2010's disaster, there have been numerous aid projects from the United Nations, the governments of France and Canada, USAID, and more. Big name Do-Gooders have spent time and money declaring their personal concerns and help. Bill and Hillary Clinton, Sean Penn who established his own NGO and lived there for months, Matt Damon who has invested in creating large new garment factories to produce apparel for world markets, and more. On the down side, thousands of Haitians ultimately fled to Latin America, and many now eke out an existence along the Tijuana, Mexico border hoping to eventually gain entrance to the United States for a better future. I've met with and interviewed Haitians from the caravans of 2018-19 arriving in Mexico and been disappointed that the suffering is still so heavy. Late that same year, a federal judge blocked U. S. President Donald Trump's decision to terminate Temporary Protected Status (TPS) for Haitians beginning in 2019, which is impacting an estimated 60,000 Haitians who were permitted after the 2010 earthquake to stay in the U.S. (Human Rights Watch, 2018)

Since the earthquake in 2010, Haiti's politics have been fraught with considerable conflict and disruption. There have been eight different prime ministers in the decade, as well as four presidents in an era fraught with campaigns fights, riots, and even handguns distributed to secure people's votes for various candidates. Such crises and physical

dangers were not only extremely troubling to the Haitian people as they damaged the fragile economy and created numerous crises for potential outside investors. They likewise slowed Sustain Haiti's NGO efforts to help build capacity in the towns we labored in to establish greater improvements. With such unrest, we had to concern ourselves with U.S. volunteer safety, as well as that of our Haitian team of local residents.

Yet we have labored on, committed to continue our efforts to help the Haitian people. We are digging deeper and spreading our impacts broader each summer. Of course, the challenges are still huge and we know full well nothing about this massive tragedy will be easily fixed. Our ultimate promise is to help rebuild Haiti for the long term.

Challenges and Weaknesses

As I end this paper, I want to add several caveats regarding Sustain Haiti and the briefly-mentioned earlier social ventures highlighted at this paper's beginning. Lest these cases appear to all be "sweetness and light," I should acknowledge we have faced many problems.

First, some difficulties came down from "above," as university administrators tried to block, or at least diminish our efforts. They issued uninformed bureaucratic policies with virtually no understanding about our mission, work, or our safety protocols. For a particular vice president at our university, her interest seemed to be focused on power and control, not empowering others in need. Perhaps worried about legal repercussions and future lawsuits, some top officials rejected our requests for any travel monies or additional support. In fact, they heavily-handedly ruled that no faculty or students were to raise money for Haiti on campus, start any programs, or travel to Haiti. As a result, many recruiting ads and posters across campus were torn down due to rigid decrees in an apparent attempt to block students from seeking to improve the world.

Second, Sustain Haiti's recruiting of more volunteers over the decade has not been hugely successful. In other words, we have operated at about the same level each summer with a mix of new volunteers and a few returnees from previous summers.

As near as we can figure, the huge national media coverage of the Haiti crisis has gradually diminished the amount of energy and interest in volunteers going to serve Haiti in our rebuilding programs each season. Like most Americans, college students may be quite fickle regarding helping those who suffer in a crisis. Also, the improving U.S. economy appears to have attracted more students to seek corporate internships in summer and paying jobs when they graduate. Over time, less news coverage has also led to fewer outside, non-university donors to Sustain Haiti's programs.

A third challenge had to do with physical dangers of this kind of work. Though safety abroad has always been my No. 1 priority among the many social enterprises we have launched, several of them in various nations have had incidents that resulted in robbery. For example, with an older NGO, we were forced to pull out of Guatemala when that country became increasingly beset by crime and *narcotrafficante* violence. We were robbed at gunpoint several times after withdrawing hundreds of dollars from our bank account. Likewise, we had to not return to Haiti for a short period during the presidential elections as we hoped.

Other facets of our "dark side" regarding social entrepreneurship include the difficult struggle to raise donations in the context of the ongoing U.S. economic recession of 2010-11. Also, the use of college students meant that we would have a high degree of turnover as volunteers returned to summer school or jobs. Thus, we were always adjusting for new participants with different skill sets. At times we may have been our own worst enemy since even though we tried to be selective, some of these university-age social entrepreneurs were young, at times naïve, and lacked management skills that only come with years of experience. In addition, the realities of sometimes initiating social innovations as a response to a crisis such as Hurricane Mitch in Guatemala or the Haitian earthquake always have their own unique difficulties in terms of such things as road conditions to get around in-country, crime, political unrest, and the emotional pain of those who survive disasters.

I have always sought to do this kind of "action research" by trying to create a climate of experimentation in my NGO start-ups much as I've done in corporate consulting (Argyris, 1994). The basic idea has often been to begin by generating multiple tactics and solutions. Next, they can be attempted and tested, one at a time, little by little. But I always seek to not become too invested in any single tool or method. Thus, if the first thing does not work, fine. We just toss it aside and try the next one. Such reiterations over time yield gradual improvements as impacts grow and success takes hold more deeply.

Another weakness of our Haiti programs was that at times our strategizing may have overlooked a vital point or two, led to groupthink, interfered with our ability to manage our time effectively, or ignored subtle data we should have

seen. Indeed, the practice of social entrepreneurship needs a good deal of critical analysis so that we as practitioners will hopefully be able to achieve better results in the future than we have in the past.

Conclusions

In spite of Sustain Haiti's weaknesses, however, there were and are significant successes. I hope that this case indicates that social innovation actions can succeed and have genuine impacts, even those designed and implemented by university professors and students during a course. I think they suggest mechanisms for taking leading-edge managerial principles and concepts from academic university environments and applying them to current societal ills. Yet these social entrepreneurial models need to be integrated with new visions, radical interventions and best practices from the sectors of business and social science so as to generate innovative methodologies for fighting poverty at the Bottom-of-the-Pyramid and building sustainable communities.

Through more such processes, pro-poor applications of social entrepreneurship may transform academia into more relevant and real world approaches to education. By cooperating among multiple disciplines and with private sector companies, we will see more ethical and socially-responsible firms serving society's have-nots. At the same time NGOs using MBAs and social science students may benefit by more rapidly achieving scale, collaborating with other organizations to accelerate their efforts, and developing enterprise cultures of problem-solving. The resulting synergies from such innovations and partnerships have the potential for producing transformative processes for organizational design and strategic implementation of social enterprises.

Lastly, my hope is that this paper has practical impacts as a sort of invitation or call to action for university professors and students to accelerate the social entrepreneurship movement throughout higher education. Although students may seem young and somewhat naïve, they are becoming the next wave of genuine changemakers. Today's Millennials are accelerating their impacts as social entrepreneurs who actually walk the talk. "Daring to Care with Passion and Compassion" captures well the emphasis of my work, indeed my life. I hope this becomes an inspiring story of how one's 30-plus years of teaching graduate and undergraduate students from a range of disciplines, along with faculty, managers and their corporations, have designed and launched social enterprises, primarily utilizing the university as an incubator that has spread around the Third World. If we can do this at my university, I imagine a number of other schools with greater sophistication, larger numbers, more money, and broader global perspectives, can do even more.

My ultimate objective in this article is to inform and maybe inspire individuals at other schools to see new possibilities for launching their own unique approaches to the growing social entrepreneurship movement across the globe.

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