Business on the Frontlines

# WHAT CRS CAN EXPECT FROM NOTRE DAME

The BOTFL teams are composed of students and faculty from the masters of peace, masters of business and the law program at the university. Through the BOTFL initiative, CRS could reasonably expect the following:

* *Investigative Research* – Teams have the ability to do research around specific industries, problems or issues both in-country and out of country to provide varying viewpoints on the issues.
* *Interviewing* – Teams are equipped and skilled to meet and interview individuals in various industries. Past teams have given CRS the opportunity to meet with individuals and organizations that CRS might not normally interact with.
* *Analysis* – Teams have the skills necessary to do financial analysis on various business opportunities. The output of these has provided CRS with initial decision metrics, possible partnership opportunities, and benchmarks.
* *Business Model Development* – Teams can develop business and partnership models for CRS within specific opportunity areas. These models help show different avenues and methodologies CRS can take to business or work with a partner.
* *Outside Eyes-* Teams provide a new and different perspective that CRS might not develop internally.
* *Education-* Teams provide an opportunity for training and experience for CRS local staff. Students come from varying backgrounds and experiences which may help CRS staff.

# WHAT NOTRE DAME NEEDS FROM CRS

## The SOW/ Problem Statement / Project

The process begins when CRS in-country staff provides a Statement of Work (SOW) with a problem statement to Notre Dame. Previous SOWs have focused around agriculture, microfinance, CRS-Partner relationships, and others. Below are some sample problem statements that students have successfully addressed in the past.

* Through targeted investments, how can the soy bean and ground nut markets, respectively, be grown and fostered
* How might CRS employ new innovations in telecom (i.e. mobile money) to enhance all its programs
* How might business practices be combined with existing programming (i.e. SILC) to improve availability of safe water
* How might CRS add some business training to existing agricultural development programs to build sustainable livelihoods
* What opportunities might the coffee value chain provide for Mindanao farmers
* What is the current context in which mining operates in Mindanao and how does mining contribute positively and negatively to peace building?
* How might CRS better understand and address the opportunities and challenges of working intensively with partner organizations and donors
* Is there opportunity for banana cultivation to improve income and food security for members of the Cooperativa Todos Hermanos in Eastern Guatemala.
* How might CRS create jobs and ultimately livelihoods in the agricultural sector

It should be noted that, these problem statements frequently change as the problem is further examined and understood. These changes could be a shift in focus from one area of the organization to another, a narrowing of the scope of the project or even finding that the problem statement needs to change entirely. BOTFL Teams and CRS will communicate closely about a potential shift in the direction of the problem solving. It is expected that problem statements will change both before the in-country experience and while in-country.

The SOW guides each ND team and allows them to focus their pre-trip research. Each part of the SOW should be understood and, in particular, the purpose and scope of work areas (or equivalents) should be fully discussed with the CRS in-country teams to ensure both parties share the same vision of the work to be done. Some past teams have lost precious time through misunderstandings on the SOW.

## Trip Itinerary Development

The development of the itinerary is crucial to a successful experience for both CRS and Notre Dame. CRS should take the lead for developing the itinerary with input from the Notre Dame team of students and faculty along the way. The goal of the itinerary is three-fold: introduce students to issues facing business in a post conflict country, collect pertinent information to provide CRS with recommendations for the given problem, and to allow CRS to interview and make new contacts.

## In-Country Visit Planning

Although much research can be completed on the problem early, the time in country provides the most opportunities for fact-finding and research to take place. The concept is for a total immersion into a complex situation, at the end of which the BOTFL team forms a tentative recommendation that they will present to CRS in-country teams on the last day. To assist with the transition to the in-country experience, a recommended packing list is included with this memo. (See Appendix I)

During the first day in the country CRS should brief safety and security, the full itinerary, and the project overall. The team should be informed of any necessary precautions they should take, but CRS should be the lead in providing security measures throughout the trip. In the past, it has been helpful when CRS has provided with two cell phones with SIM cards, and country contact sheets upon arrival in-country.

The first week’s itinerary should contain all the meetings and interviews that focus on the overview of the project and of business in that country. This can include meeting with business, religious, political and academic leaders. In the past, it has been helpful to have the team travel further in-field in its data-gathering during the first week. This allows the team to build upon this knowledge throughout their visit. The second week should be scheduled with some flexibility for the joint CRS-BOTFL team to make adjustments as needed. It is possible that the team be split to cover more interviews. However, the teams should be in the same location at least two days before the end brief to develop their initial recommendations for CRS. It is recommended for CRS to help the team find a cultural or leisure activity unrelated to the project to undertake over the weekend while in-country.

## In-Country Presentations

During the final few days, the team should have the opportunity to present initial findings to the country representative, CRS country staff, regional representatives (if available) and other CRS guests as needed. This should be scheduled with time for group questions and discussion. Afterwards it has helped to have a separate meeting with the Country Representative (CR) or project leader to gain their feedback and discuss and agree upon the post-trip expectations and deliverables.

## Final Recommendations

Upon their return to Notre Dame, the BOTFL team continues to work to complete the agreed upon deliverables. This typically consists of a final report for the CRS country team. It is critical that the CRS and the Notre Dame team agree on the timeline for post-country deliverables to CRS before their departure date to ensure clear expectations. This takes students between 4-6 weeks to complete amidst the rest of their course load. CRS can expect the following from the Notre Dame team post-country:

* Periodic conference calls to communicate progress and gain additional feedback before formulating final recommendations.
* A memo detailing the problem statement, in-country findings, analysis, and final recommendations to be delivered within 4-6 weeks of the team departure date.
* A final conference call with CRS country representative or project leader to review final recommendations and answer any questions about the memo.
* Notre Dame students will submit their final recommendations (in memo form) to the CRS country director before the Business on the Frontlines presentation in Baltimore (which typically occurs at the mid to end of April).
* CRS country staff will complete an evaluation of the Notre Dame team and their experience with Business on the Frontlines.

# ROLES, RESPONSIBILITIES, TIMING, AND LOGISTICS

## Roles

To make this unique partnership between Notre Dame and CRS work requires a significant amount of effort on both sides. Through all phases of the experience, there are needs of the team that can only be addressed by the CRS in-country team. From previous experiences, we have found the following to be a general overview of some of the responsibilities and commitments that CRS and the Notre Dame teams will need to undertake.

There are three specific tasks that CRS should be prepared to address with the Notre Dame team upon arrival

* Security
* In-Country Logistics (i.e. hotels, ground transportation, etc.)
* Information Gathering

Notre Dame teams will (at a minimum) organize in the following way to help facilitate interactions and alleviate confusion when dealing with CRS Country Teams

*Administrative Leads*– Overall responsible for the team; ensures obligations are met and provides direction where needed. Administrative leads should:

* Main point of contact for the BOTFL team, CRS team, and ND faculty partners
* Set up weekly and ad-hoc team working meetings
* Set up conference calls with CRS in-country teams
* Ensure all team members know meeting times for the next obligation in country
* Ensure the provision of all team deliverables to CRS and faculty
* Maintain calendar of all dates, activities and deadlines

*Logistics Liaison* – Responsible for organizing hotels, transportation, and other in-country needs outside the scope of the project. Logistics liaisons should:

* Collect and copy all passports, visas, travel forms, and emergency POCs and distribute as needed
* Communicate with CRS Baltimore for international travel
* Communicate with CRS country teams for lodging and in-country travel
* Ensure all team members have completed pre-trip medical requirements

*Audio/Visual and Technology Rep* – Responsible for all promotional efforts of BOTFL including, social media efforts, and coordinating presentation delivery. The A/V Tech rep should:

* Develop a social media strategy (possibly with limited internet in country)
* Ensure content is delivered on Facebook, Twitter, Pinterest, and the blog.
* Document the experience with pictures and stories
* Ensure presentation equipment is available when needed..

*Gift Rep -* Responsible for ensuring that the team provides tokens of respect and other gifts for those interviewed and individuals assisting in the project. The Gift Rep is responsible for in-country gifts. This role may require a secondary representative in-country due to the demands or interview structure. The Gift Rep should:

* Use campus resources to collect ND gifts – canvas the offices for free stuff using the template in Appendix II
* Collect a variety of gifts from ND sources (see spreadsheet), ranging from pens to t-shirts to plaques
* Gather as many small items as possible to give to larger groups when in-country
* Acquire a sizable bag of candy to share with children in-country
* Plan for a large bag for transportation of the gifts, and smaller bags for distributing in country
* Consider weight restrictions when packing gift bag(s)

*Thank You Rep-* is responsible for acknowledging all parties who contributed to the team’s efforts. The Thank You Rep should:

* Collect names and mailing addresses for each party interviewed and CRS reps while on site
* Create thank you notes to be delivered to interviewees in-country
* Create thank you notes at the end of BOTFL based on the templates in Appendix III
* Ensure delivery of thank you notes

*Technical Expertise Rep –* Responsible for building a library of technical information and main points of contacts for the various fields of study dealing with the project. The technical Expertise Rep should:

* Build a library of technical information pertaining to the project
* Develop a point of contact list for subject matter experts within CRS and their partners
* Ensure team members are knowledgeable and prepared for interviews
* Ensure relevant and important information from BOTFL/CRS conference calls pre and post in-country experience are captured by a team member via meeting minutes

## Pre-Trip Information Exchange

Prior to the visit, there is a great deal of logistical issues to be addressed. Prior to the country visit, teams will conduct weekly conference calls with CRS to discuss logistics and project related questions. If the project is heavily focused on a partner of CRS, it is helpful to have them included on some of these calls. We listed these issues and assigned general timeframes listed below:

|  |  |
| --- | --- |
| **November-December** | * CRS, with assistance from the Notre Dame Faculty Representative, will define the problem and issue a preliminary problem statement |
| **Pre-January** | * CRS will send the following to the Notre Dame faculty member (Pre - January)   + Bios of CRS leadership   + Country annual report   + Country specific information |
| **January** | * Notre Dame will provide CRS with the following information   + Administrator for CRS contact   + Team bios   + The team’s point of contact for logistics matters. This individual will collect and provide the following information to CRS Country Logistics lead for the entire team:     - Passport information     - Visa applications (as needed)     - Emergency contact information     - Any other pertinent information requested by CRS |
| **February** | * Regular conference calls with CR as needed   + SOW. Ensure each part of the purpose and scope of the SOW is understood by both parties, each share the same vision.   + Itinerary   + Relevant packing information for items needed in-country (sleeping sheets, bug spray, heavy duty boots, etc.) |

## Expenses

The Notre Dame team will incur various expenses during its time in-country (hotel stays, meals, rental vehicles, drivers, translators, etc.) It is important that both CRS and Notre Dame understand how these expenses will be covered in-country and when post-visit reimbursements will be made.

Notre Dame faculty and students are responsible for their lodging and meals while in-country and the Business on the Frontlines course is responsible for all expenses that fall outside these two categories. Previous experience has shown that expenses are best taken care of in the following manner if possible:

* *International Flights*-CRS Baltimore will schedule and pay for the international flights. Each team member should provide the Logistic Liaison with earliest flight time (MBAs have exams)
* *Lodging* – CRS secures accommodations pre-trip and students pay the full cost of their hotel stays while in-country. CRS communicates estimated costs to team before departure if possible so the team can properly plan. ND provides lodging preferences.
* *Meals* – Students and faculty pay for these expenses as they are incurred.
* *Internal Flights and Other project related expenses* – CRS will pay for these expenses as they are incurred in-country and will be reimbursed by the University of Notre Dame promptly. CRS has an internal charge code/account for BOTFL expenses. CRS will submit these expenses to Notre Dame as soon as possible to ensure prompt reimbursement.

Each school treats reimbursements differently.

* MBA students are not reimbursed for their expenses.
* The Law School treats JD and LLM students differently.
* JD students are not reimbursed
* LLM student receive a stipend to partially cover expenses.
* Peace Studies students should retain receipts for lodging and should track all other expenses in-country. Students should speak with the director of the master's program or the financial coordinator at the Kroc Institute for reimbursement procedures.

To assist students in budgeting costs for the in-country experience, a baseline budget template can be found. (See Appendix IV)

## Medical

Immunizations, Anti-Malaria and other medications: most requirements are country specific. The travel nurse will give each country a full report on the health risks, the required immunization, and medications before departing.

# Appendix I- Recommended Packing List

**Sources for Backpacks:**

[**www.backcountry.com**](http://www.backcountry.com)

[**www.rei.com/outlet**](http://www.rei.com/outlet)

[**www.sierratradingpost.com**](http://www.sierratradingpost.com)

[**www.moosejaw.com**](http://www.moosejaw.com)

[**www.amazon.com**](http://www.amazon.com)

[**www.theclymb.com**](http://www.theclymb.com)

**Paperwork/Money**

* Passports (with visa entries)
* Health cards (vaccination certificate)
* Airline tickets
* Cash
  + Small bills ($1 USD bills can often be used around the world)
  + Recent Bills (2006 and later) that are NOT RIPPED
* Credit Cards (VISA, MasterCard and/or American Express)
* Photocopies (and or electronic copies) of all documents:
  + CRS invitation letter
  + Visa
  + Passport
  + Prescriptions
  + Insurance Cards
  + Credit cards
* Emergency contact info
* Insurance Card

**Clothes**

* Hiking shoes/Walking shoes (closed toed)
* Flip flops/Shower Shoes
* Hat/Visor/Bandana
* Windbreaker/Jacket
* Sweater/Sweatshirt
* Business Casual clothes
* Lightweight clothes for fieldwork
  + Skirts should be knee length
  + Shirts should be at least sleeveless (no tank tops), preferably sleeved
  + If you’re going to a humid location, pack clothes in plastic bags
* Scarves/Wraps (for use as headscarves and to cover shoulders)
* Swim suit

**Medical**

* Malaria prophylaxis
* Anti-diarrhea medicine
* Prescription drugs (also bring the generic names for these drugs)
* Motion sickness pills
* Insect repellant (containing DEET @ least 25%-30% for mosquito's)
* Sun Screen (SPF 15 or higher)
* Deodorant
* Toothpaste / Toothbrush
* Dental Floss
* Hair Brush / Comb
* Electric / Hand Razor
* Contact solution
* Prescription glasses (and a spare pair)
* Tweezers
* Hand Lotion
* Fem. Hygiene Supplies
* Hand Sanitizer
* Lip Balm
* Shampoo/Conditioner
* Wash cloth
* Chamois type towel – not the kind that feels like felt

<http://www.rei.com/search?query=hikers+chamois>

**Misc.**

* Travel Pillow
* Pillow Case
* Sunglasses / Case
* Money pouch
* Pocket Knife (not in hand luggage)
* Favorite road snacks
* Books / Magazines / Journal
* Earplugs
* Snacks/Power Bars
* Gatorade Powder
* Pen/paper
* Business Cards
* Deck of Cards
* Small Sewing Kit
* In country gifts
* Guidebook
* Mosquito Net
* DUCT tape
* Headlamp
* TSA locks for even the carry-on luggage, hostel lockers, at all times while traveling, etc.
* Dream sack – silk sleeping bag
* Small battery powered fan

**Electronics**

* Camera/Film/Memory Card
* Computer w/ power cord
* Phone w/ power cord
* Flashlight (small with extra batteries)
* Batteries (for electronic equipment)
* Converter plug set if needed
* Alarm clock
* Day pack

**For Reference:** **Contents of Medical Bag** (1-2 per team)

(Note: if you anticipate using any of this frequently, please bring some as the quantities are limited and shared.

Safety Pins

Triangular Bandages

Disposable Gloves

Single Use Thermometer

Band-Aids

Gauze Pad

Ibuprofen (generic for Advil

Acetaminophen (generic for Tylenol)

Bismuth Subsalicylate (generic for Pepto)

Alcalak (generic heartburn medicine)

Diamode (anti-diarrhea)

Antibiotic Ointment

Antiseptic Wipes

Ace Bandages

Tape

Eyewash

Cough Drops

**NOTE: Whoever is carrying the medical bag, there are scissors included, check them if you intend to carry the bag on**

# Appendix II- Gift Request Template

Dear Sir / Madam,  
  
It is with deep respect that we write to you today both as students of the University of Notre Dame’s Business on the Frontlines course and as representatives of Catholic Relief Services (CRS).

Next month, in March 2013, our class will travel – divided into four teams of six graduate students and one faculty advisor – to Rwanda, Sierra Leone, Nicaragua and the Philippines.  Our work in these countries is part of an interdisciplinary class at Notre Dame (Business on the Frontlines) that challenges MBA, Peace Studies, and Law students to explore the role of economic development in post-conflict nations.

As representatives of Notre Dame and CRS, we will interview various stakeholders in each country. We would like to leave each interviewee with a memento to thank them for their time and participation. With this in mind, we are hopeful that this year, you will be able to donate some keepsakes from Notre Dame that we can bring on our journey and share with our collaborators abroad. In years past, we have presented our hosts with items such as key chains, paperweights, pens, mugs, and t-shirts.

Thank you in advance for your support. For further information or questions, please do not hesitate to contact any of the individuals listed below.

Regards,

Business on the Frontlines V

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# Appendix III- Standard BOTFL Thank You Cards

# Example post in-country thank you note *These are the cards and letters that are given to the individuals who help make BOTFL possible. These are typically written and delivered after the in-country experience by the Thank You Reps in April/May.*

# mail.google.com.htm mail.google2.com

# Example in-country thank you note

*These are the thank you notes that you hand out with gifts to interviewees in country. It helps to have many of these written ahead of time, especially in the native language. CRS has been able to translate notes in the past. In addition, it has been suggested that a card/postcard made via a photo printing service (Walgreens, Shutterfly, etc) with a Notre Dame photo and a generic ‘Thank You!’ with a hand-written note on the back might be best.*

# Thank you again for meeting with us! We really appreciate you taking the time to answer our questions about your experiences in (country) and working with CRS. Your insights are very valuable to our understanding of the situation. We will utilize this information in our analysis and recommendations at the end of this project. Thank you again for your time!

# Appendix IV- Budget Example

(Double click to edit)



# Appendix V – Example Contact List

**Team Nica:**Andrea Cell: (484) 431-7814, Skype: acatnd  
Brendan Cell: (410) 353-2107, Skype: bkellshc  
David Cell: (310) 612-0916  
Jonathan Cell: (414) 232-1455, Skype: flats429  
Maurice Cell: (574) 326-0987, Skype: maurice.sikenyi1  
Nicole Cell: (630) 936-0875, Skype: nicole.gorski17  
  
**Other important contacts:**Kristin from CRS: +(505) 8803-7603   
  
**Nicaragua U.S. Embassy:**Kilómetro  5 1/2 (5.5) Carretera Sur, en Managua, Nicaragua  
Main Phone: +(505) 2252-7100  
Consultate: +(505) 2252-7888)   
  
**Managua hotel (Holiday Inn):**   
Pista Juan Pablo II, Managua, Nicaragua   
Phone: +(505) 270-4515  
  
**Granada hotel (Hotel Colonial):**   
Del Parque Central 25 Varas al Norte, Calle La Libertad, Granada, Nicaragua  
Phone +(505) 552-7581