



PROVIDING CATARACT SURGERIES FOR UNDERSERVED POPULATIONS IN PERU

Cataracts are the leading cause of blindness in the developing world, despite being preventable and relatively inexpensive to treat. In 2007, the Peruvian authorities reported 83,000 untreated cataract cases nationwide. In response, and at the invitation of the Peruvian authorities, the Clinton Giustra Sustainable Growth Initiative (CGSGI) and Fundación Carlos Slim (Carlos Slim Foundation) designed an innovative project that is supporting 50,000 additional cataract surgeries in Peru over four years. This includes the delivery of surgeries to poor and remote areas where surgeries were previously unavailable. Since the project's launch in June 2009, more than 3,800 surgeries have been completed.

Cataracts create more than health problems for communities in Peru: the impact of the illness is also detrimental to the livelihoods of people in communities that are already economically depressed. Many impoverished people in Peru cannot afford the surgeries needed to have their cataracts removed. If untreated, cataracts can result in blindness, which in turn results in the loss of independence and economic productivity. Through this project, CGSGI is creating opportunities for renewed economic livelihood not only for the cataract surgery patients whose vision is restored, but also for family members whose economic options have been constrained by their need to be full-time caretakers.

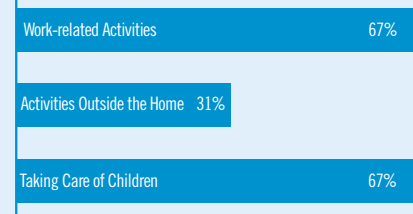
Aside from direct patient care, CGSGI's cataracts program is also working to boost the ability of the Peruvian Ministry of Health (MINSA) and the private sector to respond to the growing cataract problem in the country. To accomplish this, CGSGI and the Fundación Carlos Slim partnered with MINSA, leading health NGOs, physician groups, and private clinics to design a unique value chain that creates efficiencies in all patient handling—including outreach, screening, surgery, and post-surgical care—resulting in cost decreases and capacity increases for clinics and physicians. Furthermore, CGSGI has designed a web-based data-collection system to monitor patient activity throughout this process and track their progress.

Throughout the project design, CGSGI has worked to ensure that it can be easily scaled up. To ensure the efficiency and success of this program, monitoring and evaluation surveys are being conducted on every patient and are being used to determine the economic impact these surgeries are having on both the patients and their families.



A patient is screened for cataracts during a surgery campaign.

Percentage of Patients Indicating Renewed Independence Post-surgery



ECONOMIC SERVICE CENTERS: SUPPORTING SMALL BUSINESSES AND ECONOMIC DEVELOPMENT IN RURAL PERU



Villa Andina employees clean organic potatoes before processing them into instant mashed potatoes.

In Peru, the demand for “green” products is on the rise, which presents a unique growth opportunity for small agriculture and food manufacturing businesses. But in rural areas, many entrepreneurs lack access to markets and the technical expertise that enable them to grow their businesses. Finding a way to supply national and international markets is essential to the success of small food manufacturers like Villa Andina SAC, which produces organic mashed potatoes and dehydrated fruit in Cajamarca.

As part of its mission, CGSGI works with private-sector partners to provide small-scale businesses such as Villa Andina with consulting services. CGSGI has opened three economic service centers (ESCs) that are providing consulting services for agricultural and tourism businesses in rural regions of Peru: two in Ancash, in partnership with Compañía Minera Antamina, and one in Cajamarca, in partnership with Gold Fields Ltd. and Minera Yanacocha.

(UEBT), a nonprofit association of businesses that adhere to practices that focus on the conservation of biodiversity and the respect of human rights. Villa Andina is one of eight small Peruvian companies to achieve this distinction, and becoming a UEBT member has enabled the company to distinguish itself from other businesses selling similar products in the national and international markets.

In May 2009, Villa Andina began receiving technical assistance from the local ESC in Cajamarca in sustainable farming methods. The ESC also recently assisted the company in becoming a member of the Union of Ethical BioTrade

In 2010, Villa Andina is taking the necessary steps, with the help of CGSGI and its partners, to become the leading distributor of several organic, manufactured products in the Peruvian market, and anticipates US \$30,000 in incremental monthly sales. To ensure that small businesses like Villa Andina have the tools they need to succeed, CGSGI and its partners are continuously improving the ESC project through innovative monitoring and evaluation techniques that include data collection, field surveys, and accountability reporting. To date, more than 2,000 farmers have received technical assistance from the ESCs in Ancash and Cajamarca.

PUTTING THE MARKET ON DISPLAY: INVERSE TRADE FAIRS IN COLOMBIA

It's not easy for small entrepreneurs to compete for business in established industries. To help local food and clothing suppliers in Cartagena, Colombia, gain access to buyers, CGSGI has worked with the government of Colombia and the National Hotel Association of Colombia (COTELCO) to sponsor two inverse trade fairs for its Cartagena Hotel Supplier Development project. In a switch from traditional trade fairs, the hotels display their purchasing requirements and local suppliers have the opportunity to present their products and services and identify new business opportunities.

The goal of these fairs is to secure a commitment from the hotels to purchase goods and services such as agricultural products, seafood, traditional candies, and linens from local suppliers, thus generating new jobs for residents of poor communities in and around Cartagena.

CGSGI works directly with the hotels to ensure there is a demand for these goods and services. Small suppliers participating in the project receive capacity-building assistance, which enables them to supply hotels with products and/or services that meet the hotels' quantity, quality, and delivery standards.



Fish vendors have made more than US \$85,000 in sales to local hotels since participating in trade fairs sponsored by CGSGI.

Six hotels and 17 small suppliers participated in the most recent trade fair. Participating hotels committed to buy 20 percent of their purchases for the upcoming three years from suppliers and service providers participating in this project. In the last quarter alone, small suppliers have collectively achieved approximately US \$40,000 in monthly sales—sales which did not occur before the CGSGI project. At this monthly purchase rate, the hotels are expected to surpass their buying commitment. The efforts to repeat monthly transactions will impact the sustainability of these small enterprises.

PROVIDING VOCATIONAL TRAINING TO PROMOTE SUSTAINABLE JOB CREATION IN COLOMBIA

CGSGI is playing a critical role in designing and implementing income generation and vocational training components in conjunction with Shakira's Fundación Pies Descalzos (Barefoot Foundation) in Colombia. These components are unique in that they focus on providing demand-driven skills. Unlike other job training programs in Colombia, individuals and small businesses participating in the project receive custom attention in implementing business improvement plans, including assistance with market linkages. Within the last year, over 1,000 jobs have been created, and over 1,100 businesses, most of which have fewer than 10 employees, have received assistance through this project.



Tania (far right) and her employees hand make unique purses and accessories for sale at local shopping malls and craft fairs

Story from the Field: Tania Diaz's Growing Business

Tania Diaz's entrepreneurship was spurred by terrible circumstances. She grew up in the Colombian department of Cesar, which became increasingly dangerous and violent over the years. Tragically, in 2003, paramilitary groups killed her brothers, and her family began receiving constant threats to abandon their home. Tania and her mother fled to Barranquilla with nothing but \$10. In a desperate attempt to survive and provide for her family, Tania applied her entrepreneurial talent and creativity and started her business by purchasing a few gemstones to make necklaces, which she managed to sell for a small profit. After she and her mother were identified as displaced persons by the local government, they were given some money, with which Tania bought a table and chairs to begin a purse and accessory manufacturing business. "The main difficulty I faced when I first started my business was the lack of opportunities," said Tania. "Every day, doors closed in my face, and I did not have any capital, but I never lost hope."

Her unique creations, made with natural fiber and local accessories such as seeds and stones, quickly became popular in local shops and shopping malls. She was eventually granted a loan by a local foundation, and began learning how to run a business. She started off with two employees, and as demand for her products increased, her business began to grow. She currently employs 11 people, most of whom are women. In 2009, Tania began participating in a CGSGI income-generation project with Pies Descalzos in Barranquilla that is assisting her with marketing and with establishing additional sales channels.

In this regard, CGSGI facilitated her attendance and participation at Expoartesánias, one of the largest artisanal craftwork fairs in Latin America. Her business has come a long way from its humble beginnings. In the last four months alone, since CGSGI has been providing Tania with direct assistance, her business has made US \$10,000 in sales. Tania says her goal "is to one day have 50 employees nationwide, and to sell to both the national and international markets." CGSGI hopes to play a significant role in her success.

LOOKING AHEAD: INVESTING IN SMALL AND MEDIUM ENTERPRISES IN COLOMBIA

In partnership with the Fundación Carlos Slim, CGSGI recently established Fondo Acceso, a US \$20 million investment fund aimed at providing emerging small and medium enterprises (SMEs) in Colombia—currently underserved by existing capital markets—with access to financing alternatives and with capacity-building assistance. Although Colombia's economy has significantly grown in recent years, SMEs, which employ approximately 30 percent of the labor force, often face challenges in accessing the financing that would enable them to expand.

CGSGI identified this gap and recognized the potential of SMEs in Colombia to diversify the economy and promote economic development through job creation. Acceso is willing to undertake the costs of penetrating this market and will have a relatively higher tolerance of risk and flexibility to consider such enterprises through a) providing a variety of financing instruments which can be customized to meet the specific needs of each client and b) coordinating technical assistance to investment clients to assure that the governance, accounting and other formalization needs are met. While traditional institutions require this formalization prior to investing, Acceso will make investment decisions in tandem with the company's commitment to address these issues. The returns of the fund will be measured not only in terms of financial returns, but also other benefits, including sustainable job creation.

RECENT PROJECT UPDATES

Encouraging Entrepreneurship in Chocó, Colombia:



CGSGI is assisting the Red de Mujeres Productoras de Plantas Aromáticas del Chocó (Women's Network of Producers of Aromatic Herbs of Chocó) improve the production, packaging, and distribution process for its organic spice products called TANA. CGSGI is actively exploring new local markets as well as export channels for TANA. To date, the number of women producers has increased from 85 to 150.

Promoting Child Nutrition in Cajamarca, Peru:

CGSGI signed an agreement to collaborate in a nutrition alliance in Peru with several mining companies to reduce child malnutrition in Cajamarca, which has the third highest chronic child malnutrition rate in the country. The aim of this project is to facilitate the delivery of micronutrients and household education to approximately 5,000 children under the age of five as well as 2,000 expectant women.

Providing Meals for Students in Impoverished Regions in Colombia:



Through CGSGI's partnership with Fundación Pies Descalzos, several nutrition programs have been operating at Pies Descalzos schools in Barranquilla, Quibdó, and Cazucá, Colombia. CGSGI is providing 4,000 primary school students with two meals a day to reduce malnutrition among students; to date, over 1 million meals have been served.

CGSGI PRIORITY: MONITORING AND EVALUATION

CGSGI places an emphasis on monitoring and evaluating (M&E) all its projects. Dedicated M&E staff members facilitate the collection of real-time information to guarantee an efficient accountability process, benefiting CGSGI, its donors, and other stakeholders. All projects have established metrics against which progress is routinely measured.

CGSGI promotes the creation of sustainable jobs, and encourages all partners to view job creation as more than providing an individual with income. As part of the M&E component, the CGSGI team recently developed a unique tool that measures the quality of the jobs created. The tool, called MANOS, measures indicators for long-term job creation, including affordable access to health care, reasonable wages, and a long-term commitment from the employer.

CGSGI works at the invitation of the governments of Colombia and Peru.
CGSGI is grateful to the following organizations for their ongoing support and commitment:

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