LOOKING BACK, LOOKING FORWARD: FIVE YEARS AT FRITZ INSTITUTE

The end of 2006 coincides with a significant anniversary for Fritz Institute. We are now five years old. Reflecting on the last five years, there are many people who must be acknowledged for making our first half-decade so meaningful and successful. As we look forward to the future, we are honing our strategy to incorporate the lessons we have learned. Our strengths have been the neutrality and third-party perspective we bring to the field, incorporating the theme of process and standards into all our programs, our collaborative approach, and our ability to bridge and mobilize corporate and academic expertise. Our aspiration is to continue leveraging these strengths to incubate new solutions that can benefit the world of humanitarian and disaster relief.

Margaret Mead once said, “Never doubt that a small group of thoughtful, committed citizens can change the world.” Indeed, it’s the only thing that ever has.” Fritz Institute has always operated on a very modest budget, with a handful of committed people who share a vision to systemically improve the humanitarian sectors’ ability to serve vulnerable people during their most desperate times. We began by immersing ourselves in the back rooms and supply chains of the largest international relief organizations, which were vastly underdeveloped for a variety of reasons. Wally Lee, our founding Chief Technology Officer, and Marc Zbinden, our Logistics Project Manager, spent hundreds of hours at the International Federation of the Red Cross and Red Crescent Societies (IFRC) in Geneva, working with their logistics team led by Bernard Chomilier and supported by Anoop Trivedi and Nilesh Malpekar from IrisLogic – Blue Star. That was the underpinning of Humanitarian Logistics Software (HLS), the first humanitarian supply chain software designed to suit the unique needs of relief organizations while incorporating best practices from the commercial arena. Three years after its initial implementation, we are proud to say that HLS continues to play a central role in IFRC’s operations, significantly improving service delivery during the largest and most complex international relief efforts, such as the multi-country response to the 2004 South Asia tsunami. At the end of 2006, HLS was rolled out to the IFRC’s Regional Logistics Units in Dubai, Panama and Kuala Lumpur. At Fritz Institute, we are also completing the testing of the next generation of supply chain technology, HELIOS, which will be available to NGOs (Non-Governmental Organizations) to support field operations where connectivity might be limited and ease of use is critical.

Five years ago, we also conceived of a ‘community of practice’ for humanitarian logisticians. With thought leadership from Professors Kuldeep Kumar, Luk van Wassenhove, and Jo van Nunen, among others, a significant effort was made to demonstrate the vital importance of logistics to the success of a relief operation. Now we are pleased to see the field of logistics gain prominence and strategic importance throughout the sector. The annual Humanitarian Logistics Conference has evolved into the Humanitarian Logistics Association, a professional forum for humanitarian logisticians to share ideas, discuss challenges and collaborate. Under the able leadership of Fritz Institute’s Mitsuko (Mich) Mizushima, Fritz Institute has also created and launched the Certification in Humanitarian Logistics program, the first and only certification program for logistics practitioners in humanitarian relief. Funded by USAID, the first level of Certification was launched in September 2006, and two months later nearly 200 people representing more than 50 organizations have begun this rigorous program. We are pleased to note that over 50% of program participants are from Africa.

Our **Humanitarian Impact** initiative was launched in 2004 to bring attention to innovative ways of demonstrating the impact of humanitarian interventions. Inspired by Mary Anderson, Carolyn Makinson, Jodi Nelson and other thought leaders in the field, we brought together policy makers, donors, academics, field practitioners and evaluation experts to discuss the many facets of humanitarian impact. This in turn has spawned a variety of impact investigations throughout the sector, including our own 'customer satisfaction' surveys of aid effectiveness from the perspective of aid beneficiaries. Today, we are proud to say that over 6000 beneficiaries have been surveyed, documenting perceptions of aid efforts after the 2004 South Asia tsunami, the 2005 Pakistan earthquake, Hurricane Katrina, the 2006 Java earthquake and the 2006 Indonesia tsunami. With two impact conferences, seed grants to encourage and support work on the subject, and our own extensive surveys completed, Fritz Institute feels it has achieved its goal of bringing much-needed attention and expertise to this very important topic. We are grateful to Dr. Vimala Ramalingam, who supervised much of this work, for her expertise and guidance.

Our **Capacity Building** program was originally inspired by Mr. Abbas Gullet, Secretary General of the Kenya Red Cross Society, who articulated a vision held by many African leaders – a continent where Africans diagnose and address the greatest humanitarian crises with homegrown capacity. Now an 18-country initiative, the New Partnership for African Red Cross and Red Crescent Societies (NEPARC) is a model of collaboration and improvement built on a foundation of third-party audits, rigorous measurement and quantifiable results. Only in its third year, the initiative still has much to prove, but it is already a catalyst for balancing local capacity and knowledge with international donor priorities.

Finally, in 2006 we began our first-ever U.S.-based initiative, assessing disaster preparedness in the San Francisco Bay Area. Applying many of the models developed in our international work, we are building new bridges with corporate, not-for-profit and academic partners in our home region. This initiative, which aspires to link together many of the disparate and fragmented disaster preparedness activities already underway, is inspired by the same vision underlying all the activities at Fritz Institute - to find more effective ways to serve the most vulnerable in our world.

It has been a privilege to witness the dedication and talent of those who work in disaster relief around the world. We are grateful to our partners who continue to support and encourage our work, and keep us going by telling us we make a difference. To the next five years!

Sincerely,

Lynn Fritz
Director General

Anisya Thomas
Managing Director
The Logistics and Supply Chain program at Fritz Institute brings urgently needed recognition and resources to humanitarian logistics to improve the delivery of aid. The program brings corporate, academic and humanitarian sector supply chain expertise together for more efficient disaster relief operations, and the development of a professional community of humanitarian logisticians.

Certification in Humanitarian Logistics: A Successful Launch
Fritz Institute has been a passionate advocate for recognizing the importance of logistics and logisticians in the humanitarian sector. Our research has found that most humanitarian organizations have their own definitions of logistics and their own logistics training programs. As a result of unique homegrown approaches and terminology, collaboration and mobility across organizations is hampered. It has been a long-held aspiration of logisticians in the sector to create a career path in their function and to professionalize. However, in order to do so, they recognized the need for a common training platform, and requested Fritz Institute to lead its creation.

In 2006, with partial funding from USAID-GDA, we completed the development of a comprehensive training program that can be offered to logisticians around the world at an affordable cost. Demonstrating the power of collaboration, the program was developed in partnership with an interagency committee consisting primarily of the heads of logistics from prominent humanitarian organizations. The course was designed to complement the internal training objectives and programs of humanitarian organizations while bringing together best practices from the commercial and academic sectors, as well as the humanitarian community.

In 2006, development of the first level of curriculum, "Certification in Humanitarian Logistics (CHL) Level I," for training of field workers and managers, was completed. In September 2006, the program was formally launched in the United Kingdom with our partner organization, The Chartered Institute for Logistics Training (CILT-UK) with their patron, HRH the Princess Anne, Princess Royal, in attendance. By year end, nearly 200 logisticians from more than 50 organizations in 10 countries had registered for the program.

In 2007, with funding from the United Kingdom's Department for International Aid (DFID) and other institutional donors, Fritz Institute will undertake the development of "CHL Level II" curriculum, providing training to senior managers in tactical skills such as integral control and planning.

A Community of Practice: Humanitarian Logistics Association
At the 2005 Humanitarian Logistics Conference, with over 32 organizations represented, participants created and signed a declaration calling for the formation of a humanitarian logistics association with Fritz Institute as its coordinator.
Dedicated to the professionalization of humanitarian logisticians, the Humanitarian Logistics Association (HLA) facilitates cross-organizational learning and collaboration initiatives.

In 2006, Fritz Institute convened the HLA steering committee with representatives from Action Contre La Faim, American Red Cross, British Red Cross, CARE International, International Medical Corps, Oxfam-GB, Merlin, MSF-Holland, UNICEF, World Vision International, and World Food Programme. At this meeting, the committee approved formal linkages between the association and the Council of Supply Chain Management Professionals (CSCMP) and the Electronics Supply Chain Association (ESCA). At the annual Humanitarian Logistics Conference that followed, participants representing 32 organizations voted on membership criteria and rules.

Our Humanitarian Technology solutions fulfill the need for technology applications that can measurably improve the operational efficiency and effectiveness of humanitarian relief efforts around the world. Humanitarian Logistics Software (HLS), developed for the International Federation of the Red Cross and Red Crescent Societies (IFRC), continued to shine in 2006. HLS has facilitated the ongoing collection of key performance indicators (KPIs) and customized donor reports, enhancing the organization’s transparency and accountability to its donors and providing evidence of their effectiveness to recipients. According to the IFRC, HLS helped to reduce the cost of aid per family from US$800 during the 2004 South Asia tsunami to US$142 in the recent 2006 Indonesia earthquake.

HLS was named a finalist in the prestigious 2006 Stockholm Challenge Awards, and was a major factor in the IFRC’s winning of the European Supply Chain Award. A testament to its value, IFRC is now deploying HLS to support their regional operations in Panama, Kuala Lumpur and Dubai.

HELIOS

In the immediate aftermath of the 2004 South Asia tsunami, a number of non-governmental organizations participating in tsunami relief efforts approached Fritz Institute requesting a tool that would have the functionality of HLS. The scale and scope of the South Asia tsunami operations highlighted the need for an efficient supply chain management technology that could facilitate the rapid deployment of supplies to disaster-affected locations. The lack of such technology meant that many organizations had to rely on manual, time-consuming processes to procure, track and deliver relief supplies to the disaster arena.

Heeding the request, Fritz Institute created HELIOS, a comprehensive supply chain management software that automates the complex process of delivering supplies and providing information to multiple stakeholders on a real-time basis.

In 2006, development of HELIOS was completed and beta tests were conducted by over 40 humanitarian organizations. A pilot program of HELIOS is in progress with three organizations in Nairobi, Kenya: World Vision International, Kenya Red Cross and Merlin. Training for this initial group of users was completed in October 2006 in Nairobi.
During the last four decades, the African continent has faced a myriad of natural and manmade disasters and humanitarian crises, including war and civil conflict, floods, famine, volcanic eruptions and health epidemics. Forty million people in Africa are currently on the verge of starvation, over 27 million are living with HIV/AIDS, and 512 million people live in areas prone to natural disasters. Millions have lost their lives, and millions of others have ended up being internally displaced in their own countries or refugees in other countries. It is clear that the only way to address the vast humanitarian crises in Africa is through the development of African capacity.

In 2006, the Capacity Building program had several noteworthy achievements. Mozambique and South Africa were re-audited on the transparency, accountability and governance audit. While Mozambique had received certification in July 2005 after its first audit, it received an even higher score during its re-audit. In a similar show of progress, South Africa failed to receive certification during its first audit in June 2005, but in August 2006 the auditors asserted that the organization had "demonstrated seriousness and commitment to the process and showed substantial improvements since the last audit," enabling it to be certified. In addition Somalia, Ghana and Burundi have undertaken the audit for the first time.

Challenged by its partners, the Spanish Red Cross and the Danish Red Cross undertook the transparency, accountability and governance audit as well. Further, the Spanish Red Cross and the American Red Cross demonstrated their commitment to the process by sponsoring the audits of Burundi and Ghana.

In 2006, Fritz Institute also partnered with KPMG Kenya in the development of the Sustainability Audit Tool (SAT), and with the Harvard Humanitarian Initiative in the initial development of the Program Effectiveness Audit Tool (PEAT). The SAT was piloted in Mozambique and will be rolled out to the rest of the membership in 2007. The PEAT requires further development and testing which will also occur in 2007.
NEPARC General Assembly Meeting
August 4-5, 2006, Addis Ababa, Ethiopia
Front Row (Left to Right): Takele Jemberu, Ethiopian Red Cross, Lynn Fritz, Fritz Institute, Winnie Ngugi, Fritz Institute, Paul Birech, Kenya Red Cross, Shimelis Adugna, Ethiopian Red Cross, Asha Mohammed, Kenya Red Cross, Alemsehay Ahera, Ethiopian Red Cross, Dalmari Steward, South African Red Cross Society
Back Row (Left to Right): Remi Martin, Fritz Institute, Luke Greeves, American Red Cross, Peter Kabanda, Rwandan Red Cross, Martha Keays, American Red Cross, Desiree Bliss, Fritz Institute, Chief Nweze, Nigerian Red Cross, Tom Buruku, Uganda Red Cross, Michael Nataka, Uganda Red Cross, Peter Hanguela, Namibian Red Cross, Leopoldo Suarez, Spanish Red Cross, Nicholas Young, British Red Cross, Andrews Frimpong, Ghana Red Cross, Abbas Mohammed, Sudanese Red Crescent

NEPARC Annual Meeting
Addis Ababa, Ethiopia, August 2006
The 2006 NEPARC General Assembly Meeting was attended by representatives from 10 member National Societies. The themes of continuous improvement were discussed and various members spoke to their experiences with the audits. While acknowledging the fact that the South African Red Cross Society did not receive SGS certification initially, the Society’s representative asserted that their participation in the first round of audits enabled them to identify all weaknesses and prioritize areas in which they need to improve, and presented their work plan in preparation for their second-round audit. In its presentation, the Kenya Red Cross described the successful partnerships it forged during its recent drought relief operation with the private sector, government and donor agencies, made possible in part by the fact that its brand is trusted, known and respected, all of which was bolstered by the organization’s certification in 2005. The NEPARC Constitution was also ratified at this meeting.

I am particularly enamored by the relentless effort the Institute has put into midwifing the New Partnership for African Red Cross and Red Crescent Societies [NEPARC]. The organization has become a reality, thanks to the pioneering and mentoring efforts of Fritz Institute. ..I am privileged to be associated with you.

-Emeka Nweze
National Vice President, Nigerian Red Cross

HUMANITARIAN IMPACT
Fritz Institute’s Humanitarian Impact initiative was created to bring together the primary stakeholders of the community – donor governments, humanitarian organizations, operational managers, foundations and academics – to discover ways to measure and communicate impact. The ability to define and measure humanitarian impact in a systematic way is essential to providing operational agencies with the tools to construct theories and methods to support evidence-based humanitarian interventions.

Performance & Preparedness:
Lessons from the Tsunami
Chennai, India, December 2005
Fritz Institute held a conference in Chennai, India, bringing together stakeholders from the tsunami relief operations. Over 100 participants from local and international NGOs attended, and presentations included perspectives of donors from the US and Europe, representatives from the Indian government, media, the UN, beneficiary representatives and various research organizations. Fritz Institute presented the results of its second survey of tsunami-affected people from India, Sri Lanka and Indonesia.

These results were also used as the basis to recognize the excellent work of the government of
Tamil Nadu, India, and the NGOs World Vision Indonesia, World Vision India, SNEHA India, Habitat for Humanity, and Sewelanka from Sri Lanka, all of whom received the “Excellence in Service Delivery and Best Practices” awards from Fritz Institute in recognition for providing outstanding relief and rehabilitation services after the tsunami.

Over the course of 2006, Fritz Institute also released surveys of disaster-affected people from Hurricane Katrina and the 2005 Pakistan earthquake, and conducted additional research among those affected by the 2006 Java earthquake. The results of the Katrina study showed that one major reason that people did not evacuate was because they did not want to leave their pets, who were not allowed into shelters. This data was used by the Humane Society of the United States to lobby for a new PETS law which amends the restrictions on pets in shelters.

Evidence of Impact: Challenges and New Directions
Sebastopol, California, May 2006
In May 2006, Fritz Institute convened the second bi-annual Humanitarian Impact Conference which was attended by 23 participants from 22 organizations and once again included government donors, field practitioners, academics and evaluation experts. The various impact initiatives that had emerged since the 2004 conference were discussed, with a special emphasis on the comprehensive work of the Tsunami Evaluation Coalition (TEC), The Special Envoy’s Office in the UN, and the International Federation of Red Cross and Red Crescent Society with its TRIAMS initiative. The Emergency Capacity Building Project discussed impact relative to its “Good Enough Guide” created for field practitioners.

At the end of 2006, having attended the DANIDA-sponsored impact conference in Copenhagen and the Emergency Capacity Building Impact Conference in Rome, we believe that the humanitarian sector now accepts the value of understanding the perspectives of the affected to improve the delivery of aid. We also believe that we have been a significant catalyst in the recognition of assessing the impact of various interventions. We plan to spend 2007 extracting lessons learned and developing standardized instruments for beneficiary assessments. In keeping with our strategic approach, all future research will be performed in response to requests and funding. We also plan to make our data available to researchers interested in the topic on an individual request basis.

BAY AREA DISASTER PREPAREDNESS INITIATIVE
After Hurricane Katrina, awareness of the potential impact of natural disasters has reached a tipping point in the United States. Communities and leaders across the country have been asking themselves whether they are prepared for a catastrophic disaster. In the San Francisco Bay Area, which is home to three of the six most at-risk cities in the United States – Oakland, San Francisco and San Jose – there is consensus that the level of readiness of the community is inadequate.

In the summer of 2006, Fritz Institute was asked by members of the Bay Area philanthropic community to provide an objective, third-party view of the landscape of disaster preparedness in the region and propose ways to assess preparedness, so that gaps, if any, can be funded by the com-
community and rectified before a disaster occurs. With initial funding provided by the William and Flora Hewlett Foundation, San Francisco Foundation, and Pacific Gas & Electric Co., Fritz Institute completed two comprehensive reviews of disaster preparedness and disaster preparedness assessment literature, interviewed over 40 experts and Bay Area community leaders on the subject of disaster preparedness, and held a major conference on Assessing Disaster Preparedness in the Bay Area.

Our research concluded that while preparedness was viewed as vitally important, no single sector – including government, corporate, philanthropic or non-profit community-based organizations – could provide clear ‘evidence’ of preparedness. Among the impediments to preparedness were: the lack of clarity around a definition of preparedness, the lack of use of objective measures and metrics, the fact that the theory and practice of emergency management seem to be evolving on different tracks, fragmentation of knowledge across organizations, duplication of efforts, lack of collaboration across sectors and the lack of an intermediary or intermediaries to facilitate regional efforts or provide a coherent agreed upon methodology and approach.

**Assessing Disaster Preparedness Conference Sebastopol, California, November 2006**

Conference participants included the government Office of Emergency Services (OES) represented at the state, regional and local levels, heads of non-profit organizations such as the American Red Cross, Salvation Army and United Way, corporate executives, renowned academics in the field of natural hazards research, and the heads of leading philanthropic organizations. In addition, representatives from various city governments and national disaster preparedness organizations and emergency preparedness accreditation organizations were in attendance.

The conference ended with a unanimous resolution to make the Bay Area a leader in disaster preparedness with evidence to demonstrate this preparedness. The group recorded its intention in the **Lynmar Compact**, which outlined a collaborative cross-sector, grassroots approach to disaster preparedness, and requested Fritz Institute to take a leadership role in its execution.
The Lynmar Compact
For Disaster Preparedness in the Bay Area

- The initiative shall be 'local' in nature.
- The approach shall be holistic and include households, businesses, government experts, academia, non-profit groups and philanthropy.
- The initiative shall be led by a neutral, non-governmental third party and supported by a diversity of funding sources.
- The approach shall include significant outreach components in the form of marketing and media to create a 'public' and gain support from politicians.
- The approach shall include research to develop metrics to baseline and demonstrate progress.
- The initiative shall have the support of conference participants who will bring additional partners.
- Standards shall be developed to encourage best practice, provoke media attention and facilitate additional funding to support the local model.

In 2007 Fritz Institute will seek to develop and launch a comprehensive collaborative effort to develop standards of preparedness, assess community resiliency and vulnerability, facilitate and institutionalize cross-sector learning, and engage the public and media in an open dialogue regarding this important topic.

I...keep thinking about the weekend meeting in Sebastopol and thoroughly enjoyed the dynamic discussion and wonderful setting. I do endorse the Lynmar Compact on behalf of our city and myself.

-Arrietta Chakos, Assistant City Manager, City of Berkeley, California

The Garden Party:
Fritz Institute's First Fundraiser
Fritz Institute held its first fundraiser, a garden party, at Lynmar Winery in May 2006. The fundraiser was attended by over 100 of Fritz Institute's supporters as well as members of our board of directors and our partners from the International Federation of Red Cross and Red Crescent Societies, the Canadian Red Cross, the British Red Cross, the Ethiopia Red Cross, the Ivory Coast Red Cross, the South Africa Red Cross, the Uganda Red Cross, and the Harvard Humanitarian Initiative.
Corporations for Humanity is a unique alliance among private enterprise, Fritz Institute and the humanitarian relief sector. Fritz Institute developed this pioneering initiative to mobilize corporate resources, technology, and expertise for long-term improvement in the delivery of humanitarian aid. An intermediated model for engagement between the private sector and relief organizations, Corporations for Humanity provides a mechanism for corporations to engage their core competencies to address the operational challenges of humanitarian agencies.

In 2006 Fritz Institute welcomed several new firms as members of this initiative. In total, 16 corporations now participate in the program, contributing their expertise, time and resources to Fritz Institute projects and activities. Ninety-two percent of members provided cash contributions.

Crossroads Conference
San Francisco, California, November 2006
Crossroads brings together Corporations for Humanity members and executives from the humanitarian sector to discuss the path forward on public-private partnerships in humanitarian aid in the US and abroad. During the day-long conference, common challenges confronting the humanitarian sector are discussed and the relevance of private sector approaches, skills and resources to address those problems are explored. In this way, Fritz Institute seeks to provide a bridge between corporations and aid agencies so that each sector can understand the unique dynamics of the other and investigate opportunities for partnership and learning.

In response to Hurricane Katrina, and the national debate on the readiness of various hazard-vulnerable areas to cope with a significant natural disaster, Crossroads 2006 focused exclusively on US disaster preparedness and the potential role of the private sector. In particular, discussions centered on the state of preparedness of the San Francisco Bay Area and its ability to cope with a major earthquake. Fritz Institute then introduced its new Bay Area Preparedness Initiative and invited input and suggestions from conference participants regarding strategic direction, resource requirements, and the potential role of the corporate sector in the program.

A. Publications and Research Reports
   Released by Fritz Institute
   1. Hurricane Katrina: Perceptions of the Affected
   2. Surviving the Pakistan Earthquake: Perceptions of the Affected One Year Later

B. Articles by Fritz Institute Staff and Affiliates

C. Fritz Institute Lecture on Humanitarian Relief
   Georgetown University, Washington, DC, October 2006
   The fourth annual Fritz Institute Lecture on Humanitarian Relief at Georgetown University featured Ambassador Randall L. Tobias, U.S. Director of Foreign Assistance and Administrator, USAID. Attended by the Georgetown community of faculty and students, the event also drew a wide range of policy makers from Washington as well as a number of senior executives from major humanitarian organizations.

I’m an HBS [Harvard Business School] grad and had a chance to read your article in HBR. It was terrific. Thank you for your contribution to good thinking in this area. I am sure it will stimulate discussion…and hopefully it will stimulate progress that will really help in future disasters!

- Paul T. Antony, MD, MPH, MBA
  Chief Medical Officer, PhRMA

Robert L. Gallucci, Dean of the Walsh School of Foreign Service at Georgetown University, gives the opening address at the 4th Annual Fritz Institute Lecture on Humanitarian Relief at Georgetown University, on October 10, 2006.

Newsletter and Website
   • Our quarterly e-newsletter is sent to over 2400 people.
   • Our website has continued to grow in content in 2006 and is visited by approximately 1900 people each month, a 46% growth since 2005.
PARTNERSHIPS AND COLLABORATIONS

We gratefully acknowledge the continued support of our partners in 2006.

Humanitarian Organizations
- American Red Cross
- British Red Cross
- Canadian Red Cross
- CARE International
- CARE USA
- Danish Red Cross
- Ethiopian Red Cross Society
- Finnish Red Cross
- German Red Cross
- Habitat for Humanity International
- International Federation of Red Cross and Red Crescent Societies
- International Medical Corps
- International Rescue Committee
- Kenya Red Cross
- Libyan Red Crescent
- Mercy Corps
- Mozambique Red Cross
- MSF Belgium
- MSF Holland
- Namibia Red Cross
- Netherlands Red Cross
- Nigerian Red Cross Society
- Norwegian Church Aid
- Norwegian Red Cross
- Oxfam America
- Oxfam UK
- Red Cross Society of Cote d'Ivoire
- Save the Children USA
- Sierra Leone Red Cross
- Somali Red Crescent Society
- Spanish Red Cross
- Swedish Red Cross
- Tanzania Red Cross National Society
- The South African Red Cross
- The Sudanese Red Crescent
- The Uganda Red Cross Society
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Joint Logistical Centre (UNJLC)
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
- United Nations World Food Programme (WFP)
- World Health Organization (WHO)
- World Vision International
- World Vision USA
- Zambia Red Cross Society
- Zimbabwe Red Cross Society

Academic Institutions
- Dartmouth College
- Erasmus University
- Georgetown University
- Harvard University
- INSEAD University
- Massachusetts Institute of Technology
- Stanford University
- Texas A&M University
- Tufts University
- University of British Columbia
- University of Colorado at Boulder
- University of Hawaii
- University of Louisville
- University of South Carolina
- University of Washington
- University of Wisconsin
- Virginia Tech

Corporations
*Abbott Labs
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APICS
*Applied Materials
Barclays Bank, India
*BearingPoint
*Blue Star
*Cos Plus World Markets
*Genentech
*General Motors Corporation
*Harris Interactive
*Heidrick & Struggles
*Hewlett Packard
*Intel Corporation
*IrisLogic
John Snow Inc.
JSI/DELIVER
*KPMG
*Levi Strauss
*Microsoft Corporation
*Pacific Gas & Electric
*SAP
SGS
*Wells Fargo & Company

*Corporations for Humanity members
Foundations
William K. Bowes, Jr. Foundation
The William and Flora Hewlett Foundation
Bernard Osher Jewish Philanthropies Foundation
The San Francisco Foundation

Government Agencies
DFID
USAID

FRITZ INSTITUTE ANNUAL REPORT 2006

FINANCIAL OVERVIEW

FRITZ INSTITUTE
2006 Financial Overview
For the year ended November 30, 2006

Total Revenues: $2,624,000

Total Expenditures: $2,917,000

* Excluding the value of all in-kind goods and services received, management and general expenditures were 3% of total expenditures.
FRITZ INSTITUTE TEAM

Lynn C. Fritz
director general
Anisya Thomas, Ph.D.
managing director
Mitsuko “Mich” Mizushima
chief logistics officer
John Ford
chief financial officer
Steve Leventhal
director, external relations
Vimala Ramalingam
director, India
Kassia Queen
project manager
Karen Anduza
administrative assistant
Christopher Craig
public education assistant

BOARD OF DIRECTORS
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Managing Director and Sr. Advisor, Warburg Pincus LLC
Goery Delacote
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Bernard Osher
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Richard Sambrook
Director, BBC World Service and Global News, UK