



**The Corner®**

**IN THIS ISSUE**

MCW at a Glance	2
Youth Leadership	3
Community Development	4–5
Oral Healthcare	6–7
Partner Programs	8–9
MCW Briefs	9
MCW Gala	10
Financials and MCW Team	11



Photo courtesy of Ali Velshi

## MC-RWANDA CENTER HIGHLIGHTS

MC-Rwanda saw a number of highlights this year. First, on August 18, 2011, over 600 Kayenzi community members attended a special reception (above) to learn about the programs at the community center. The event was organized on the occasion of the arrival of an MCW delegation from the

USA. Earlier in the month, MCW had brought electricity to the center and surrounding homes, benefiting hundreds of lives. In December, Ali Velshi, CNN Chief Business Correspondent, toured the center with MC-Rwanda Country Director Jackson Vugayabagabo.



Africa Community Leaders Seminar (Page 4)



International Youth Leadership Retreat (Page 3)



Oral Healthcare in Tanzania (Pages 6–7)



MCW (Miracle Corners of the World) is a non-profit organization founded in 1999. Our vision is "Local Change through Global Exchange." Our mission is to empower youth to become positive agents of change in their communities. Based in New York with partner organizations in Africa, MCW offers the following initiatives:

### Youth Leadership

Help youth build the skills, confidence and networks needed to achieve their personal goals and contribute to their communities.

### Community Development

Create opportunities for growth in rural and urban areas in Africa with high levels of youth unemployment and low levels of education and skills development opportunities.

### Oral Healthcare

Achieve lasting oral health improvement in Tanzania by bringing public and private sector partners together to leverage their collective resources and expertise.

### Partner Programs

Cooperate with partners in the private, public and non-profit sectors to develop projects that make a positive difference in communities.

## MCW Corner Office



This has been a remarkable year for MCW. In June, Khalid Elachi became our Director of Operations. Since I first met Khalid, back in 2003 when he participated in his first Youth Leadership Retreat, Khalid has demonstrated an exemplary sense of responsibility in everything he does. If he had never come to that first retreat, it's likely that MCW would not be the organization it is today.

In the pages that follow, you will read about the challenges MCW is currently addressing, the approaches we're taking and the impact we're achieving. Behind each program are the individuals who make everything happen. While we can't name everyone in this issue, we wanted to give a special thanks to our Board for investing a combination of hard work, expertise and heart in MCW and to our interns, for their passion and commitment. Finally, a sincere thank you to our donors for making all of our work possible!

Eddie Bergman  
MCW Co-founder & President

MCW's global team has accomplished a great deal in the past twelve years.

Whether it is providing Youth Leadership Retreat alumni with grants, to connecting donors to community members at one of our community centers in Africa, or by facilitating a dental clinic upgrade in Zanzibar, MCW's programs and projects continue to develop and grow.

As we move into our second decade, MCW has begun to "strengthen its roots" by applying our years of experience to further define and refine each program.

The updates in this edition of *The Corner* reflect MCW's goal of strengthening the programs in the past twelve months. We also hope that the work of our partners, team members and donors are captured as we continue to build on these relationships.

Khalid Elachi  
MCW Director of Operations



## MCW's 14th Annual Youth Leadership Retreat

MCW held its Youth Leadership Retreat in July at Champlain College in Vermont, with Afghani, Colombian, Georgian, Indian, Israeli, Kyrgyzstani, Kosovorian, Palestinian, Rwandan, Tanzanian, American and Zambian participants. Inspired by speakers specializing in education, media, social entrepreneurship and CSR, MCW Board members (Anna Condoulis, Cathy DeLeo, Sharon Kess, Roberta Richin, Nancy Scanlon), and 2011 retreat coordinator, Yasmin Elachi, guided the mentees through a process of preparing vision plans.



## Open Doors at New York University



The 2011 Youth Leadership Retreat concluded with our annual “Open Doors Ceremony” on July 14. This year, the retreat participants and their friends and family, as well as MCW supporters and Board members came together to learn about the retreat participants’ vision plans.

“The mission of my plan is to empower people to find innovative ways to prevent and diminish prejudice in their lives by using motivational presentations, spoken word poetry and digital media,” said Sheree Haggan, 21, from Idaho.

Khalid Elachi, recently named MCW Director of Operations, thanked the retreat sponsors including Ben and Jerry’s, Bourbon Coffee, Chipotle, Dominos, Green Mountain Coffee Roasters, Grey Dog, Maples Grove Farms, Trader Joes and Zabars.



## The Alumni Ventures Fund

Brooklyn-born Chris Bashinelli, 24 (middle), received the 2011 MCW Alumni Venture Fund award during the MCW Open Doors Ceremony. The grant supports the “Pine Ridge Launch,” a project that aims to organize a series of community engagements across South Dakota, including the Pine Ridge Indian Reservation. During these events, Chris plans to screen *Bridge the Gap*—a Web series about cultural exchange and youth.

## Leaders Seminar



In May 2011, MCW organized the second MCW Community Leaders Seminar in Kafue, forty minutes south of Zambia's capital Lusaka. The event brought together the leadership of MCW's community center network across Africa to develop workable solutions to some of the centers' most pressing challenges. MCW Board member Anna Condoulis also participated, along with MCW US staff.

"It was a pleasure to welcome my fellow youth leaders to Zambia for this seminar in Kafue where, for the first time, I was able to learn from my friends and colleagues," said MC-Zambia Country Director Joe Hamweene. "Our experience was very productive and my work will become easier now that I've shared challenges, ideas and solutions."

The seminar, facilitated by Solomon Kayiwa of Educate! Uganda, covered a wide range of topics including business planning, social entrepreneurship, innovation, marketing, sustainability and assessing impact. Each participant wrote a business plan for a new social enterprise at his or her respective community center.



Photo by Khalid Elachi

### **What is CDI**

The MCW Community Development Initiative works with four affiliate organizations in Rwanda, Sierra Leone, Tanzania and Zambia—the countries where we work. These organizations are locally registered entities governed by local Boards of Directors consisting of local stakeholders and MCW.

The local organizations work within MCW's framework to develop self-sustaining centers that offer vocational training and social programs to youth.

### **What programs do the centers offer?**

Based on a community assessment and local board recommendations, the centers offer vocational skills training courses (e.g., handcraft production, computers and the Internet, construction and carpentry), and social programs (e.g. youth groups, culture troupes and trauma counseling).

### **Are the programs free?**

Social activities are free for the community; vocational classes are offered at a nominal fee. They're subsidized by various income-generating activities at each center. This fee is an important part of our approach because it encourages

youth to invest in themselves and ensures that they take the courses seriously. In some cases, centers offer courses at rates less than five percent of privately run schools.

### **Interview with**

### **NATE CROSSLEY**

*Director of Community Development Initiative*

### **How does MCW define sustainability?**

MCW aims to make each organization financially and organizationally sustainable. By financial sustainability we mean three things: first, each center needs to fund its daily operations costs, such as salaries, utilities and security; next, expenses, like Country Director salary and government registration fees, for operating in the country need to be covered;

and finally, capital improvements and investments, such as computer upgrades and center upgrades and repairs need to be covered. A center is organizationally sustainable when the Board of Directors takes full responsibility for all fiduciary, programmatic, legal, governance, staffing and operation issues.

**What makes MCW unique?**

MCW is committed to building local leadership. The Board of Directors and Country Director are responsible for setting the agenda of the centers, ensuring that they reflect the community's growth plans and address existing needs. MCW "invests" in communities; we are not involved with emergency and humanitarian responses. We do this by leveraging the financial support of our community in the USA to build the centers and to provide start-up capital for programs. We measure our success by each organization's ability to be sustainable.

**What do my donations go toward?**

MCW-NY funds the physical construction of the center and makes an initial investment in each center by covering



start-up operational costs, such as teacher salaries, electricity, security and program supplies, for up to two years as the center develops its income-generating potential. MCW also supports the development of various income-generating businesses whose proceeds subsidize center expenses and tuition charged. MCW-NY will also support the professional development of the country directors both on-site and at leadership development centers.

**What are future plans?**

CDI has three main priorities over the next year: first, we need to strengthen and empower our local Boards of Directors to take ownership of the centers; second, we need to register all vocational skill courses with the respective government agency charged with academic accreditation; and third, we need to further expand our centers' income-generating capabilities to ensure future growth and sustainability.



## MCW Profile



Doris Allieu, Coordinator of the MC-Sierra Leone Community Center in Kono, lives in the small village of Sukudu with her husband and four adopted children. Sukudu, like much of Sierra Leone, is involved in small-scale agriculture and diamond mining. At the center, Doris oversees daily operations.

"The center is very popular with the community as many unskilled youth benefit from the computer and Internet programs," said Doris. "This training gives them an upper hand in the job market. Every day many youth come to the school asking if they can join the class and we have to turn them away. We just don't have the space or enough computers."

Doris hopes that MCW can expand the center. "It's important to provide opportunities to as many youth as possible because unemployment is such a big issue in Sierra Leone."



## Sustainability



To ensure the sustainability of the new equipment and supplies installed at the Mnazi Mmoja Hospital Dental Clinic in Zanzibar, plans were made to introduce Henry Schein, Inc.'s "Easy Dental" program contributed by Henry Schein Cares. This program features a computerized-practice management system.

To make this happen, MCW welcomed Tanzanian Information Technology consultant, Phillip Mogendi, in Salt Lake City, Utah for a two-day training program at the Henry Schein, Inc. facility in December 2011. The goal of the program was to provide Mogendi with the knowledge and skills to manage the software system at the Dental Clinic.

Ryan Beardall, Easy Dental Trainer at Henry Schein Practice Solutions (above right), was tasked with introducing the software management program to Mogendi (above left).

As part of MCW's 'train the trainer' initiative, Mogendi will train the newly hired practice manager for Mnazi Mmoja Dental Clinic and other staff members.

## Oral Healthcare Improvement in Zanzibar



Following MCW's upgrade project at the Muhimbili University of Health and Allied Sciences (MUHAS) School of Dentistry in Dar es Salaam, MCW teamed up again with Industry Partners to embark on a joint project: to re-equip the Dental Clinic at the Mnazi Mmoja Hospital in Stone Town, Zanzibar.

This year-long initiative began in February 2011, when a team of experts, led by MCW Director of Oral Healthcare Projects, Dr. Marion Bergman, visited the island of Zanzibar to assess the oral healthcare situation. This visit was recommended by the African Union Ambassador to the USA, H.E. Amina Ali.

The work and recommendations of the team of experts were grounded in a strong commitment from Zanzibar's leading healthcare stakeholders, including the Ministry of Health and the Mnazi Mmoja Hospital Administration.

With a clear purpose and the necessary support, MCW's Industry Partners visited the country several times during the year, aiming to turn the plans into a reality. This led to the signing of a



memorandum of understanding between MCW and Mnazi Mmoja Hospital, with Dr. Bergman and Dr. Jamala Taib as signatories.

In addition to plans for re-equipping the dental clinic and calling for the hiring of an operations manager to run the clinic, the MoU included a commitment by MCW to solicit in-kind equipment and supply donations from the companies that had supported MCW's capacity building project at MUHAS.

A wish list was then drawn up and MCW supporters Dental Components International, Henry Schein Cares and Midmark donated state-of-the-art equipment and supplies to the Zanzibar project. In December, the Everlast Logistics team packed and shipped a forty-foot container, filled with the donated equipment and supplies for the dental clinic, to Zanzibar.

Dr. Bergman and Prof. Eve Cuny of University of the Pacific School of Dentistry, a supporter of MCW's oral healthcare initiative, returned to

Zanzibar in February shortly before the installation. Prof. Cuny was tasked with helping the staff develop updated infection control procedures in preparation for the arrival of the new sterilization equipment.

When the installation team, led by Midmark's Jeff Sanders, arrived in Zanzibar, not only did they find the clinic ready for the installation, but the donated equipment and supplies had already been delivered to the hospital.

Sanders and his Midmark colleague, Chris Kemper, supervised the entire installation process, working closely with two equipment repair technicians from MUHAS, William Mihayo and Haruna Matwili, and Mnazi Mmoja technicians. William and Haruna were trained in the U.S in June and July 2010 as part of the "train the trainer" initiative at the Midmark, Dental

Components International and Sirona Dental facilities. In the months ahead, William and Haruna will train the Zanzibari technicians in equipment maintenance.

Zanzibar's Minister of Health, Honorable Juma Duni Haji, officially opened the Dental Clinic on March 13.

"Mnazi Mmoja Hospital needs to become a referral hospital for all of Zanzibar and to train and attract more young doctors," said the Minister. "The upgrade of the dental clinic by MCW has made it possible for the hospital to attract more, much-needed, young oral health providers."



From left: Felix Nyakatale, Phillip Mogendi, Dr. Semeni Shaaban Mohamed, Leonard Chacha, Dr. Marion Bergman, and Dr. Mzee Omar

## A U.N. Side Event



The Government of Tanzania, with support from MCW, led by Dr. Marion Bergman, organized a side event titled "Putting Teeth into Non-Communicable Diseases (NCDs)," on September 19, 2011 at the New York University College of Dentistry.

Tanzanian President, H.E. Jakaya Mrisho Kikwete (above), delivered the keynote address on the importance of linking NCDs to primary healthcare strategies and plans.

Tanzania sponsored the learning event with support from the World Health Organization and co-sponsors, Australia and Sweden. CNN's Ali Velshi emceed the program.

Dr. Lois Cohen, consultant to the National Institute of Dental and Craniofacial Research, provided MCW with support in organizing the event.

## MCW Jacqueline’s Human Rights Corner: A Year in Review

MCW Jacqueline’s Human Rights Corner continued its work to raise awareness about the crime of genocide around the world.

In April, we organized the 17<sup>th</sup> Anniversary of the 1994 Genocide against Tutsis in Rwanda with our Fifth Annual Commemoration at Benjamin Cardozo School of Law. Under the theme, “Past, Present & Future: A Conversation with Genocide Survivors,” the event honored the one million lives lost in the genocide and included a moment of silence, remarks from the Rwandan Ambassador to the U.N., a screening of a short video about the genocide and a panel discussion with four genocide survivors. More than 120 guests attended.

Then in June, we held an awareness-raising event at the Museum of Tolerance in New York. Jacqueline Murekatete discussed what happened in Rwanda prior to and during the 1994 genocide, the challenges facing the country today and how MCW’s Community Center in Rwanda is partnering with the community to provide education, support and entrepreneurship training to young survivors. Thanks to Righteous Pictures, we also had an exclusive screening of *The Last Survivor*, a documentary that features Jacqueline, her experience and her work.

**Written by**  
**ROBYN**  
**DEUTSCH**  
*Coordinator*



During the year, Jacqueline gave presentations at high schools, universities and conferences about her experience as a survivor and the work of MCW. Highlights included participating in the Global Youth Leadership Conference, Yeshiva University’s Model United Nations Conference and Watchung Hills Regional High School’s genocide awareness month. Watchung Hills students organized a fundraiser that raised \$3,000 for MCW Jacqueline’s



Human Rights Corner.

In August, Jacqueline joined a delegation of MCW staff, friends and supporters in Rwanda for MCW’s first-ever Learning Journey to Africa. While there, the delegation participated in a community engagement event (see front page) with more than 600 guests. Jacqueline also received the prestigious Imbutu Foundation’s Celebrating Young Rwandan Achievers Award from the First Lady of Rwanda.





MCW sent two teams, one from Songea, Tanzania (where MCW has a community center) and one from

Transmara, Kenya, to participate in the Paediatric and Adolescent AIDS Treatment for Africa program. This year's event was held in Gaborone, Botswana from November 14–18, 2011. PATA is a network of treatment

teams from more than 170 clinics in 24 African countries, united by the common goal of expanding access to quality care for children and their families affected by HIV.



In October 2011, MCW Advisory Board member, Victor Gruber, hosted his 4th annual West Coast fund-raiser for MCW in California, where forty friends gathered to learn about the MC-Rwanda's center's progress

over the last year. Jacqueline Murekatete spoke about her recent trip to Rwanda and Nate Crossley spoke about the center's activities. MCW Coordinator Robyn Deutsch also participated in the event.



In November, 2011 MCW launched the Dr. George Sideris Memorial Scholarship Fund to support community center leaders wanting to advance their education. The fund, which provides scholarships

and educational stipends to individuals who have been actively involved with programs at an MCW center for at least two years. MC-T Country Director Abdu Mohamed was the first recipient.



In May 2011, MCW sent Ricardo Moshy and Sospeter Kanaku, dental laboratory technologists from the Muhimbili University of Health and Allied Sciences Dental School (MUHAS) in Dar es Salaam, to Oral

Arts Dental Laboratories, Huntsville, Alabama. They completed six weeks of classes on the new laboratory equipment and materials, with Matt Winstead, Executive VP, as part of MCW's "train the trainer" initiative.



MCW partnered with long-time supporter KPMG on its "Family for Literacy" program in Chanyanya, Zambia, the site of the MC-Zambia community center. The firm established the Family for Literacy pro-

gram in 2007 to support and expand upon its philanthropic focus on youth and education. The program provides children from low-income families with their own new books — and in many cases, their very first book.

**+** MCW ANNUAL GALA (April 4, 2011)



From left: Honorable Halima Mamuya, Chair, MC-Tanzania; MCW friends and supporters joined by MCW Board member Dr. Anne Eiting Klamar; and 2011 MCW Leadership Award recipient, Kanda Bongo Man and performers.



From left: MCW Honorees, Friends, and Board members; and Eddie Bergman and 2011 MCW Lifetime Achievement Award recipient, Heyward B. Davenport, Northeast Regional Director, U.S. Department of Commerce, Minority Business Development Agency.

Photos by Jim Lopes



From left: MCW Leadership Award recipient, Ishamel Beah, Author, and MCW Fellow Jacqueline Murekatete; Ali Velshi, CNN Chief Business Correspondent and Stanley Bergman, Chairman and CEO, Henry Schein, Inc.; Obiageli Ezekwesili Vice President for the Africa Region of the World Bank and Kanda Bongo Man.



Prepared for fiscal year ending June 30, 2011.

## Support and Revenue

Contributions:	
Restricted	\$ 420,303
Unrestricted	\$ 734,279
<b>Total operating revenue</b>	<b>\$1,154,582</b>
Non-operating revenue:	
Investment income	\$ 1,662
<b>Total non-operating revenue</b>	<b>\$ 1,662</b>
<b>Total revenue</b>	<b>\$1,156,244</b>

## Expenses:

Program services:	
Community Development	\$ 411,510
Youth Leadership Training	\$ 146,946
Partner Initiatives	\$ 52,838
Healthcare Outreach	\$ 448,858
Support Services:	
Management and general	\$ 64,968
Fund-raising*	\$ 118,888
<b>Total expenses:</b>	<b>\$1,244,008</b>
<b>Unrestricted net assets at beginning of year</b>	<b>\$ 739,711</b>
<b>Unrestricted net assets at end of year</b>	<b>\$ 651,947</b>

\* Fund-raising expenses included an additional expense from the prior year "Annual Gala" fund-raising event in the amount of \$49,751 as a result of cumulative accrual adjustments.

## Notes:

- Cash and Cash Equivalents: MCW considers all highly liquid instruments purchased with a maturity of three months or less to be cash equivalents.
- MCW received in-kind support from various sources in support of its projects. In-kind contributions are reported as contributions and expenses in the accompanying revenue, expenses and changes in fund net assets at their estimated fair value at date of donation. In-kind contributions for the year ending on June 30, 2011 recorded in the financial statements were \$368,244. Included in this amount was \$364,058 in dental equipment and supplies for the Oral Healthcare Outreach Program and \$4,186 for the MCW Board Meeting. In-kind contributions of volunteer time or technical assistance are not included in this number.
- Independent Auditor's Report prepared by Peter J. Bertuglia, Certified Public Accountant, P.C. available on file at MCW's NYC Office.

## THE MCW TEAM

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Khalid Elachi  
Angela Gerrow  
Hannah Lee  
Sharon Roling

### FELLOW

Jacqueline Murekatete

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Zoi Calomiris



Team building at the 2011 Youth Leadership Retreat.

Photo by Khalid Elachi

# the corner



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