



Global Young Leaders Programme (YLP)

Global Institute for Tomorrow (GIFT)

Global Young Leaders Programme



GIFT
GLOBAL INSTITUTE FOR TOMORROW
TOMORROW MATTERS

www.globalinstitutefortomorrow.com

A New Era of Global Business

Business environment growing more complex and unpredictable

Rules are changing as economic power shifts from West to East

Markets and customers are not where they used to be

Sustainability imperative a key challenge of business leadership

According to a recent report from Ashridge Business School 76% of CEO's and senior executives believe that senior executives need the knowledge and skills to respond to sustainability, but fewer than 8% believe either their own organisations or business schools are doing a good job at the moment in providing such skills.



GIFT's Mission

GIFT is an independent social venture think tank dedicated to advancing an understanding of the impacts of globalisation through analysis, debate, dialogue and learning.

Our objectives are:

- Linking business, public policy and civil society issues to foster constructive dialogue and address globalisation-related challenges in Asia
- Tackling critical leadership needs of future decision makers through a unique action learning programme that offers practical and economically viable solutions to meet development requirements
- Channeling management expertise and capital to implement projects designed to benefit the environment and create prosperous communities

Core Activities

Global Young Leaders Programme (YLP)

- Public and tailored executive education programmes aimed at developing leadership and business skills through experiential learning

Social enterprise platform

- Bringing together social enterprises and potential investors
- Increasing access to markets for new ventures
- Investor forums

Advisory services

- Customized workshops and seminars
- Executive coaching

Research and writing

- Articles and editorials
- Research papers
- Books

Speaking Engagements



The Programme

What is the YLP?

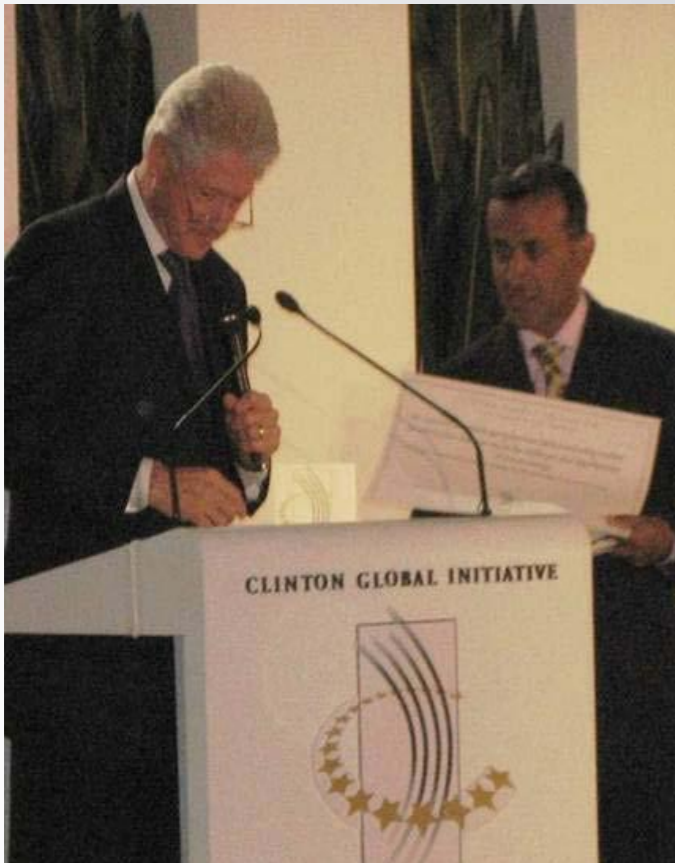


- A one of a kind executive leadership development programme which is leveraged to create new models and opportunities for social investments
- A unique model that also provides an educational platform for building corporate responsibility and nurturing social entrepreneurship
- Emphasizes learning through the eyes of others and witnessing how decisions made in one part of the world have impacts on other parts.
- Focuses talent development on a real world site project for positive socio-economic impact and equips leaders of the future to better understand new markets and customers.

“The point of the experience-based course (Global Young Leaders Programme) is to teach managers global awareness and the impact business can have on society -- something not easily gained from inside a classroom.”

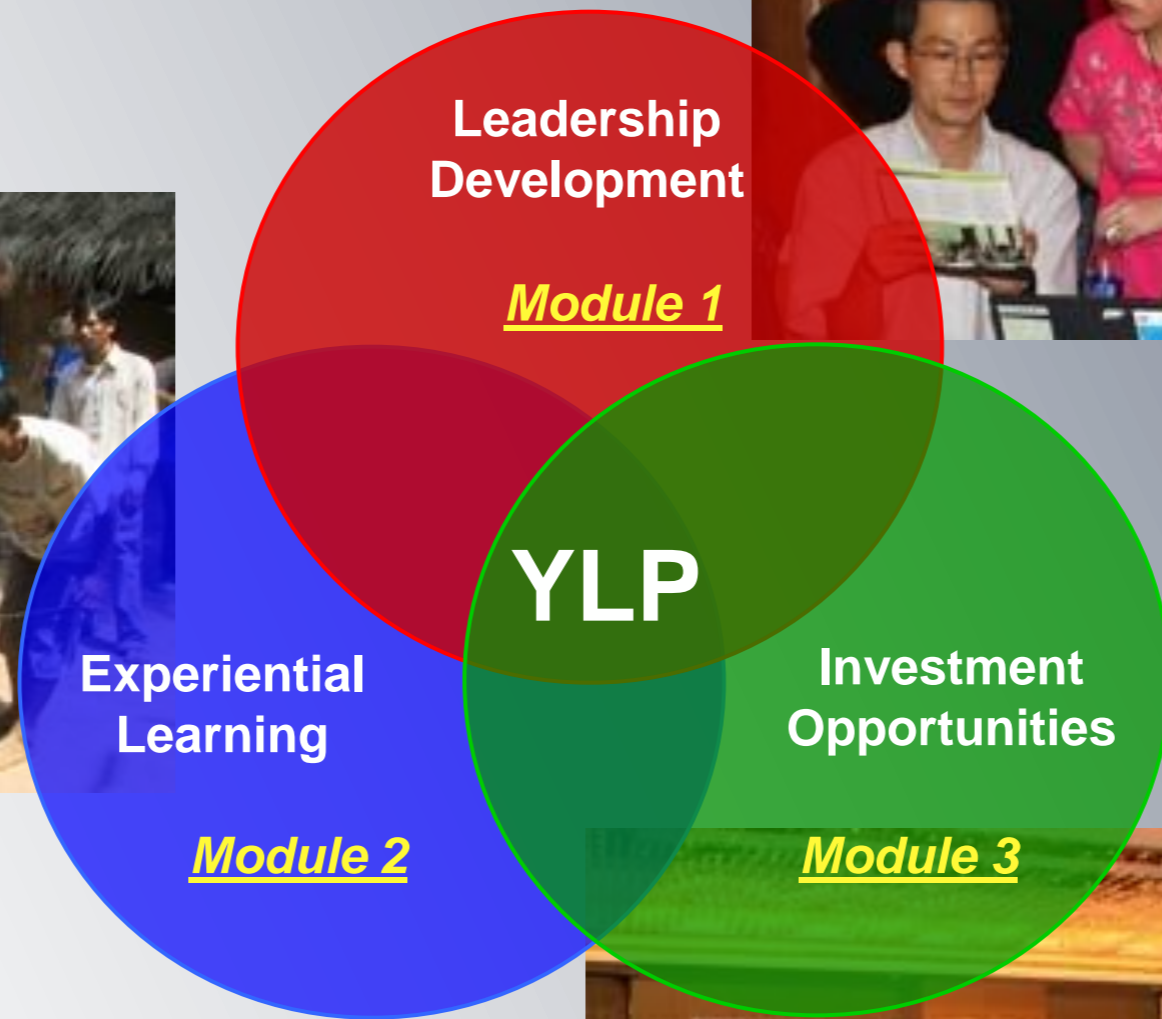
The Wall Street Journal

Origins and Highlights

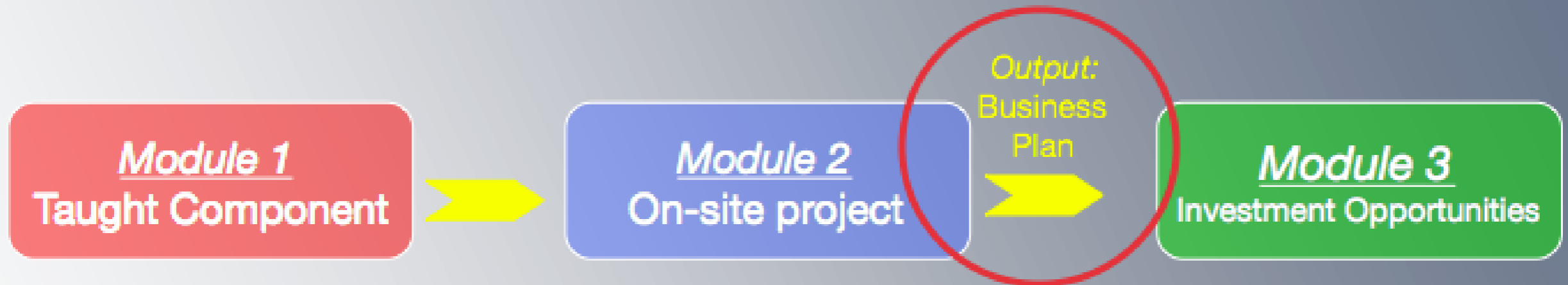


- **2004:** YLP conceptual framework created and launched
- **2005:** GIFT invited to be featured as a commitment at the inaugural Clinton Global Initiative (CGI)
- **2007:** Successful programmes conducted in China, India and partnerships launched with several global companies
- **2008:** GIFT designs the first tailored YLP for 25 new recruits for the CLSA Academy in Hong Kong
- **2009:** Partnership launched with Lee Kuan Yew School of Public Policy for annual Global Leaders Module of the Senior Management Programme
- **2009:** The YLP is featured in the Wall Street Journal Business Education Section
- **2010:** The YLP is selected as a case study for “Innovations in Leadership Development,” a report by Ashridge to be featured at the UN Global Compact

YLP Methodology



Structure of the YLP



- Taught component on the impacts and challenges of globalisation in Asia.
- Conducted in Hong Kong by GIFT as well as external experts and speakers.
- Key topics include:
 - Leadership & Globalisation
 - Business Ethics
 - Corporate Social Responsibility
 - Managing Diversity
 - Business and Government
 - Civil Society

- Immersion learning experience, where participants work on a field project with a community and an social enterprise at a carefully selected rural location in Asia.
- While on-site, participants will produce a business plan.
- Conference held to present venture to potential investors.
- Participants evaluated at end of module.

- Potential business opportunities developed by GIFT into business proposition
- Investors to raise funds for business.
- Business must be scalable and replicable.

Module One
Taught Component

Leadership in a Changing World



- Building leadership beyond traditional functional skills
- Focus on honest inquiry while broadening perspectives and challenging conventional wisdom
- All round communication skills from logic and content to engaging in a dialogue
- Importance of empathy in analysis and decision making
- Enhancing skills of team-building, collaboration and coaching

Core Topics

- Leadership for the Future
- Impacts of Globalisation
- The Role of Government
- Managing Diversity
- Business Ethics
- Corporate Social Responsibility
- Civil Society in Asia
- Role of Media



External Speakers



James Thompson
Chief Executive Officer,
Crown Worldwide Group



Marius van Huijstee
President Asia-Pacific,
Sonepar



Kelly Lau
Director of Corporate
Responsibility,
Nike Sports (China) Co., Ltd.



Cassian Cheung
HKUST Professor,
(Ex-CEO, Walmart China)



Graham Barkus
Head of Organisation
Development & Learning,
Cathay Pacific Airways



CK Lau
Former Editor,
South China Morning Post



Louis Bowen
Chairman,
Asia Capital Management Ltd.
& China Advisors Ltd.



Ravi Chidambaran
Founder & Principal,
TC Capital

Interactive Learning



Teamwork: Managing amidst diverse views



Debate: Business and its role in society, ethical dilemmas



Role Play: Multi-stakeholder negotiations, building empathy



Presentation Skills: Beyond powerpoints and putting on a show

Module Two
On-site Project

On-site: Immersion Learning



- Knowledge
What do you really know?
- Communication
How do you get your message heard, and also hear others?
- Empathy
Is it important and can you feel it?



Participants engage in a rigorous week-long site visit working with local partners in order to create a new business plan.

From classroom theory to real world situations participants are tested in more ways than one.

Real World Understanding



Indonesia



Laos



Cambodia



China

Communicating Across Cultures



Indonesia



India



China

Leveraging Business Expertise for Positive Change



Cambodia



Indonesia



Vietnam



Laos

Exploring Emerging Markets: Future Customers



China



Laos



Cambodia



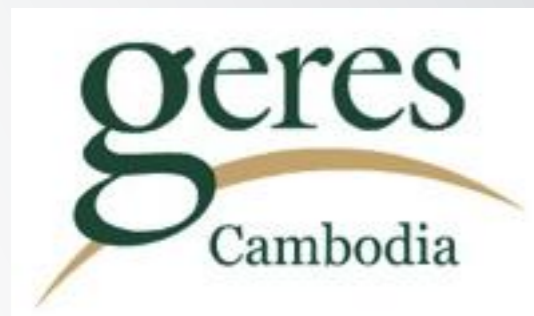
India

Past Project Locations

- 16 projects, 6 countries
 - China
 - India
 - Indonesia
 - Laos
 - Vietnam
 - Cambodia
- Sectors
 - Energy (biomass, solar)
 - Agriculture (organic cotton, rice, palm sugar, walnuts, wine)
 - Healthcare
 - Environment and climate change
 - Eco-tourism



Partner Organisations



Module 2 Output

Participants produce robust plans for enterprise investment and expansion, market access and governance



Taking the Plan Forward: Engaging stakeholders and investors



China



Indonesia



Vietnam



India



Cambodia



Laos

Module Three
Investment Opportunities

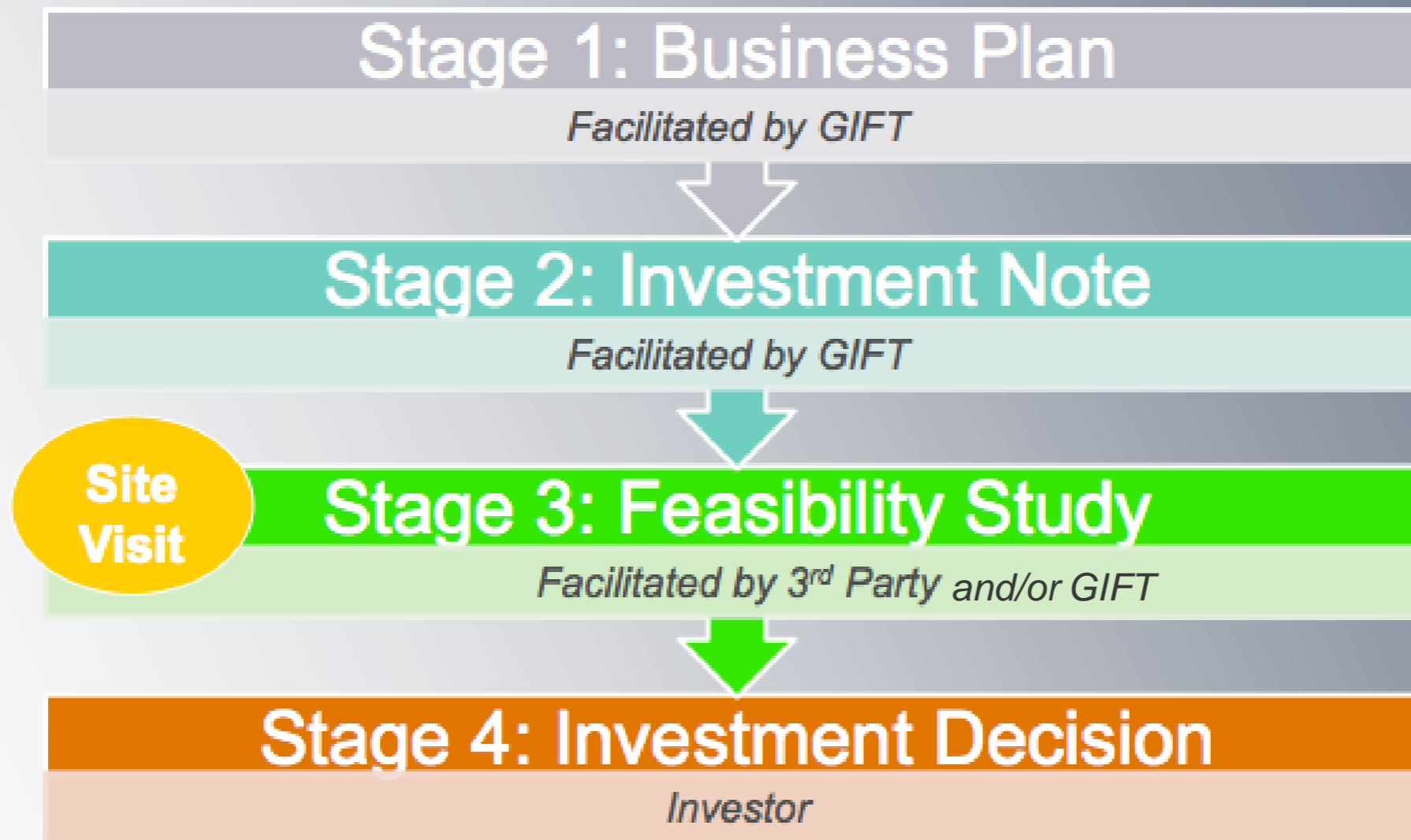
Real World Impacts

The output of Module Two is turned into an investment opportunity.

- A unique approach to attract investment for social enterprises
- Engaging investors in a new asset class of social investing
- Connecting investors with social entrepreneurs
- Using management practices to scale up existing operations of social investments
- Overall goal to promote sustainability, improve livelihoods and quality of life



Implementation



Note: GIFT can be involved in Stages 3 and 4 if deemed necessary by the investor.

Engagement Channels: How to get involved

- Access to distribution channels for products of creative social enterprises with a mission
- Investing in the project opportunity
- Soft loans or philanthropic donations
- Technical assistance
- Opening networks for the social enterprises



Investment Benefits

Investors

- Make a profit while contributing to sustainable development initiatives
- Gain access to untapped markets and opportunities
- Encourage improved corporate social and environmental performance through an active investment strategy
- Meet SRI requirements and CSR obligations



Communities

- Sustainable solutions to pressing needs
- Opportunities to develop business-led solutions
- Lasting value, self-sufficiency and economic independence



Get Involved

To discuss current and future investment opportunities please contact:

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or

Mr. Eric Stryson

Director

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Selected Past Programmes

2007 - 2010

Tailored company specific YLP

- Align country and content focus with company priorities and enhance or expand existing talent development initiatives
- Leverage internal stakeholders to address pressing company challenges and uncover new opportunities
- Help build strong internal networks of future leaders and promote collaboration
- Promote a fresh approach to strategic Corporate Social Responsibility



Vientiane, Laos 2008

Rural Electrification and Renewable Energy Tailored Programme for CLSA

SUNLABOB Renewable Energy Limited

Established in 2001, SUNLABOB Renewable Energy Ltd. is a provider of renewable energy services in Laos, Cambodia and Africa focusing on rural off-grid locations. The company trains rural entrepreneurs to become local franchisees of its products and services. The company has won prestigious awards such as the Ashden Sustainable Energy Award and the World Bank Development Marketplace Competition.

YLP Key Value Addition:

In this YLP, executives from CLSA worked with SUNLABOB to construct a business plan for strategic expansion. The YLP team:

- Proposed a Public-Private-Partnership Model
- Conducted market research
- Conducted impact and need assessment of beneficiaries.
- Consolidated company information across product lines and created a framework for analyzing company performance in a more centralized fashion.

The output was a business plan with recommendations on expansion for SUNLABOB's three main product lines: solar water purification, portable solar lamps, and hybrid village grids.



Hanoi, Vietnam 2009

Integrated Water Services for Rural Hospitals Tailored Programme for Lee Kuan Yew School of Public Policy



Lien Aid

Established as an independent entity through the Lien Foundation in 2006, Lien Aid is a Singapore-based non-governmental organization that works to address the water and sanitation crisis in developing countries around Asia.



YLP Key Value Addition:

In this YLP, senior officials from the Lee Kuan Yew School of Public Policy worked with Lien Aid to develop a Public-Private-Partnership model to improve water and sanitation systems for hospitals in rural Vietnam. The YLP team:

- Inspected water facilities at a district hospital and a water treatment plant in Ha Nam district, North Vietnam.
- Designed a model for sustainable public-private partnership to deliver an integrated water supply and waste water treatment system to district hospitals in rural Vietnam.

The project proposal offers NGOs and private investors a significant opportunity to contribute to lowering health costs, improving quality of life and reducing water pollution.

Xi'an, China 2009

Improving Health Care and Well-being for Orphans Tailored Programme for AIA



Half The Sky Foundation (HTS)

Since 2000, HTS has worked in partnership with government welfare institutions to deliver an educational curriculum that promotes the holistic development of children living in welfare institutions. Because individual care and attention is critical to a child's development, children participating in HTS' programs receive specialized learning from HTS trained staff that takes into account the unique needs of each child.



YLP Key Value Addition:

In this YLP, executives from AIA worked with HTS Foundation to create a pilot initiative with two main components that both serve to promote well-being for orphans in China.

- The first initiative was to create a framework for a national competition to promote entrepreneurship to enable welfare institutions to run a self-sustaining social enterprise.
- The second component was to develop a strategic plan to enhance the health and wellbeing of children in a local welfare institution.

These initiatives were designed as a platform to be replicated in China and across the region.



Kalimantan, Indonesia 2010

Integrated Leadership Programme (ILP) tailored for IMC Group



IMC Plantations

IMC Plantations is one of the major strategic business units for the IMC Group under development. Historically, palm oil plantation and milling were one of the earlier businesses managed by the current chairman of IMC Group. It fits within the long term strategy of the IMC Group to invest in long-term assets, which will generate steady sustainable cash flow.



ILP Key Value Addition:

In this programme, selected participants from various business units within IMC Group travelled to East Kalimantan, Indonesia to do a needs analysis on a nascent oil palm plantation and to make strategic recommendations for an Integrated Community Development Plan which would:

- Align the development and management of the 17,000 ha plantation investment with the company's philosophy of Active Citizenship
- Create a blueprint for the evaluation and improvement of other concessions under IMC management in Indonesia
- Provide future leaders of IMC Group a direct, emotive experience of the realities in Kalimantan and the need to marry society's needs with those of IMC's businesses

The Integrated Leadership Programme (ILP) is an initiative jointly undertaken by IMC Group and East West Learning Enterprises, managed and facilitated by GIFT. The inaugural ILP is a model which will be used in future experiential leadership development courses for IMC in the region.



Phnom Penh, Cambodia, 2010

2nd Annual Global Leaders Module (GLM)
of the Senior Management Programme,
Lee Kuan Yew School of Public Policy



As a newly established social enterprise delivering clean water, sanitation and hygiene solutions throughout Cambodia on a commercial basis, Hydrologic builds on the experience of IDE Cambodia which has implemented successful point of use water filtration programmes since 2001 and supplied more than 150,000 Cambodian households with clean water products.



GLM Key Value Addition:

The plan written by participants on the programme outlines a business proposal that shows:

- Profitability in Year 1 and complete financial independence by Year 2
- An employee owned enterprise which leverages strong incentives for management as well as the growing sales force in order to drive expansion of existing and future product lines throughout Cambodia
- New revenue stream opportunities in the delivery of educational services which have direct social benefits and also support the company's marketing and sales efforts.

The company promises to be not just a commercially viable enterprise but also a model to be emulated by other entrepreneurs in Cambodia and elsewhere.



Multi-Client YLP

- Includes a diverse range of participants from different global companies as well as selected NGO's, government agencies and academic institutions
- Participants benefit from an approach and methodology that is at the cutting edge of experiential learning which positively impacts their problem solving and interpersonal skills.
- Cross cultural and cross functional teams add to the inspirational experience
- Companies are able to leverage broadened perspectives and new insights from participants returning to their organizations.



Hebei, China 2007

Renewable Energy and Bio-Fertiliser

Jinlong Animal Husbandry Company

Established in 1997, Jinlong carries out sustainable farming over 560 acres of land, recycling pig waste as bio-fuel for energy as well as bio-fertilizers for their crops.



YLP Proposal Key Value Addition:

- Marketing plan, positioning and distribution to local and international markets.
- Risk assessment for implementation

Enterprise Impact and Benefits

- **Knowledge transfer:** over 1,200 farmer members.
- **Job Creation & Increased Farmer Revenue:** 20% increased farmer income compared to alternative jobs as laborers in urban areas.
- **Environmental Benefits, Rural Health & Sanitation:** Electricity produced from pig waste fuels existing farm operations with extras sold to the provincial grid.
- **Reduced Carbon Footprint:** Estimated reduction of 50,000-100,000 tonnes CO₂/Yr, which can be sold for carbon credit.

Phnom Penh, Cambodia 2008

Organic Rice Trading Enterprise



CEDAC Social Enterprise (CSE)

The Cambodian Centre for Study and Development in Agriculture (CEDAC) is the biggest Cambodian NGO working on sustainable agriculture and rural development with over 3,375 villages in 20 provinces, benefiting 100,000 farming families and 500,000 individuals. CEDAC Social Enterprise (CSE) is CEDAC's for-profit arm that engages primarily in agricultural commodities trading and retail.

YLP Proposal Key Value Addition:

- Recommendation of a rice trading enterprise to enhance effectiveness of commercial negotiations.
- Marketing plan, positioning and distribution to local and international markets.
- Risk assessment for implementation.



Enterprise Impact and Benefits

- **Job creation & increase in farmer revenue** by ~ USD 300/Yr.
- **Environmental benefits of organically grown rice** which helps decrease ecological damage arising from chemical agricultural inputs.

Ningxia, China 2008

Organic Vineyard and Eco-tourism Lodge

Jinhu Eco-Agriculture Tourism Company Ltd.

Established in 1997, Jinhu is an award-winning integrated business of a vineyard, winery, agribusiness and eco-tourism operator situated on previously deserted land that has been reclaimed through anti-desertification measures.

YLP Proposal Key Value Addition:

- Recommendation composed of a company owned winery with calculated capacity and costing for future expansion plans.
- Proposal of expanded attraction tour packages for ecological education that targets both leisure and business visitors.
- Marketing and risk assessment plan

Enterprise Impact and Benefits

- **Gender empowerment** through close collaboration with the Yunchuan City Women's Development Association.
- **Knowledge Transfer** where enterprise's CSR fund channeled into vocational training programs.
- **Anti-desertification** activities with enterprise's commitment to increase fertile land by 350,000 m².



Phnom Penh, Cambodia 2009

Environmental & Sustainable Palm Sugar Trading Enterprise

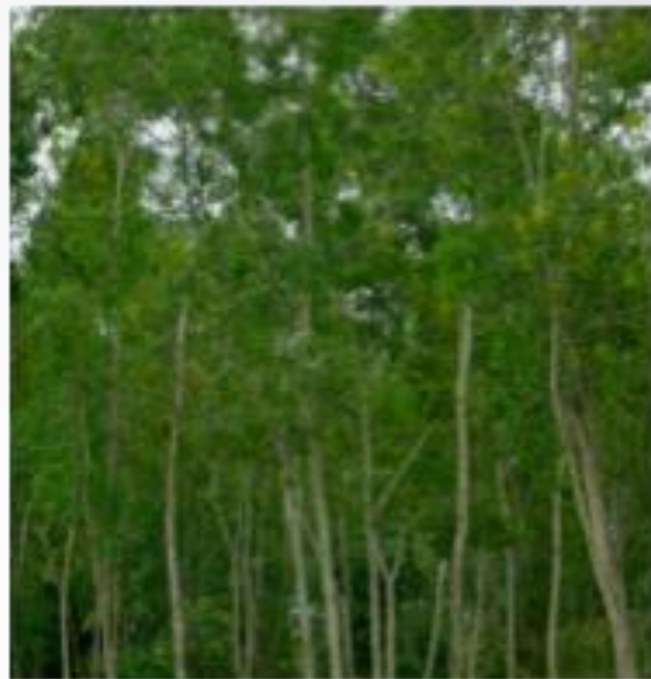


Eco-Biz

Established in 2008, Eco-Biz is a 'Triple Bottom Line Company' that distributes locally-produced, environmentally friendly palm sugar, green charcoal and wood vinegar. using lower carbon technologies designed for and disseminated to local communities for production.

YLP Proposal Key Value Addition:

- Recommended an optimized production rate increase that took into consideration demand absorption and reforestation rates.
- Marketing plan, positioning and distribution to local and international markets.
- Proposed economic incentives to drive adoption of sustainable practices



Enterprise Impact and Benefits

- **Sustainable Forestry:** Price discrimination to local producers to incentivize production using certified wood rather than illegal logged wood.
- **Reduced Carbon Footprint:** Special energy-efficient Vatanak Stove by NGO partner GERES uses 30% less wood and emits less CO².
- **Increased Farmer Revenue:** ~40% increase in revenue.
- **Increased consistency and quality** of local palm sugar production

Shanxi, China 2009

Organically grown cotton and Rural Development

Pohan Farmers' Association (PFA)

Established in 1998 and registered in 2004, the Pohan Farmers' Association (PFA) supports 3800 farmers to organically grow their cotton in an environmentally-friendly way, while striving to improve rural lives of 10,000 families with social, educational and medical service facilities.

YLP Proposal Key Value Addition:

- Tightening of value chain and proposal of a ginning factory to move production up the supply chain for higher premium.
- Recommendation of joint venture trading enterprise structure to promote foreign investments.
- Recommended organic certification and branding for increased price premium.

Enterprise Impact and Benefits

- **Leadership/Entrepreneurship Development of youth** via the establishment of the Youth Organic Farmers Association (YOFA)
- **Gender Empowerment** via projects like the Women Study Group and the Women Handicraft Cooperative.
- **Dramatic water savings** for cotton cultivation by 50% via drip irrigation.



Aceh, Indonesia 2009

Innovative Corporate Model for Cocoa Trading Enterprise



UNDP

In 2006, in an effort to promote post-tsunami socio-economical recovery, UNDP created Aceh Partnerships for Economic Development (APED) to supported agricultural sector growth by linking farmers to technical assistance and non-local markets.

YLP Proposal Key Value Addition:

Proposed New Corporate Model designed to:

- Provide market access and a clear price signal for farmers to upgrade their processes and cocoa quality.
- Provide technical training and assistance to farmers through strong and long-term partnerships with NGOs.
- Provide farmer micro-financing to alleviate funding gap.

Potential Impact and Benefits

- **Increase in production levels and yield.**
- **Knowledge Transfer** by training 4000 Pidie cocoa farmers by year 3.
- **Increase Farmer Income** projected to be a three-fold increase in income per capita by year 5.

Sichuan, China 2010

Expanding and Improving Elderly Care in China



Hetong Elderly Welfare Association

For the last 15 years, Mr. Fang Jiake, an accomplished Chinese medical doctor, has worked tirelessly to provide high quality care to China's growing elderly population through running care centers, training caregivers, providing laundry and catering services and working with existing government-run elderly homes. He and his organisation have established strong relations with the Chinese government and set the standard for elderly services.

YLP Proposal Key Value Addition:

Proposed a social enterprise holding company to:

- Leverage on Hetong's brand and reputation to establish a national leader with footprints in elderly care services, elderly care retail products as well as caregiver training
- Build or refurbish and manage a showcase elderly care facility as a model for expansion
- Channel royalties from the revenue of the holding company to underwrite Hetong's ongoing charitable work at existing facilities

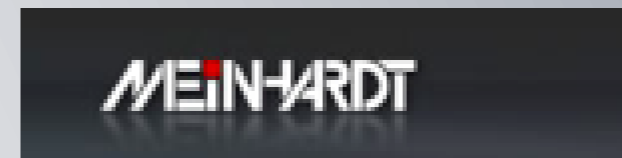
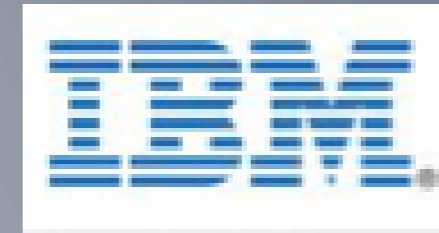
Impact and Benefits for Hetong:

- Create a sustainable model for the expansion of core businesses
- Capture significant market share for emerging industries of elderly products and elderly caregiver training
- Establish attractive returns to investors as a means to drive development of future facilities in other top tier Chinese cities



Participants

Participating Companies & Organisations



Participant Profiles

“Module 1 helped me realise that there are many other stakeholders to take into account than the areas I usually envisage. [I learned to] question everything but also question [my]self... I believe I will be able to more quickly identify skill[ed] or stressed persons in my team, so I will be able to fix the issues faster.”

Matthieu Raffestin, CFO, Sonepar Asia



“The insights I have gained from the YLP such as the opportunities and challenges posed by globalisation are not something I would learn from textbooks. In this programme, I worked with diverse classmates who have taught me it is important to speak out.”

Robert Zhou, North China Corporate Responsibility Compliance Manager, Nike

“Some day in the future I will again be posted in Africa, where there are many NGO’s. This module has helped be know more about NGO’s and social enterprises and how to cooperate with them to bring about benefits for the local people.

Zheng Zhuqiang, Deputy Director General, Ministry of Foreign Affairs, China



“(The YLP provided) excellent interactive sessions, learning and behavioral inputs. It also served as an eye opener for business opportunities in the rural sector, CSR, and an individual’s social responsibility.”

Sanjay Ratra, Director, Standard Chartered Bank

Participant Profiles



“I have learned that there are many more factors and considerations in a business decision process, it is not only about revenue, cost and profits. I have learned to be more open-minded and aware of my surroundings, trends and emerging ideas

Lei Jing, Deputy CIO, AIA China

“The YLP has made me aware of the importance of connecting people at an emotional level and having sensitivity to various cultures and ideas. I learned to be more open and more intuitive.”

Ekta Mehra, HR Project Manager, Asia, Prudential Corporation Asia



“Leadership is still about personal charm and that really depends on one’s knowledge, exposure and experience. One thing I learned is that a good leader knows how to bring out the best in others.”

Christine To, Business Development Manager, Swire Properties



“The GIFT programme has added significantly to my knowledge of myself, my strengths and weaknesses and what areas I need to emphasize more in the way I manage my business and direct reports .”

Basel Ettell, VP and Levant Region Manager, Mastercard



Participant Profiles

“The YLP provides good diversity of participants, good exchange and interaction. It makes one think of one’s strengths and weaknesses – which are brought out in this unique situation, (when one is) out of their usual comfort zone and environment.”

Edna Lam, Director of Communications, Credit Suisse



“One of my biggest learnings from the programme was the experience of working with diverse people and what it takes for a leader to get people to work together to achieve common goals.”

Rohit Suri, Executive Director of HR, Turner International India Pvt. Ltd.

“This is a unique programme where I was pushed to my limits in leading a team, managing motivation and walking away a better person.”

M. Fasluddeen (Deen) Abdul Hadi, Petronas



“I now recognize the boundaries and the overlap between public, private and the third sectors (in society).”

Colonel Yeo See Peng, Singapore Ministry of Defense

Participant Profiles



“The programme reminds you to think outside the box, to challenge ideologies and to remove yourself from the work bubble. It facilitated an experience to work with people outside of your comfort zone and to appreciate their talents.”

Dana Kulik, Credit Sector Specialist, Citigroup

“On a personal note, I realized that there is a lot more out in the wide world to think about than just closing deals and making myself an extra quid or two..”

Dhillon Singh, CLSA



“I realized that by using my leadership role I can further explore areas where it can help transform the lives of others.”

Anita Aziz, Assistant Vice Chancellor and Dean
PAPRSB Institute of Health Sciences at Universiti Brunei
Darussalam



“The experience of working directly on a project was distinct from doing a typical case study where all the facts and figures are given. Through this, I learned the importance of effective communication.”

Leong Sin-Hong, Associate Director, Direct Investments, IMC Group



Other Services

Leadership Workshops

- Coming to terms with a new reality: The rules are being rewritten
- Moving beyond functional skills and traditional executive development approaches
- Promoting honest inquiry in decision-making, encouraging self-examination
- Workshops with an output: “Letter to the CEO,” Personal Commitment Memo, Group Action Plan



*Based on the ground-breaking content and methodology of the **Global Young Leaders Programme (YLP)**, GIFT workshops are aimed at high potential individuals who are being groomed to assume positions of senior leadership within their organizations. They may be offered as stand alone development exercises or embedded as part of an extended talent management plan.*



Advisory Services



- Workshops and seminars
 - Private seminars and workshops which aim to educate executives on current and growing challenges in today's rapidly changing business landscape.
 - Topics include globalisation, leadership, business and ethics, sustainability, CSR, diversity, role of government and civil society.
- Facilitation of meetings/debates
- Consultancy: Environment, Sustainability, CSR
- Executive coaching

Speaking Engagements: Beyond the Conventional Voice

The team at GIFT is available to deliver new ideas at your next function.

Keynote speeches delivered in China, India, Australia, London, Zurich, US and UAE



Research and Writing: A Voice for Asia

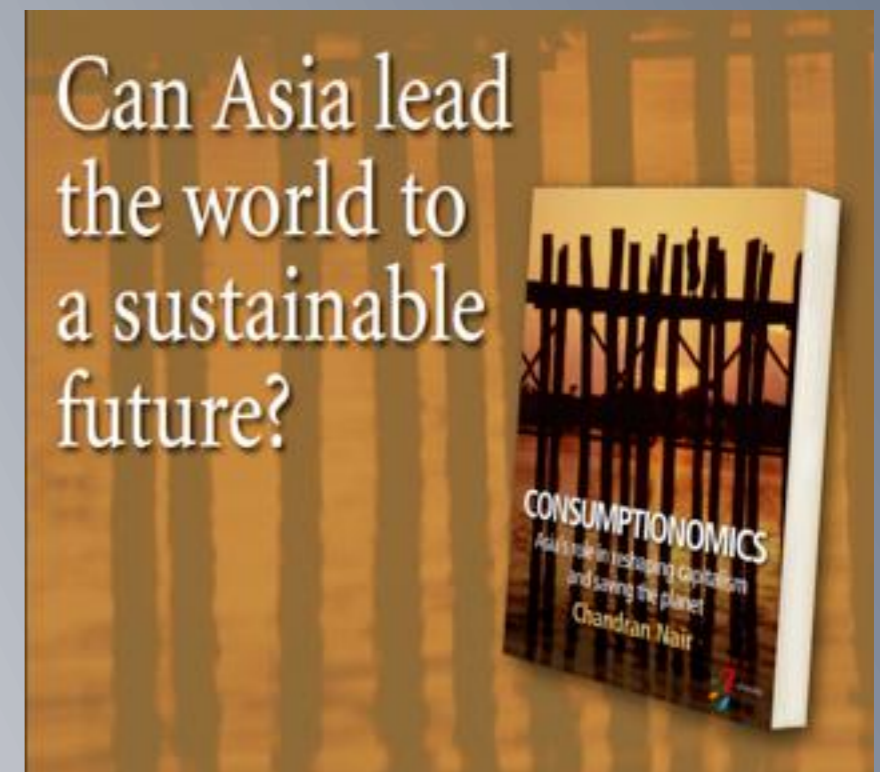


- ***Ideas for Tomorrow:*** Articles and opinions for leading publications such as the Financial Times, Wall Street Journal, Deutsche Welle Reuters, and Al Jazeera etc
- Enriching the debate on global issues, encouraging greater intellectual honesty and facilitating the creation of a fertile ground to debate, dialogue and find solutions.

Books

Upcoming book: *Consumptiononomics*

- Consumption has been the fuel that has driven the engine of global capitalism. The recent financial crisis has seen the West's leading economists and policy makers urging Asia to make a conscious effort to consume more and thereby help save the global economy.
- *Consumptiononomics* argues that this blinkered view needs to be replaced by a more rational approach to the challenges of the 21st century. If Asians aspire to consumption levels taken for granted in the West the results will be environmentally catastrophic across the globe. Needless to say it will also have significant geopolitical impacts as nations scramble for diminishing resources.



GIFT Team



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