



September 25, 2003

Dennis Whittle
Chief Executive Officer
Many Futures, Inc
7121 Wisconsin Ave
Bethesda, MD 20814

Reference: Proposal dtd 7/16/03

Subject: Agreement No:REE-A-00-03-00106-00

Dear Mr. Whittle:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (USAID) hereby awards to Many Futures, Inc (hereinafter referred to as the "Recipient"), the sum of \$500,000.00 to provide support for a program in Reinventing the AID Process Through Citizen and Corporate Engagement as described in the Program Description.

This award is effective and obligation is made as of the date of this letter and shall apply to expenditures made by the Recipient in furtherance of program objectives during the period beginning with the effective date and ending 09-29-2007. USAID will not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This award is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in Program Description and the Standard Provisions, all of which have been agreed to by your organization.

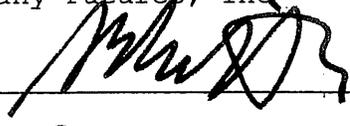
Please sign the original and all enclosed copies of this letter to acknowledge your receipt of the award, and return the original and all but one copy to the undersigned.

Sincerely yours,

Bettie F. Bowles
Agreement Officer

ACKNOWLEDGED: Many Futures, Inc.

BY:



TITLE:

Dennis Whittle, CEO

DATE:

9/29/03

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A. GENERAL

1. Total Estimated USAID Amount: \$500,000.00
2. Total Obligated USAID Amount: \$500,000.00
3. Cost-Sharing Amount (Non-Federal): \$1,350,000.00
4. Activity Title: Reinventing the AID Process Through Citizen and Corporate Engagement
5. USAID Technical Office:
6. Tax I.D. Number: 52-2273760
7. DUNS No.: 137136458
8. LOC Number: N/A

B. SPECIFIC

Budget Fiscal Year: 2003
Ending Fiscal Year: 2004
Operating Unit: GDA
Strategic Objective: 020-002
Team/Division: GDA
Benefiting Geo Area: 997
SOC: 410000
Commitment Doc. Type: FS
Commitment Number: FS-03-DDG-GDA
Fund: DV
Distribution: GDA/W

SCHEDULE

A.1 PURPOSE OF AGREEMENT

The purpose of this Agreement is to provide support for the program described Program Description entitled "Reinventing the AID Process Through Citizen and Corporate Engagement".

A.2 PERIOD OF AGREEMENT

1. The effective date of this Agreement is 09/30/2003. The estimated completion date of this Agreement is 09-29-2007.

2. Funds obligated hereunder are available for program expenditures for the estimated period 09/30/2003 to 09/29/2007.

A.3 AMOUNT OF AWARD AND PAYMENT

1. The total estimated amount of this Award for the period shown in A.2.1 above is \$500,000.00.

2. USAID hereby obligates the amount of \$500,000.00 for program expenditures during the period set forth in A.2.2 above and as shown in the Budget below. The Agreement Officer will give the recipient written notice if additional funds will be added. USAID is not obligated to reimburse the recipient for the expenditure of amounts in excess of the total obligated amount.

3. Payment shall be made to the Recipient by Reimbursement in accordance with procedures set forth in 22 CFR 226.

4. Additional funds up to the total amount of the grant shown in A.3.1 above may be obligated by USAID subject to the availability of funds, satisfactory progress of the project, and continued relevance to USAID programs.

A.4 BUDGET

The following is the Agreement Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with 22 CFR 226.

The following is the Grant Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with Revision of Grant Budget.

USAID FUNDING:	\$ 500,000
COST SHARE:	\$1,200,000
PROGRAM INCOME	\$ 150,000
TOTAL:	\$1,850,000

The USAID Contract Management Branch, Procurement Support Division will review the Direct and Indirect Cost Structure within six months from the date of this award.

A.5 INDIRECT COST RATE

No indirect cost rates shall apply to the grant for Many Futures Inc. Grant funds shall not be used to cover administrative cost of Many Futures Inc.

A.6 TITLE TO PROPERTY

Property Title will be vested with the Recipient.

A.7 COST SHARING

The Recipient agrees to expend an amount not less than \$1,350,000.00 of the total activity costs. The overall amount of contributions and leveraged resources are anticipated to be more than the amount of the cost share in the time line and amount of cost share in support of the development objectives of this award.

A.8 PROGRAM INCOME

The Recipient shall account for Program Income in accordance with 22 CFR 226.24 (or the Standard Provision entitled Program Income for non-U.S. organizations). Program Income earned under this award shall be added to the project.

A.9 SPECIAL PROVISIONS

1. Financial Reporting

The Recipient shall submit an original and one copy quarterly. Financial Reports shall be in keeping with 22 CFR 226.52.

In accordance with 22 CFR 226.52, the SF 269 and SF 272 will be required on a quarterly basis. The recipient shall submit these forms in the following manner:

- a) The SF 272 and 272a (if necessary) must be submitted via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>) within 45 calendar days following the end of each quarter. A copy of this form shall also be submitted at the same time to the Cognizant Technical Officer and to the Grant Officer.
- b) The SF 269 or 269a (as appropriate) must be submitted to the Cognizant Technical officer and to the Grant Officer.
- c) In accordance with 22 CFR 226.70-72, the original and two copies of all final financial reports shall be submitted to

M/FM/CMP-LOC Unit. The electronic version of the final SF 272 or 272a shall be submitted to HHS in accordance with paragraph (1) above.

2. Program Reporting

The Recipient shall submit one copy of a performance report to the Cognizant Technical Officer and the Grant Officer. The performance reports are required to be submitted quarterly and shall address the following:

- a. Strategies to ensure that the increasing numbers of projects approved for funding (inclusion on the web site) meet specified conditions for recipient capacity and integrity as well as promise of sustained economic returns;
- b. Strategies to recruit corporation and individual employees, financial service clients and donor-advised funds and lessons learned from implementation;
- c. Methodology to accurately assess economic return on investments.

3. Final Report

The Recipient shall submit the original and one copy to Dan Runde, Cognizant Technical Officer, and one copy to USAID Development Experience Clearinghouse, ATTN: Document Acquisitions, Development Experience Clearinghouse, 8403 Colesville Road, Suite 210, Silver Spring, MD 20910 or E-mail (the preferred means of submission): docsubmit@dec.cdie.org

4. The final performance report shall contain the following information:

- a. Description of strategies adopted to ensure that the increasing numbers of projects approved for funding (inclusion on the web site) met specified conditions for recipient capacity and integrity as well as promise of sustained economic returns along with an analysis of the respective advantages/disadvantages of those strategies and the final strategy adopted as of the end of the grant period;
- b. Description of strategies employed to recruit corporation and individual employees, financial service clients and donor-advised funds and lessons learned from implementation; analysis of these strategies; and documentation of the approach that has been adopted as of the end of the grant period;
- c. Description of the methodology used to accurately assess economic return on investments along with a sample of the projects

assessed and the economic return achieved; a description of the plan for future assessment of economic returns.

- d. For each objective specified in the grant application, documentation of the end of grant achievements along with analysis of any significant variations as well as of any positive or negative unanticipated results.
- e. Recipients shall list each country included in the program and the total amount expended for each country under the award for the reporting period in the "Remarks" block on the "Financial Status Report" SF-269 or SF-269A, or on a separate sheet of paper with the "Request for Advance or Reimbursement" SF-270.

A.10 SUBSTANTIAL INVOLVEMENT UNDERSTANDINGS

EGAT will be substantially involved during the period of the cooperative agreement. Specifically, the USAID Cognizant Technical Officer (CTO) will Provide:

- 1. Approval of the Recipient's Indicative Timeline of Proposed Activities based upon the timeline in the incorporated program description and involvement in monitoring progress toward the achievement of program objectives.
- 2. Approval of key personnel and any subsequent changes in the positions during the life of the award. The Recipient is required to request the approval of the USAID Cognizant Technical Officer for key personnel.
- 3. Review and approval of annual work plans, program monitoring and evaluation plans, subcontracts and any subagreements (and technical or programmatic provisions thereof and any subcontractors/subrecipients, collaborative agreement in the selection of advisory committee member (if applicable), and initiatives to integrate program activities to development programs.

A.11 RESOLUTION OF CONFLICTS

Conflicts between any of the Attachments of this Agreement shall be resolved by applying the following descending order of precedence: Schedule, 22 CFR 226, Standard Provisions and Program Description.

A.12 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this grant is 000.

A.13 EXECUTIVE ORDER ON TERRORISM FINANCING

The Contractor/Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/subawards issued under this contract/agreement.

Agreement Number: REE-A-00-03-00160-00

PROGRAM DESCRIPTION

The Receipts proposal entitled "**REINVENTING THE AID PROCESS THROUGH CITIZEN AND CORPORATE ENGAGEMENT**" and dated July 16, 2003 is made a part of this Agreement.

REINVENTING THE AID PROCESS THROUGH CITIZEN AND CORPORATE ENGAGEMENT:

Formerly DeveopmentSpace)

PROPOSAL TO USAID GLOBAL DEVELOPMENT ALLIANCE

JULY 16, 2003

GLOBALGIVING
A SERVICE OF MANYFUTURES, INC.
7121 WISCONSIN AVE
BETHESDA MD 20814
PHONE: 301-652-8455
FAX: 301-652-8420
E-MAIL: DWHITTLE@GLOBALGIVING.COM

GlobalGiving™ (Formerly DevelopmentSpace™) is a service of ManyFutures, Inc., a for-profit Delaware C Corporation established in October 2000. An independent GlobalGiving Foundation was granted 501(c)(3) status in May 2003.

WHAT PEOPLE ARE SAYING ABOUT GLOBALGIVING:

"...represents the application of eBay to international aid... Like eBay it is meant to let the "market"—in this case for development aid—clear at a minimum cost without any bureaucratic interference."

Jim Fallows, *Atlantic Monthly*

"After the dramatic successes of the 1998 marketplace and the clear triumph of the expanded 2000 version, Kuraishi and Whittle left the World Bank to pursue an even more ambitious market-based approach to development. Their latest project is called [GlobalGiving.com]."

Robert Wood and Gary Hamel, *Harvard Business Review*

"... The foreign aid equivalent of the speed of light."

The Washington Post

"...demonstrating just how much the Internet is really changing the world."

David Kirkpatrick, *Fortune*

"... is an ideal web application... that might just have a huge impact, becoming a crucial new mechanism for making aid available in a highly distributed fashion."

Peter Schwartz, *Red Herring*

"... is a kind of turbo-charged global want ads section where project leaders can advertise their needs and funders can find them."

Bruce Jacobs, *Philanthropy Magazine*

"... will create an ecosystem of communities where people and institutions can invest their knowledge, expertise, and money in ideas and programs that increase prosperity among people living in developing countries."

Hewlett-Packard Company

"... may be the first of many market endeavors that compete with aid agencies..."

William Easterly, *Foreign Policy*

"...One of the most innovative programs to hit the foreign aid scene in years."

Melanie Brooks, *Ottawa Citizen*

"... has the potential for having a significant impact on the development industry. It will focus on the underserved segments of the market and expand funding for entrepreneurs and communities in emerging markets. [It] will help increase transparency, encourage innovation, and reduce transaction costs in the development industry."

International Finance Corporation, World Bank Group

"... will adapt features successfully used by some of the most

INTRODUCTION TO GLOBALGIVING AND MANYFUTURES, INC.

GlobalGiving (formerly called DevelopmentSpace) is the first service of ManyFutures, Inc., a Delaware C Corporation established in October 2000. The mission of GlobalGiving is to become the world's richest marketplace for international aid and philanthropy. It will pursue this mission step-by-step by focusing on a series of distinct donor segments in turn over the coming years. The IRS has also approved the establishment of an independent GlobalGiving Foundation as a 501(c)(3) to meet U.S. government guidelines for tax deductibility of funds donated through the GlobalGiving platform.

OUR MISSION

To build the world's richest marketplace for international aid and philanthropy

WHAT WE BELIEVE

We believe the world is interconnected and our own well-being depends on the world's prosperity.

We believe prosperity requires innovation, creativity and a space where people can learn.

We believe abundant information and communication drive good decisions.

We believe in mutual accountability.

We believe that achieving our mission requires us to be a thriving company that generates sufficient revenues to scale our services, and to provide reasonable returns for investors.

OUR GOAL

To globalize opportunity

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EXECUTIVE SUMMARY

Background/Problem Statement

GlobalGiving has been called "the application of eBay to international aid." We think of ourselves as reinventing international philanthropy—opening a world of development to thousands of donors, experts, and communities in need worldwide. Like eBay, we bring buyers and sellers together with minimal outside interference, building an unprecedented on-line community and applying web technology to an entirely new field. But instead of dish sets and movie posters, our merchandise is international development projects that promote social and economic growth in the developing world. Our buyers are individuals and institutions that want to channel donations to developing countries and want the option of hands-on, high-quality involvement. Our sellers are people and organizations working for change at the community level in developing countries—those who want greater access to capital, faster response time and less overhead in their efforts to make a difference for the world's poor.

The U.S. private philanthropy market totals \$212 billion a year, a sum that is growing and moving steadily towards on-line donations. Of this, approximately \$15 billion goes overseas, and within that, our target market is about \$1 - 1.5 billion. Corporate and individual donors alike consistently say that they want a more immediate, personalized experience. The market is ripe for GlobalGiving, a "people-helping-people" project/donor matching service. We have a strategy to address a series of target donor groups in sequence over the next several years.

Goals and Objectives: GlobalGiving's distinctive competence lies in effectively managing the entire supply chain of direct international giving. We work with high-quality NGO partners and innovators in developing countries to build, authenticate, and develop sound community development initiatives. These social entrepreneurs post their projects on GlobalGiving, where users search through posted projects, ask questions, develop relationships with project managers, and fund part or all of a project's needs. We tailor our online and real-world services to meet the needs of our donors—offering them a quality of experience and interaction they receive nowhere else.

Program Description: Our revenue model is based primarily on facilitation fees (about 10 percent of the funds raised for each project, plus the cost of transferring the money, if any). From this facilitation fee, we allocate about 2 percentage points of each transaction to provide incentives to our aggregators of demand and supply. By targeting, creating, and incentivizing a network of aggregators, we can rapidly build a powerful critical mass of donors and projects. On the demand side, we will reach employees of corporations; clients of financial institutions such as donor advised funds, financial advisors, and private banks; and

corporations that have a strategic need to directly support international development initiatives. On the supply side, we will reach social entrepreneurs and their projects through non-governmental organization (NGO) networks, NGOs, bilateral aid agencies, and other groups with on-the-ground presence that puts them in contact with a wide array of innovative social entrepreneurs.

Our success fee amounts to half-or less-than the typical charity overhead. We avoid the costs associated with traditional fundraising methods, which can be up to 65% in the case of direct mail. We disburse funding directly to the projects and provide oversight and tools for implementation. Throughout this ongoing process, on-line participants will overtime rate and discuss projects, working to build a worldwide community of people interested in and committed to addressing the challenges of alleviating poverty and advancing human development.

Partnerships: We have formed a formal partnership, called the DevelopmentSpace Network (DSN), with leaders in the fields of technology, development policy, and opinion-makers: Hewlett-Packard, the Center for Global Development, and the State of the World Forum. The DSN initiative has received the endorsement of the United Nations Information and Communications Technology (UN ICT) taskforce. We have project sponsorship agreements with leading NGOs such as Ashoka, IDEX, World Neighbors, and the Women's Funding Network. The Aga Khan Foundation has committed its financial and organizational support for holding local physical events in developing countries.

Progress to date: We have introduced GlobalGiving to thousands of donors through several major clients: In November-December 2002, we successfully tested the platform on the desktops of 70,000 Hewlett-Packard employees. We have also processed over 10 transactions for Wachovia's private philanthropy unit. Calvert Foundation recently announced to its donor-advised fund clients that they can use GlobalGiving to make direct international donations. We have built an experienced management team made up of several start-up veterans. We are extremely encouraged by the widespread media coverage we continue to receive in major publications. We have raised \$500,000 in cash from founders, friends, family and private investors. We have also received \$800,000 in seed funding from major foundations, and over \$1 million in in-kind support, from our law firm (Wilmer, Cutler & Pickering), Stone Yamashita (marketing) and the founders. All in all, the GlobalGiving beta site has registered over 1,800 active users, listed over 350 projects, and partially or completely funded 80 projects, all of which touch the lives of thousands of people. We are now beyond proof of concept and are ready to turn GlobalGiving into a normalized service offering and to scale dramatically to include thousands of users and projects.

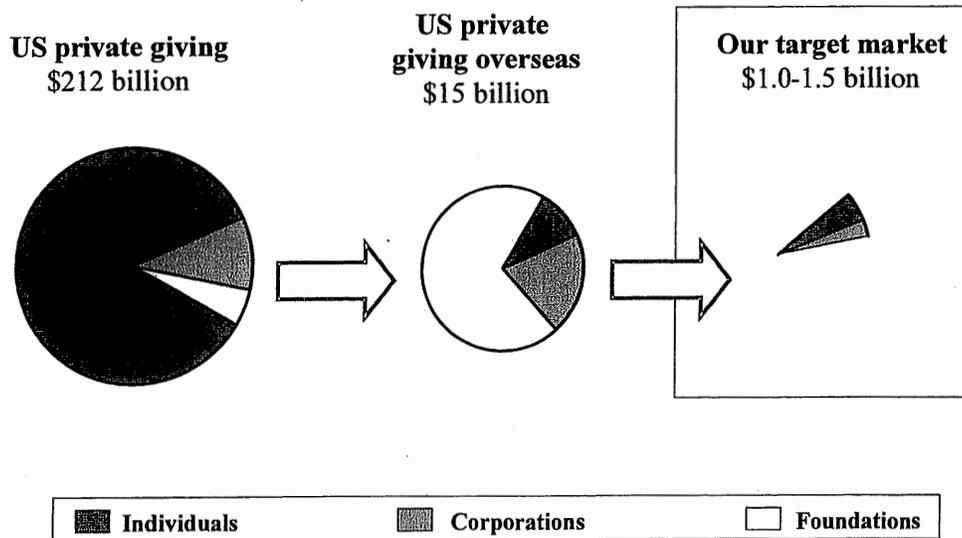
USAID Support: We are requesting \$500,000 in general operating support from USAID to successfully expand the employee-giving

campaign. We plan to carry out such campaigns at 3-4 major companies in addition to HP in 2003. This USAID support will match the \$1.3 million cash and \$1.2 million in-kind support invested to date to create the GlobalGiving platform and build the donor and project networks. The USAID grant would leverage an additional \$500,000 to \$750,000 cash from others, including the HP, the Skoll, Omidyar, Sall, and Hewlett Foundations, plus an undetermined amount from private funders. An additional \$500,000 of in-kind or pro-bono support is would be provided by our law firm (Wilmer, Cutler & Pickering), our marketing partner (Stone Yamashito), HP, the Center for Global Development, World Resources Institute, other partners. If the expanded 2003 program is successful, we project that we can become financially self-sustaining through facilitation and setup fees by 2006, and that we can leverage up to \$400 million in new flows to social and economic development projects over the next five years.

I. BACKGROUND AND PROBLEM STATEMENT

U.S. private giving totals some \$212 billion annually and is projected to total at least \$6 trillion over the next 50 years.¹ Out of the \$212 billion total, about \$15 billion goes to projects overseas annually, an amount that is growing at a steady five percent per year. Of this, our initial addressable market is about \$1.0 to \$1.5 billion of donations made by individuals (through employee giving, donor-advised funds, other giving vehicles and affinity groups) and corporations (strategic philanthropy). Over time we believe our addressable market will expand to as much as \$5 billion as we dramatically enhance the experience of international giving and attract additional segments such as remittances and official aid.

Philanthropy market



Since September 11: Assistance to developing countries is higher on the global agenda than it has been in decades. The new international concern with terrorism and failed states has rekindled interest in effective ways to combat the poverty, illiteracy, and disease that ravage too many societies. In response to this challenge, the Bush Administration has committed to doubling U.S. development assistance over the next few years.

¹ "Why the \$41 Trillion Wealth Transfer Estimate is Still Valid," John Havens and Paul Schervisch, *Journal of Gift Planning*, January 2003.

Globalizing corporations are also recognizing the urgent necessity of playing a positive role in communities they seek to enter. Pressure on U.S. corporations to demonstrate worldwide commitment to corporate social responsibility will only rise.²

Individuals, more aware than ever of how their fates are tied to those of strangers in strange places, are eager to reach out beyond America's shores. Over the last decade there has been a steady rise in overseas giving. And immigrants to the U.S. send billions of dollars home to their families and communities.

At the same time, philanthropy is moving into the digital age. By 2010, as much as one-third of U.S. giving will happen on-line.³

Unlike domestic giving, international philanthropy throws up significant barriers to individual involvement. The opportunity to influence the shape of a project, or even see it at work, which has become so central to U.S.-based philanthropy, is almost entirely absent overseas. The vast majority of would-be givers have no way to evaluate potential partners, decide whom to trust, or build significant relationships. The result is less giving — and giving that is less enthusiastic.

Not ready for prime time: International aid programs are not ready for this new wash of money, nor the raised expectations that technology brings. International donations flow through a market that is not a market at all; where investors have limited information and less control; where entrepreneurs have little or no access to funding; where quality control and feedback mechanisms seldom, if ever, operate; and where transaction costs are enormous. In short, the world of development funding has almost entirely missed the changes that integrated markets, communications technology, network-oriented thinking, and decentralization have brought to the world of business in the last two decades.

GlobalGiving is bringing the power of market mechanisms and networked technology into the development field to fight poverty—and add value for donors.

II. GOALS AND OBJECTIVES

Individuals, foundations, consulting firms, and multi-national corporations all seek to provide funds or services directly to international projects. Donors have expressed rising levels of discomfort with existing intermediaries. GlobalGiving, by contrast, offers an easy, monitorable way for individuals and institutions to give—offering tangible results and removing barriers to committed involvement. We provide a new network among donors, experts,

² “While traditional corporate relations, community affairs, and contributions programs predominate, an emphasis on a broader citizenship approach, including the environment and sustainable development, is emerging as a new model. The reasons include: globalization as a result of the worldwide expansion of business, private enterprise, and the market economy ...” from *Conference Board*, August 13, 2002.

³ Harvard University's Initiative on Social Enterprise, as cited in the *Chronicle of Philanthropy*, March 2001.

community activists, and social entrepreneurs—the people and organizations at the forefront of change in the developing world.

How GlobalGiving differs.

GlobalGiving provides donors with direct access to vetted projects and qualified experts around the world. *Our process reduces transaction costs (both time and overhead) for donors by at least half.* Our on-line network allows donors to create community, both with the experts and entrepreneurs they support, and the colleagues and friends who join in supporting projects. That feeling of community makes for committed, repeat givers—and it has been virtually absent from international philanthropy up to now.

The Individual Donor Experience

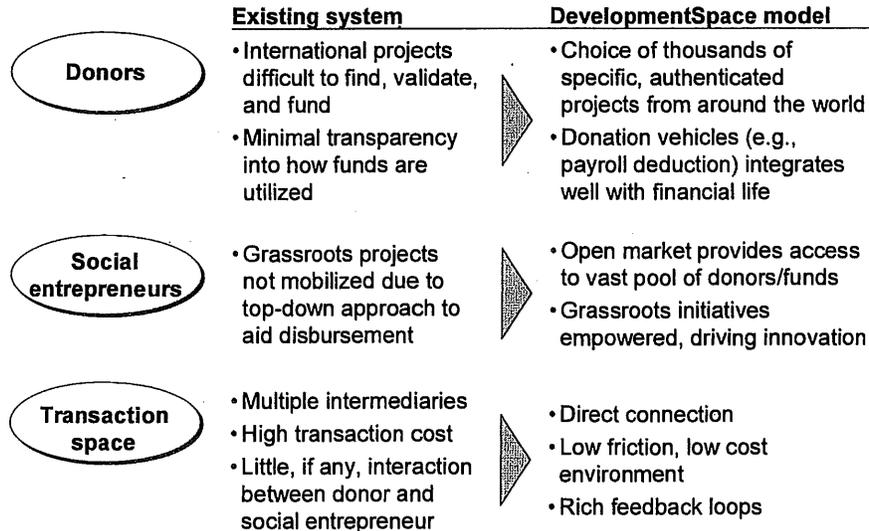
Guy Pfeffermann, chief economist for the International Finance Corporation, has made large-scale international development his life's work. But when he wants to see his own money make a difference, he goes to GlobalGiving.com. That's where he found Digital Divide Data (DDD), a Cambodian enterprise offering disabled people computer jobs and training—and a sense of dignity and self-worth. Guy and his family were able to fund some, but not all, of what DDD was seeking. That money went to work right away and within weeks they had a video of newly-employed Cambodians at their workstations, and an ongoing relationship with DDD management. GlobalGiving.com had closed the gap

Several aspects of the GlobalGiving marketplace add value beyond anything currently available to donors, experts, and aid recipients.

- **Direct connection:** We offer a level of connection, direct involvement, and global access to every donor, expert, and social entrepreneur that today is available to only the largest development bureaucracies. Individuals and corporations without large foundations or extensive development experience gain through us the ability to find, vet, invest in, and build community around social projects anywhere in the world. Conversely, people with expertise can sell or donate their services anywhere in the world, without intermediaries.
- **Access:** Social entrepreneurs—people and organizations in developing countries working to better their communities—will gain access to funding and expertise from anywhere in the world. Today, official aid organizations have a near-monopoly on funds and networks. Some excellent non-governmental organizations focus on training and developing social entrepreneurs (Ashoka, Klaus Schwab Foundation, NESST). But there is no market these entrepreneurs can draw on for social capital, and no network through which experts, entrepreneurs, and funders can find each other without intermediaries.
- **Deal flow and liquidity:** We will bring in large numbers of innovative on-the-ground projects, some by working directly with the social entrepreneurs, and others by working with individuals

and organizations that supply such projects in bulk. By sharing just a small fraction of our success fee, we can create a liquid market for small, entrepreneurial development projects. Even modest fees that amount to \$10,000 per year for a full-time "project recruiter" make it possible for key local organizers to devote their time and energy to getting such projects into the GlobalGiving system. Similarly, field service organizations (such as World Neighbors or the Global Fund for Women) can use the financial incentives to justify spending time on outside projects they list on GlobalGiving. We will similarly provide incentives to financial advisors and money managers to cover any costs they might incur while offering their clients this valuable new service. These revenue sharing arrangements will lead to explosive growth in both the supply and demand side of this new project-focused model of development.

Reinventing international aid and philanthropy



Expected impact:

The same network that cultivates repeat donors also creates social returns much higher than could be expected from comparable giving: a full computer lab that could cost \$40,000 or more in the United States, for example, can be provided in Nepal for just \$17,000. The Digital Divide Data project we fund provides a computer, two high-wage jobs and educational grants for disabled Cambodians for just \$800. Our first funded project alone reached over 1,400 children. In the next five years, we will facilitate the flow of more than \$400 million directly to developing world projects, generating a modest fee for each dollar facilitated, which in aggregate creates substantial cash flow, producing a profitable and powerful enterprise.

Detailed financial projections are attached to this business plan, but the overall message is simple: with demonstrated market

potential, a sound business plan, and the traditional incentive of a for-profit enterprise, GlobalGiving's volume-friendly business model is tailor-made to produce significant returns on investment—financial as well as social.

III. PROGRAM DESCRIPTION

The GlobalGiving process begins with an individual or organization looking to implement a community assistance program in the developing world. These "social entrepreneurs" bring ideas to GlobalGiving, where they are authenticated by a virtual network of high quality GlobalGiving partners such as Ashoka, IDEX, and World Neighbors; mentored by a virtual network of business and technical experts; and assisted in developing a structured business plan and deal sheet. Thus vetted and improved, the project and its price tag are posted on GlobalGiving. Donors using the site can browse and search among all projects currently active, ask questions, make suggestions, and establish personal contact with project leaders. Donor funds can flow in fast—our first fully-funded project elicited donor responses within two weeks of being listed on our site, a rate the *Washington Post* called "the foreign aid equivalent of the speed of light." GlobalGiving then assists with disbursement of funds and project monitoring. Project feedback and on-line ratings allow providers to build reputations and brand themselves for future deals. The end result is an on-line community that polices itself; not unlike the community that has grown up around eBay, but one whose common interest is changing the world.

The Corporate Customer Experience
Bill's Bytes is a (hypothetical) U.S. software development firm, which is increasingly looking at emerging market nations not just as processing bases, but as potential markets for its products. By 2010, Bill's expects to sell 50 percent of its output outside the U.S. It has operations in two Asian countries and sales offices in ten; it is considering tripling its overseas sales presence, with a particular focus on India, Mexico, and South Africa.

Bill's marketing and corporate philanthropy teams face the following challenges:

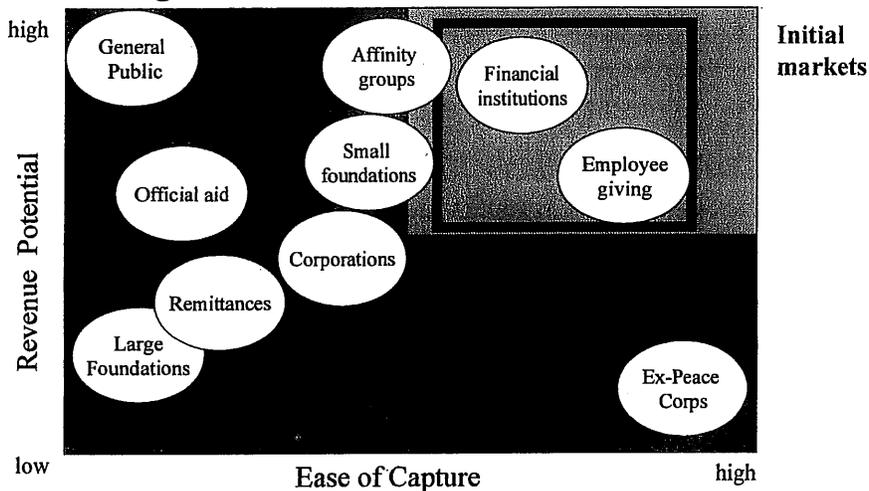
- Quickly improve brand recognition in India, Mexico, and South Africa;
- Improve the company's profile in international giving and corporate social responsibility, with *maximum effectiveness* for limited corporate dollars;
- Increase staff familiarity with the societies in which the company will soon be marketing.

Bill's current employee-giving plan is United Way-based, and 95 percent of donations go to U.S. programs. Working with GlobalGiving, the company can offer employees the opportunity to target programs in India, Mexico and South Africa, as well as direct corporate seed money to them. At the end of the employee giving season, gifts have been made to ten projects in the three target countries. Five classrooms in India and three computer education projects in South Africa are fully funded.

IV. PROPOSED INTERVENTION - MARKET APPROACH

Within the \$15 billion overseas giving market, GlobalGiving is initially targeting segments that are easiest to acquire and have the highest revenue potential for GlobalGiving. These segments total \$1 - 1.5 billion, and are weighted toward individual donors. The long-term potential of these segments is \$5 billion or more.

Market segmentation



The majority of our donors reside within aggregated demand pools that make up a significant portion of the overall market and have needs that GlobalGiving can serve:

- **Employees** of corporations that will participate in GlobalGiving through their company's employee giving programs;
- **Clients** of financial institutions, that rely on their financial advisor/estate planner for products and advice on charitable giving;
- **Corporations** with strategic objectives that necessitate involvement in overseas initiatives.

Target Segment Analysis

Our near-term primary donor markets are *employees* of corporations and *clients* of financial institutions. These two channels will allow us to reach mass affluent and high net-worth households (which together make up two-thirds of household giving in the U.S.) *Corporations* will be a natural secondary market to pursue, as we establish credibility and solid relationships with this market through employee giving programs.

Employees: Workplace giving is considered the highest yielding and lowest cost method of fund raising⁴. Of all contributing households in the U.S., more than 50% use payroll deduction for giving—total giving through employee giving programs in 2001 was \$4 billion. More than 30 percent of the Fortune 500 companies now include organizations in addition to United Way as part of their workplace-giving program. Employees are eager for alternatives to United Way,⁵ and companies are looking for more ways to demonstrate global citizenship.

Corporations: In conjunction with the employee giving target market, GlobalGiving will expand its relationships with *corporations*. Direct corporate giving totaled \$10.9 billion (of which \$2.8 billion went overseas) in 2001. Budgets for international giving have been rising faster than for domestic programs.

GlobalGiving will then over time move into additional market segments as we become capable of serving them efficiently and effectively. For example, members of affinity groups include churches, which account for more than one-third of total philanthropy and give more than \$3 billion overseas each year. This category also includes associations based on ethnicity, which offer access to part of the \$18 billion of remittances sent from the U.S. to the developing world every year. These remittances are increasingly for social and economic development projects. Foundation giving totaled \$25.9 billions (of which \$1.5 billion went overseas). Within this, there are 20,000 family foundations that give away over \$7 billion per year; these foundations have varying levels of expertise—sometimes minimal, as they are transferred from one generation to the next. Financial advisors and estate planners are increasingly developing the capability to serve this need, and a board member of the Certified Financial Planners Associates plans to begin writing in trade journals about GlobalGiving as a major new tool in advisors' tool kits.

Official Aid Market

Over time, GlobalGiving will have the opportunity to expand into another important segment as well: some \$50 billion per year in official foreign aid spending. As U.S. aid becomes more conditioned on project performance this segment will present important opportunities. GlobalGiving has already been approached by senior leaders of the U.S. Treasury and USAID to discuss potential future collaboration. However, this is a complex market with high barriers to entry and heavy competition from large existing contractors and consulting firms.

⁴ Employee Workplace Campaigns – At the crossroads – report America's charities and TCN & Charities@Work published information.

⁵ A survey released in the Washington DC area reported that 67 percent of the region's adults say there should be another organization that runs charitable giving campaigns (PRNewswire, September 9, 2002)

There is emerging consensus within the private sector that there is a compelling business case for "strategic philanthropy."⁶ As more and more firms look to emerging markets and base production facilities outside the United States and Europe, the trend toward investing in these communities is growing stronger. For this reason, companies are seeking to develop employee involvement with the local community in overseas offices, increase employee familiarity with foreign markets, and maximize public relations benefits of giving programs. At the same time, they want to broaden their giving programs by offering more choice to their employees, particularly those with strong ties overseas. The GlobalGiving platform will allow companies to give employees the option of international direct giving, and have their employee giving complement and enhance their strategic, direct international giving.

The direct connections and third-party evaluations GlobalGiving provides make for stronger bonds, compelling media coverage, and independent confirmation of a company's role. In the longer run, the GlobalGiving process will allow companies to outsource extensively to us, with high confidence and lower overheads, not just for their employee giving programs, but for their direct corporate giving as well. The benefits will go beyond lower overheads to the visible progress we deliver on the ground and greater sense of connection between givers and beneficiaries.

The growth of peer groups such as Business for Social Responsibility, which advise and support corporate philanthropy efforts, are evidence of further impetus for growth. They will also be important marketing agents for GlobalGiving's efficient philanthropy platform.

Clients: High net worth households, with personal net wealth of \$1 million or more, gave one-fifth of total U.S. charitable dollars in 1998. In addition, 19 million mass affluent households, especially where members are committed to charitable giving, are reachable through participation in donor-advised funds, financial advisors, estate planners, employee giving programs, professional, and university groups. Taken together, high net worth households and mass affluent households account for two thirds of charitable donations each year.

The *client* donor will be reached initially through donor-advised fund (DAF) providers and financial advisor networks.

⁶ "[Companies'] ability to compete depends heavily on the circumstances of the locations where they operate ... social and economic goals are ... integrally connected." (Michael Porter and Mark Kramer, "The Competitive Advantage of Corporate Philanthropy," *Harvard Business Review*, December 2002.)

- **Donor-advised funds:** Fidelity pioneered the use of DAFs, enabling mass-affluent households to enjoy the equivalent of

- their own family foundations. Although Fidelity dominates the DAF market with \$2.6 billion in assets, other financial service organizations have replicated Fidelity's success: a survey of about 70 organizations reflected a 25% growth rate in number of accounts from 2000 to 2001 to 53,275 accounts. The value of the funds rose almost 10% to \$12.3 billion.

What is a Donor-Advised Fund?

Donor-advised funds allow individuals or households to: a) make an irrevocable contribution of personal assets (cash, stocks, bonds, appreciated securities) to a nonprofit organization (often affiliated with or managed by financial services firms) that administers the fund; b) take an immediate tax deduction on their

The total amount of funds distributed increased 26% percent to \$2 billion. As the number of players has increased, the basic DAF service has become commoditized. Fidelity and its major competitors—such as Vanguard, Merrill Lynch, Calvert, and Schwab—are now hunting for differentiation. GlobalGiving provides a specialized, high profile, and easy-to-use service that will set a DAF apart from its competitors. And the DAF will reward us handsomely in return. The emergence of specialized DAFs facilitating niche giving (such as Give2Asia) proves that although small, there is a definite market among existing DAF clients, who because of national origin, experience in the Peace Corps, or overseas postings, would like to give internationally. We believe that working with financial services firms who have DAFs is the most efficient way to reach and dominate that niche market.

- **Other financial service providers:** The DAF channel will be pursued in conjunction with other financial advisor networks. High net-worth individuals are increasingly relying on their financial advisors and/or estate planners for advice on philanthropy. There are presently over 100,000 charitable trusts in the US. For example, many high net-worth clients set up charitable trusts, such as the Charitable Lead Annuity Trust (CLAT), to maximize wealth transfer and support public interest in tandem. Clients often look to their financial advisor for guidance on where to disburse the required charitable contributions. Similarly, financial advisors are looking for ways to become more involved in their clients' lives through offering an enhanced and deeper level of service. However, financial advisors are rarely equipped with any experience in identifying charitable opportunities overseas.

Suppliers

To serve our customers, we rely on our suppliers—people and organizations seeking to establish projects in the developing world—social entrepreneurs. Previous efforts at the World Bank, and by a few private entities, have shown that there is an enormous untapped supply of innovative, motivated individuals and organizations in the developing world, whose efforts to better their communities are too small for the large development bureaucracies, or simply never come to these institutions' attention. When GlobalGiving founders solicited small-scale community development proposals at the World Bank in 1999, they received 1,100 proposals in six weeks—many from individuals who had never left their home communities and had no Internet access. In the past ten months of the website's pre-release beta trials, GlobalGiving has already listed some 350 projects in 77 countries, and vetted over 130 of them—and there is no shortage of good, innovative future projects. We have built a core group of leading NGO "project sponsors" (see partnership section below) for 2003 and will be expanding this group each year to enlarge the supply of vetted projects.

Revenue Sharing with Partners

To fuel rapid growth, we will provide revenue incentives to our partners who bring donors and projects to GlobalGiving. For example, financial advisors, brokers and managers of DAFs typically receive fees for all funds under management. They therefore may have a disincentive to encourage their donors to disburse the funds. To create a level playing field, we will provide a portion of

These NGO project sponsors are respected, experienced leaders in international aid.

They use their years of experience working with NGOs throughout the globe to provide GlobalGiving with high-quality projects in developing countries. In order to ensure compliance with all of the government's regulations on overseas charity, these project sponsors do their own cycle of due diligence on their projects in addition to what GlobalGiving administers. Project sponsors are given access to enter projects directly onto our site.

We expect to have between 200 and 300 projects on our site by the beginning of the employee-giving season. These projects represent 38 different countries and nine different focus areas ranging from technology to human rights to education.

V. PARTNERSHIPS

We will market primarily through our strategic partners, focusing on their client and user base. They will have extensive incentives to market our services, provided by the groundbreaking revenue-sharing provisions we are currently negotiating with partners on both the demand (donor) and supply (project) side—partners who will serve as supply and demand aggregators.

Current Strategic Relationships

The GlobalGiving strategy has focused on forging key partnerships and building a strong, efficient, and cost-effective business process. We have built, tested, and refined a web platform, which is continually evaluated and updated. We have developed a network of authenticators who provide high standards of project vetting at little cost to GlobalGiving. We have forged key partnerships with large, recognized organizations that want to provide or promote an innovative service like ours to their customers, employees, and partners.

- **Hewlett-Packard:** In November–December 2002, we conducted a pilot employee-giving program for the 70,000 US-based employees of *Hewlett-Packard Company*. HP has also agreed to serve as an “evangelist” of GlobalGiving to its peer technology firms and Fortune 500 colleagues, reinforcing our ability to quickly sign up employee giving programs with additional corporations.
- **DevelopmentSpace Network:** In December 2002, we also signed an agreement with the *Center for Global Development*, the *State of the World Forum*, and *Hewlett-Packard Company*—leaders in their respective fields—to create the “DevelopmentSpace Network” (see box).
- **Foundations:** We have built a broad strategic partnership with the *Calvert Foundation*, which, along with *Give2Asia*, a subsidiary of the Asia Foundation, provides tax deductibility for donations through GlobalGiving.⁷ The Calvert Foundation has also asked us to manage international giving for its donor-advised fund clients. The Mott, Sall, and Kellogg, and Hewlett Foundations have been closely involved in our initial phase, supporting the development of certain features on GlobalGiving that relate to their own financially strategic objectives.
- **Financial services:** We have processed several international donations for the private wealth management and charitable services arms of *Wachovia/First Union*. The *First Affirmative Financial Network* has proposed that we develop a marketing

⁷ We intend to consolidate the tax deductibility and funds transfer functions for donors into the GlobalGiving Foundation, which has recently been granted 501c3 status by the IRS and will have an independent board.

partnership in 2003 or 2004. We are also discussions with *Charles Schwab* and *Fidelity* to feature GlobalGiving through their donor-advised funds.

- **Project sponsors:** Six project sponsors have signed as of July 22: Ashoka, International Development Exchange (IDEX), Women's Funding Network, HelpAge International, World Neighbors, and WaterPartners International. The World Bank's Development Marketplace has also agreed to sponsor some of its past winners. We are also in final negotiations with organizations such as UNDP's Equator Initiative, Save the Children, the American India Foundation, and the Schwab Foundation for Social Entrepreneurship.

Marketing Plan

We are now focused strategically on our entry market: employees through corporate giving programs for 2003.

We have segmented the corporate market along several dimensions. First, our market research indicates that "new economy" companies—or those with younger employees—are prime candidates for GlobalGiving's program. United Way is deeply entrenched in more traditional companies, and these companies are less likely to experiment with a less established provider. In addition, current programs do not meet the needs of the younger, diverse workforce. As a result, we are focusing heavily on the technology sector as our point of entry into the employee giving market.

Our prospecting is further focused by the following criteria: (a) US-based multi-national corporations (b) revenues of at least \$1 billion, with at least 1/3 generated outside of the U.S. (c) recognized leadership in corporate social responsibility (d) recognized leadership in employee engagement/morale (e) United Way or other structured employee giving program already in place (f) diverse employee base, including foreign national or inpat/expat programs.

GlobalGiving has identified and reached out directly to over 25 companies that fit these criteria through our current network. In addition we will soon begin joint sales and marketing efforts with CreateHope, a company that provides online payroll deductions and matching for employee giving campaigns at major companies. We will also leverage corporate membership organizations that are at the center of corporate responses to pressure for more community involvement: Business for Social Responsibility, the Corporate Social Responsibility Forum, and the Business Ethics Forum. We will offer these companies the opportunity to improve their social responsibility records and market international giving directly to their employees.

In 2004, we will reach out to our largest single market segment—the international givers among 19 million Americans with net worth of

\$100,000 or more—through donor-advised funds managed by institutions such as Fidelity and Calvert and through associations of financial and estate planners and private banks such as First Affirmative Financial Network.

After this phase of our strategy has brought us to the break-even point and we have built solid relationships with major corporate and institutional clients and partners, we will move into a next generation of target markets. We will target individuals through affinity groups—particularly churches, which account for more than one-third of total philanthropy, but also ethnically-based associations, which offer access to part of the \$18 billion of remittances sent from the U.S. to the developing world every year. We will offer private-label marketplaces on the GlobalGiving model for clients seeking to brand their giving; and run social business plan competitions in areas of strategic corporate interests.

Donors that are successfully drawn from these aggregated demand pools will be provided with tools that foster viral marketing effects. For example, if each of 50 donors tells 3 people about his or her experience with GlobalGiving, we expect that up to 10 new donors will emerge from this new group of 150. These 10 donors will tell 3 additional people, and 5 additional donors will emerge from this new group of 30. And so on.

We are reinforcing these targeted messages with our top-quality media coverage in *The New York Times*, *The Washington Post*, *The Financial Times*, *Fortune*, *The Chronicle of Philanthropy*, and others.

VI. IMPLEMENTATION SCHEDULE

Progress to Date

Beta test and upgrades: GlobalGiving launched its beta platform in February 2002. During the following months we tested and studied our business processes, the usability of the site, and the accessibility of the platform from developing countries. To better understand user preferences, we have conducted a series of user focus groups and have monitored site statistics and solicited user feedback throughout the site. In September 2002, we launched "Version 1.2" with a new look and enhanced functionality to reflect these lessons. In December, we upgraded the site again to improve the flow and to introduce "Version 1.3," with Gift Certificates and more streamlined back office processes in time for the holiday season. In June 2003, we released Version 2.0, a new interface designed specifically for our target markets.

Employee giving pilot: In parallel, during the summer of 2002, we began business development with select corporations and financial institutions to gauge their interest in GlobalGiving as a channel for international giving. In November, Hewlett-Packard asked us to pilot GlobalGiving in their employee giving program, which put us in front of their 70,000 U.S. employees for about a month. We created a separate co-branded site for this program, and gained invaluable

experience integrating our front-end and back-office functions with that of HP and its vendor that handles its payroll deductions for employee giving. We also closely monitored user behavior on the co-branded site to better understand how to serve donors through this channel.

Sales: Building on our success with HP, we acquired two other reference customers in other market segments - Calvert Foundation Donor-Advised Fund and Wachovia Private banking. For 2003, however, we will focus on the employee giving market and have built a solid sales pipeline of corporations interested in introducing GlobalGiving to their employees. (Refer Appendix C - Sales Pipeline). Our sales process is strengthened by the relationship we have developed with CreateHope, a firm that provides payroll deductions for employee giving campaigns in a number of the companies on our prospect list, and which sees GlobalGiving as an added value service for their clients.

Future Rollout

Our focus during 2003 is on the employee giving market. We plan to close on three additional companies (for a total of four).

In late 2003 or 2004, we will pilot our first-ever physical marketplace event where corporate leaders and philanthropists can meet leading social entrepreneurs. We then plan to roll out similar events in developing countries in conjunction with key partners. The Aga Khan Foundation has asked to lead the first developing country marketplace in Pakistan in 2004, and wants to expand it to at least two other countries thereafter.

By the end of 2003, we expect to have over 2,000 donors participating through 3-5 corporate employee giving programs. This activity will generate \$650,000 in donations and \$150,000 in total revenue in 2003.

VII. FINANCIAL PLAN

Many Futures, In. intends to raise additional funding of \$8 million over the next three years, with an initial funding round of \$1.5 million to \$2 million to cover the costs of operations from August 2003 to March 2004. We anticipate raising an additional \$1 million to cover the remainder of 2004. Of the total \$8 million over the next 3 years, we expect half to come from foundations (which will buy equity in the company and help ensure that the company meets its social objectives) and public sources and half from private sources. By working with a few large donor aggregation channels such as employee giving and donor-advised funds, where we provide particularly high value add, we believe we can break even in early 2006. Profits will be used first to expand the GlobalGiving service and only secondarily to pay modest dividends to equity holders. It is anticipated that many equity holders will contribute part or all of any dividends to the GlobalGiving Foundation.

Agreement Number: REE-A-00-03-00160-00

Transaction fees make up 83% of the revenue mix. Additional breakdowns of transaction fee revenue streams as well as the key assumptions supporting these figures are shown in the annexes.

The cost of user acquisition i.e., marketing and revenue sharing, will constitute about a third of our costs. Salaries will constitute another third and technology will be kept at about a quarter of total costs. More details are provided in the attached tables.

APPENDIX A

Biographies of Senior Staff/Key Advisors

Dennis Whittle (CEO) co-founded GlobalGiving with Mari Kuraishi in late 2000. Prior to that, he and Mari were Heads of Corporate Strategy and Innovation at the World Bank where they created a series of marketplaces.⁸ From 1992-1997, he led a variety of initiatives in the Bank's Russia program, including housing reform, energy efficiency projects, and a billion dollar structural adjustment program. From 1987-92, Dennis was an economist in the World Bank's Jakarta office advising the Indonesian Ministries of Finance and National Development and managing projects. He also worked for the Bank in Niger and Papua New Guinea. Before joining the World Bank in 1986, Dennis worked in the Philippines with the Asian Development Bank and USAID. Dennis graduated with honors in religious studies from the UNC-Chapel Hill and did his graduate work in development studies and economics at Princeton University.

Mari Kuraishi (President/COO) joined the World Bank in 1992 where she managed and created some of the Bank's most innovative projects. Along with GlobalGiving co-founder Dennis Whittle, Mari organized the first series of strategic forums with the World Bank's president and senior management, and the first ever Innovation and Development Marketplaces.⁹ She also designed a range of investment projects in the Russia reform program, including a large-scale residential energy efficiency project, structural adjustment loans, and the World Bank's first legal reform project. She was the Washington DC program coordinator for the Russia program in 1997. In addition to English and her native Japanese, Mari also speaks Russian, German, Italian, and French. Prior to joining the World Bank, Mari worked for the Industrial Bank of Japan. She has an undergraduate degree in history from Harvard University and did graduate work in Russian and Japanese history and politics at Harvard and Georgetown Universities.

Randy Komisar (Advisor) currently works with a number of emerging technology companies—partnering with entrepreneurs to build strong businesses from their vision. As a 'Virtual CEO' for Web TV Randy assisted in setting strategy and creating business models, raising capital, establishing strategic relationships, mentoring senior management and otherwise working closely with the team to build the business. He also served as President and CEO of both LucasArts Entertainment Company and Crystal Dynamics, creators and publishers of video games. Randy was also a founder, the General Counsel and VP Corporate Affairs for Claris Corporation, a developer and publisher

⁸ See "The World Bank's Innovation Market" by Robert Word and Gary Hamel, *Harvard Business Review*, November 2002.

⁹ "After the dramatic successes of...the 1998 marketplace and the clear triumph of the expanded 2000 version, Kuraishi and Whittle left the World Bank to pursue an even more ambitious market-based approach to development. Their latest project is called GlobalGiving.com." (*HBR*, November 2002)

of productivity software. Later he served as CFO and VP Business Operations for GO Corporation, the pioneer in pen computing. Randy is a graduate of the Harvard Law School and practiced in the fields of litigation and technology law prior to beginning Claris. He holds a BA in Economics from Brown University.

He is the author of the best selling book, *The Monk and the Riddle*, and the article 'Goodbye Career, Hello Success' which appeared in the March/April 2000 issue of the Harvard Business Review.

Jyoti Bhagavan (Director, Corporate Partnership Development) is responsible for expanding our list of Corporate Partners. She is a seasoned professional with 12 years of experience in front-end, revenue-producing roles including Technical Sales, Marketing, Business Development, Product Management and Strategic Planning at world-leading organizations including General Electric Company and The New York Stock Exchange, Inc. While at GE, Jyoti spent time in both an industrial products business and GE Capital's consumer financing business. At the industrial business, Jyoti's accomplishments include leading a Business Development project for GE's Industrial businesses in India, surpassing her sales target by 20% and completing the Technical Sales Program, a two-year rotational program sponsored by GE Corporate. At the consumer finance business, Jyoti designed direct mail programs for private-label credit card holders and helped create a request from proposal for the largest U.S. retailer, resulting in \$7 billion in receivables.

Most recently, as Managing Director-Exchange Traded Funds, Jyoti built and managed a new profitable business line for ETFs at the NYSE from strategy to business plan and implementation. Jyoti started her career at the NYSE in Strategic Planning, where she evaluated and made recommendations to executive management on various initiatives from extended hours, electronic trading, a possible initial public offering of the NYSE, and re-pricing all of the Exchange's services.

Jyoti has an MBA from the University of Chicago, has attended the London Business School on an International Exchange Program, and has a BS in Industrial Engineering from Purdue University.

Shalom Flank, Ph.D. (Strategy and Operational Planning) Principal of Global Works Consulting, has been working with local and national clients to commercialize leading-edge technology since 1999. Shalom is an Associate with Haft, Harrison, and Wolfson, Inc., and also operates as a Principal of iPrime Group, a consortium of senior professional consultants.

For fifteen years, Shalom has been working with technology as it goes from abstract innovation to successful implementation. He has been a trusted strategy advisor to start-ups, universities, defense contractors, and investment funds, including AnswerLogic, GlobalWisdom, and the University of Maryland—among others.

Before immersing himself in the entrepreneurial community in Washington, Shalom directly managed over \$60M of investment in advanced information technology projects as a Program Manager at the Defense Advanced Research Projects Agency (DARPA).

He brings a distinctive perspective thanks in part to an academic background in "Science, Technology & Society"—the study of how new technologies grow and fail, change and are changed by their environment, and evolve into old technologies. He earned a Ph.D. in a multi-disciplinary program at MIT, along with a Master of Science in Nuclear Engineering, and received a BA in Physics from Cornell.

Scott McLoughlin (Technology/Product Management) co-founded Adrenaline in 1997. He oversees strategic development efforts leading to creation of new products and services that use emerging technologies to solve customer challenges and open new markets. A veteran of software startups, Scott specializes in harnessing new technology to create new solutions. Prior to co-founding Adrenaline, he managed development of FreeLoader, Inc.'s award-winning Internet push technology platform. After it was named ZDNet's Best of Breed product, FreeLoader was eventually sold for \$38 million. At the Futures Group, Scott implemented the State Department's first client/server RDBMS-based system, which still manages billions of dollars in worldwide U.S. food aid. As co-founder and CTO of Conscious Computing, he designed and implemented LinkLisp, an embedded Common Lisp compiler and virtual machine for Windows. At Envision Software, he helped develop Tools, a database monitoring and diagnostic tool. Scott serves on the Board of the D.C. Technology Council, and is co-chairman of its CEO Forum. He holds a BA in philosophy from Harvard University.

Tom Rautenberg (Strategy/Business Development) founded and serves as Managing Director of von Röthbard & Company, a boutique investment banking and advisory firm specializing in project and corporate finance within the media, communications, and education industries. He presently serves as a member of the board of directors and as a strategic advisor to the Chief Executive Officer of The Diversity Channel—a world leader in providing e-learning and training in the field of workplace diversity. Tom also serves as Vice President for Strategy and Business Development and as United Nations liaison for State of the World Forum, a highly respected global leadership education and networking organization. He holds a BA in History from the University of Pennsylvania.

Advisors

GlobalGiving has built a broad circle of hands-on advisers with experience at the highest levels of high-tech industry, marketing, and government. They include:

- **Ron Ashkenas**, Managing Partner, Robert H. Schaffer and Associates
- **Richard Cass**, Senior Partner, Wilmer Cutler & Pickering
- **Mark D'Anastasio**, former Managing Director of Burson-Marsteller
- **David Ellerman**, Advisor to the World Bank's Chief Economist; former professor of economics, mathematics, accounting, computer science, and operations research
- **Barbara Gee**, President, Gee Associates; former senior manager at HP, Silicon Graphics
- **David Goldwyn**, former Assistant Secretary of Energy
- **Mel King**, Professor Emeritus, Massachusetts Institute of Technology
- **Randy Komisar**, founder, CEO of LucasArts Entertainment; senior executive at Claris, Go, WebTV, Nextcard; board member of TiVo
- **Guy Pfeffermann**, Chief Economist, International Finance Corporation
- **Dick Sabot**, co-founder and Chairman of eZiba; co-founder of Tripod.
- **Manoj Saxena**, CEO, Webify, Inc.; former Senior Vice President, Commerce One
- **Randeep Sudan**, Special Advisor to the Chief Minister of Andhra Pradesh, India

APPENDIX B
Rollout Plan For 2003

KEY ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Hire Sales Director/VP						Δ	Δ	Δ	Δ	▲		
Hire Technology/ Product Management Director	Δ	Δ	Δ	Δ	Δ	Δ	Δ	Δ	Δ	Δ	Δ	
Hire Social Prospecting Director	Δ	Δ	Δ	Δ	Δ	Δ	Δ	Δ	▲			
Develop employee giving product offering	■	■										
Develop marketing strategy for corporates	■	■	■	■	■							
Develop marketing/sales materials for corporates	■	■			■	■	■					
Develop marketing materials for employees		■	■				■	■				
Implement marketing campaign within corporations									■	■	■	■
Sell employee giving to corporations	■	■	■	■	■	■	■					
Develop employee giving portals		■	■	■	■	■						
Testing							■					
Deployment/ additional testing							■	■	▲	(Program launch)		
Develop financial service portals									■	■	■	■
Testing							■					
Deployment/ additional testing							■	■				▲
Streamline customer support				■	■	■	■	■	■			
Δ = contractors												

APPENDIX C

Sales Pipeline: Current and Projected

Month	Initial Contact	ID decision maker / process	Pitch to gate keeper	Customer requirements	Pitch to decision maker	Implementation Issues	Draft Agreement	Signed Contract
Jan 03	10	5	3					
Jul 03	22	12	11	3	3			
Aug 03	33	20	18	5	5	2	1	
Sep 03	44	28	25	8	8	4	3	2
Oct 03	55	36	32	11	11	6	4	4

Note: Company names available upon request

APPENDIX D
Financial Projections Detail

REVENUE SUMMARY

Type	Customer	Source	2003	2004	2005	2006	2007	Percent
TRANSACTION REVENUE	EMPLOYEE	Employee giving	65,489	653,184	2,572,157	6,036,169	7,047,000	36%
		Financial service (excl DAF)	-	50,000	450,000	1,575,000	3,000,000	
	CLIENT	Donor advised funds	-	74,412	822,493	2,425,320	6,817,845	50%
		Corporate giving	-	-	393,750	945,000	1,968,750	10%
	VIRAL	Viral	-	53,777	276,502	739,333	968,184	5%
			Total transaction revenue	65,489	831,373	4,514,902	11,720,822	19,801,779
		Revenue growth		1169%	443%	160%	69%	
OTHER REVENUE	CORPORATION	Corporate portal	85,000	780,000	2,062,500	3,037,500	2,381,250	
		Corporate advice	-	-	225,000	540,000	900,000	82%
	SEs	Breakeven SE service fees	-	29,929	320,036	562,550	741,745	18%
		Total other revenue	85,000	809,929	2,607,536	4,140,050	4,022,995	100%
		Revenue growth		853%	222%	59%	-3%	
TOTAL REVENUE		Transaction revenue	65,489	831,373	4,514,902	11,720,822	19,801,779	83%
		Other revenue	85,000	809,929	2,607,536	4,140,050	4,022,995	17%
		Total revenue (incl grants)	785,489	1,641,302	7,122,438	15,860,872	23,824,773	100%
		Revenue growth		109%	334%	123%	50%	

TRANSACTION REVENUE DETAIL

		2003	2004	2005	2006	2007
EMPLOYEE						
Employee giving	Average size of employee gift (w/o matching)	200	210	215	220	225
	Number of participating companies	4	25	75	135	150
	Average number of employees	45,000	45,000	40,000	35,000	30,000
	Percent of employees located in US	55%	60%	60%	70%	75%
	Percent of US employees that give	15%	16%	18%	19%	20%
	Percent of US giving employees participating in GG	12%	15%	18%	22%	25%
	Percent of non-US employees participating in GG	0.0%	0.0%	0.5%	1.0%	1.0%
	Number of employees participating in GG per company	446	648	858	1,129	1,200
	Number of employees participating in GG	1,782	16,200	64,320	152,429	180,000
	Number of transactions per employee	1.05	1.2	1.2	1.2	1.2
	Number of transactions	1,871	19,440	77,184	182,914	216,000
	Percent of companies matching	75%	60%	55%	50%	45%
	Number of transactions matched	1,403	11,664	42,451	91,457	97,200
	Total flow	654,885	6,531,840	25,721,568	60,361,686	70,470,000
	Average flow per company	163,721	261,274	342,954	447,124	469,800
	Transaction fee	10.0%	10.0%	10.0%	10.0%	10.0%
	Revenue per company	16,372	26,127	34,295	44,712	46,980
	Total revenue	65,489	653,184	2,572,157	6,036,169	7,047,000
	Revenue growth		897%	294%	135%	17%
CLIENT						
Financial service (excl. DAF)	Average size of transaction		1,000	1,500	2,250	2,500
	Number of transactions per account		1.0	1.0	1.3	1.5
	Number of accounts accessed		500,000	2,500,000	4,000,000	5,000,000
	Percent of accounts interested in philanthropy through fsp		10.0%	12.0%	14.0%	16.0%
	Number of accounts interested in philanthropy through fsp		50,000	300,000	560,000	800,000
	Percent of above accounts participating in GG		1.0%	1.0%	1.0%	1.0%
	Number of above accounts participating in GG		500	3,000	5,600	8,000
	Number of transactions		500	3,000	7,000	12,000
	Total flow		500,000	4,500,000	15,750,000	30,000,000
	Transaction fee		10.0%	10.0%	10.0%	10.0%
	Total revenue		50,000	450,000	1,575,000	3,000,000
	Revenue growth			800%	250%	90%
Donor advised fund (DAF)	Average size of transaction		2,000	3,500	4,500	5,000
	Number of transactions per account		1.0	1.5	1.5	2.0
	Number of accounts with preferred channel partners		31,625	50,916	79,047	113,631
	Percent of preferred partners' accounts participating in GG		1%	2%	2.5%	3%
	Number of preferred partners' donors participating in GG		316	1,018	1,976	3,409
	Transactions through preferred channel partners		316	1,527	2,964	6,818
	Percent of donors through preferred channel partners		85%	65%	55%	50%
	Donors through other DAFs		56	548	1,617	3,409
	Number of transactions through other DAFs		56	822	2,425	6,818
	Number of transactions		372	2,350	5,390	13,636
	Total flow		744,118	8,224,933	24,253,204	68,178,450
	Transaction fee		10.0%	10.0%	10.0%	10.0%
	Total revenue		74,412	822,493	2,425,320	6,817,845
	Revenue growth				195%	181%

TRANSACTION REVENUE DETAIL (CONT'D)

CORPORATE						
Corporate	Average size of project			50,000	50,000	75,000
	Number of companies participating in employee giving			75	135	150
	- Unassisted	Percent of companies sponsoring projects unassisted		15%	15%	15%
		Projects sponsored per company		3	4	5
		Number of projects sponsored (unassisted)		34	81	113
	- Advised	Percent of companies seeking advisory services		10%	10%	10%
		Projects sponsored per company		6	8	10
		Number of projects sponsored (advised)		45	108	150
		Number of company-sponsored projects		79	189	263
		Total flow		3,937,500	9,450,000	19,687,500
		Transaction fee		10.0%	10.0%	10.0%
	Total revenue		393,750	945,000	1,968,750	
	Revenue growth			140%	108%	
VIRAL						
Viral	Average size of transaction		210	215	220	225
	Number of donors reached		17,072	71,447	172,339	220,669
	Number of people that hear about GG through each donor		3	3	3	3
	Number of people that hear about GG through donors		51,216	214,342	517,016	662,006
	Percent of people that hear virally and give through GG		5%	5%	5%	5%
	Number of people that hear virally and give through GG		2,561	10,717	25,851	33,100
	Transactions per donor		1.0	1.2	1.3	1.3
	Number of transactions		2,561	12,861	33,606	43,030
	Total flow		537,770	2,765,017	7,393,330	9,681,837
	Transaction fee		10.0%	10.0%	10.0%	10.0%
	Total revenue		53,777	276,502	739,333	968,184
	Revenue growth			414%	167%	31%
	TOTAL TRANSACTION REVENUE					
Total transaction revenue	Average size of transaction		350	363	473	512
	Number of transactions		1,871	22,873	95,473	229,099
	Number of donors		1,782	19,633	79,604	187,472
	Transactions per donor		1.1	1.2	1.2	1.2
	Total flow		654,885	8,313,728	45,149,017	117,208,219
	Total flow in \$m		0.65	8.31	45.15	117.21
	Average size of project		50,000	50,000	50,000	75,000
	Number of projects funded		13	166	903	1,563
	Transaction fee		9.5%	10.0%	10.0%	10.0%
	Total revenue		65,489	831,373	4,514,902	11,720,822
	Revenue growth			1169%	443%	160%

OTHER REVENUE DETAIL		2003	2004	2005	2006	2007
CORPORATE						
Employee giving portal	Setup fee	25,000	35,000	35,000	35,000	35,000
	Average maintenance fee	10,000	10,000	10,000	10,000	10,000
	Number of participating companies	4	25	75	135	150
	Company retention rate	100%	95%	90%	90%	85%
	Number of new companies	3	21	53	68	35
	Number of repeat companies	1	4	23	68	115
	Total revenue	85,000	780,000	2,062,500	3,037,500	2,381,250
Revenue growth		818%	164%	47%	-22%	
Advisory services	Average fee per company			30,000	40,000	60,000
	Percent of companies participating	0%	0%	10%	10%	10%
	Number of companies participating	-	-	8	14	15
	Total revenue	-	-	225,000	540,000	900,000
Revenue growth			140%	67%		
BREAKEVEN SERVICE FEES						
Listing - OECD	Listing fee	50	50	50	50	50
	Number of projects funded	13	166	903	1,563	1,980
	Number of new projects listed	26	333	1,806	3,126	3,960
	Total revenue	16,627	90,298	90,298	156,278	198,018
Revenue growth			443%	73%	27%	
Listing - non-OECD	Listing fee	10	10	10	10	10
	Number of projects funded	13	166	903	1,563	1,980
	Number of new projects listed	105	1,330	7,224	12,502	15,841
	Total revenue	13,302	72,238	72,238	125,022	158,414
Revenue growth			443%	73%	27%	
Storefront	Setup fee			150	150	150
	Maintenance fee			300	300	300
	Number of new storefronts			350	450	500
	Retention rate			75%	75%	75%
	Total storefronts at end of year			350	713	1,034
	Total revenue			157,500	281,250	385,313
Revenue growth				79%	37%	
TOTAL						
Total other revenue	Total other revenue	85,000	809,929	2,607,536	4,140,050	4,022,995
	Revenue growth		853%	222%	59%	-3%

Budget

COST DETAIL		2003	2004	2005	2006
Technology & development	Online systems	31,313	158,065	648,560	283,299
	Operational support systems	7,500	224,600	4,750	13,875
	Development/ systems administration	280,920	413,345	1,729,187	2,673,844
	Total technology & development expense	319,733	796,011	2,382,496	2,971,019
Marketing	Users acquired that year (min)	16,613	178,509	599,709	1,078,686
	- Employee giving				
	Number of employee giving programs	4	25	75	135
	Cost per program	15,000	12,500	10,000	7,500
	Employee giving marketing expense	60,000	312,500	750,000	1,012,500
	- Financial services and other				
	Users acquired outside of employee giving		177,301	598,502	1,077,478
Cost per user acquired outside of employee giving		1.00	1.00	1.00	
Expense outside of employee giving		177,301	598,502	1,077,478	
Total marketing expense	60,000	489,801	1,348,502	2,089,978	
Transaction revenue sharing	Total flows through DS	654,885	8,313,728	45,149,017	117,208,219
	Flows eligible for revenue sharing (excludes viral)	654,885	7,775,958	42,384,001	109,814,890
	Revenue sharing expense (%)	2.50%	2.25%	2.00%	2.00%
	Total revenue sharing expense	16,372	174,959	847,680	2,196,298
Salaries	Front office salaries	357,000	927,750	1,459,313	2,384,718
	Back office salaries	195,000	773,638	1,456,978	2,250,268
	Total salaries expense	552,000	1,701,388	2,916,291	4,634,986
General	Office lease	60,000	100,000	135,000	175,000
	Legal	50,000	52,500	55,125	74,419
	Auditing	5,000	7,500	7,500	10,000
	Other contractual	100,000	105,000	110,250	126,788
	Travel	100,000	105,000	110,250	137,813
	Miscellaneous	63,155	105,965	237,393	372,489
	Total general expense	378,155	475,965	655,518	896,508
Total	Total expense	1,326,260	3,638,124	8,150,486	12,788,789

STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL RECIPIENTS

C.1 APPLICABILITY OF 22 CFR PART 226 (APRIL 1998)

(a) All provisions of 22 CFR Part 226 and all Standard Provisions attached to this agreement are applicable to the recipient and to subrecipients which meet the definition of "Recipient" in Part 226, unless a section specifically excludes a subrecipient from coverage. The recipient shall assure that subrecipients have copies of all the attached standard provisions.

(b) For any subawards made with entities which fall outside of the definition of "Recipient" (such as Non-US organizations) the Recipient shall include the applicable "Standard Provisions for Non-US Nongovernmental Grantees" except for the "Accounting, Audit and Records" Standard Provision. Recipients are required to ensure compliance with subrecipient monitoring procedures in accordance with OMB Circular A-133 and shall insert an appropriate provision on accounting, audit and records.

C.2 INELIGIBLE COUNTRIES (MAY 1986)

Unless otherwise approved by the USAID Agreement Officer, funds will only be expended for assistance to countries eligible for assistance under the Foreign Assistance Act of 1961, as amended, or under acts appropriating funds for foreign assistance.

C.3 NONDISCRIMINATION (MAY 1986)

No U.S. citizen or legal resident shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity funded by this award on the basis of race, color, national origin, age, handicap, or sex.

C.4 INVESTMENT PROMOTION (JANUARY 1994)

No funds or other support provided hereunder may be used in a project or activity reasonably likely to involve the relocation or expansion outside of the United States of an enterprise located in the United States if non-U.S. production in such relocation or expansion replaces some or all of the production of, and reduces the number of employees at, said enterprise in the United States. No funds or other support provided hereunder may be used in a project or activity the purpose of which is the establishment or development in a foreign country of any export processing zone or designated area where the labor, environmental, tax, tariff, and safety laws of the country would not apply, without the prior written approval of USAID. No funds or other support provided hereunder may be used in a project or activity which contributes to the violation of internationally

recognized rights of workers in the recipient country, including those in any designated zone or area in that country.

C.5 NONLIABILITY (NOVEMBER 1985)

USAID does not assume liability for any third party claims for damages arising out of this award.

C.6 AMENDMENT (NOVEMBER 1985)

The award may be amended by formal modifications to the basic award document or by means of an exchange of letters between the Agreement Officer and an appropriate official of the recipient.

C.7 NOTICES (NOVEMBER 1985)

Any notice given by USAID or the recipient shall be sufficient only if in writing and delivered in person, mailed, or cabled as follows:

To the USAID Agreement Officer, at the address specified in the award.

To recipient, at recipient's address shown in the award or to such other address designated within the award Notices shall be effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

C.8 SUBAGREEMENTS (JUNE 1999)

Subrecipients, subawardees, and contractors have no relationship with USAID under the terms of this agreement. All required USAID approvals must be directed through the recipient to USAID.

C.9 OMB APPROVAL UNDER THE PAPERWORK REDUCTION ACT (APRIL 1998)

Information collection requirements imposed by this grant are covered by OMB approval number 0412-0510; the current expiration date is 11/30/2000. Identification of the Standard Provision containing the requirement and an estimate of the public reporting burden (including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information) are set forth below.

Standard Provision -----	Burden Estimate -----
Air Travel and Transportation	1 (hour)
Ocean Shipment of Goods	.5
Patent Rights	.5
Publications	.5
Negotiated Indirect Cost Rates -	1

(Predetermined and Provisional)
Voluntary Population Planning .5
Protection of the Individual as a
Research Subject

22 CFR 226 -----	Burden Estimate -----
22 CFR 226.40-.49 Procurement of Goods and Services	1
22 CFR 226.30 - .36 Property Standards	1.5

Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Procurement, Policy Division (M/OP/P) U.S. Agency for International Development, Washington, DC 20523-7801 and to the Office of Management and Budget, Paperwork Reduction Project (0412-0510), Washington, DC 20503.

C.10 REGULATIONS GOVERNING EMPLOYEES (AUGUST 1992)

(a) The recipient's employees shall maintain private status and may not rely on local U.S. Government offices or facilities for support while under this grant.

(b) The sale of personal property or automobiles by recipient employees and their dependents in the foreign country to which they are assigned shall be subject to the same limitations and prohibitions which apply to direct-hire USAID personnel employed by the Mission, including the rules contained in 22 CFR Part 136, except as this may conflict with host government regulations.

(c) Other than work to be performed under this award for which an employee is assigned by the recipient, no employee of the recipient shall engage directly or indirectly, either in the individual's own name or in the name or through an agency of another person, in any business, profession, or occupation in the foreign countries to which the individual is assigned, nor shall the individual make loans or investments to or in any business, profession or occupation in the foreign countries to which the individual is assigned.

(d) The recipient's employees, while in a foreign country, are expected to show respect for its conventions, customs, and institutions, to abide by its applicable laws and regulations, and not to interfere in its internal political affairs.

(e) In the event the conduct of any recipient employee is not in accordance with the preceding paragraphs, the recipient's chief of party shall consult with the USAID Mission Director and the employee involved and shall recommend to the recipient a course of action with regard to such employee.

(f) The parties recognize the rights of the U.S. Ambassador to direct the removal from a country of any U.S. citizen or the discharge from this grant award of any third country national when, in the discretion of the Ambassador, the interests of the United States so require.

(g) If it is determined, either under (e) or (f) above, that the services of such employee should be terminated, the recipient shall use its best efforts to cause the return of such employee to the United States, or point of origin, as appropriate.

**C.11 CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY
(NOVEMBER 1985)**

Upon arrival in the Cooperating Country, and from time to time as appropriate, the recipient's chief of party shall consult with the Mission Director who shall provide, in writing, the procedure the recipient and its employees shall follow in the conversion of United States dollars to local currency. This may include, but is not limited to, the conversion of currency through the cognizant United States Disbursing Officer or Mission Controller, as appropriate.

C.12 USE OF POUCH FACILITIES (AUGUST 1992)

(a) Use of diplomatic pouch is controlled by the Department of State. The Department of State has authorized the use of pouch facilities for USAID recipients and their employees as a general policy, as detailed in items (1) through (6) below. However, the final decision regarding use of pouch facilities rest with the Embassy or USAID Mission. In consideration of the use of pouch facilities, the recipient and its employees agree to indemnify and hold harmless, the Department of State and USAID for loss or damage occurring in pouch transmission:

(1) Recipients and their employees are authorized use of the pouch for transmission and receipt of up to a maximum of .9 kgs per shipment of correspondence and documents needed in the administration of assistance programs.

(2) U.S. citizen employees are authorized use of the pouch for personal mail up to a maximum of .45 kgs per shipment (but see (a)(3) below).

(3) Merchandise, parcels, magazines, or newspapers are not considered to be personal mail for purposes of this standard provision and are not authorized to be sent or received by pouch.

(4) Official and personal mail pursuant to a.1. and 2. above sent by pouch should be addressed as follows:

Name of individual or organization (followed by letter symbol "G") City Name of post (USAID/_____) Agency for International Development Washington, D.C. 20523-0001

(5) Mail sent via the diplomatic pouch may not be in violation of U.S. Postal laws and may not contain material ineligible for pouch transmission.

(6) Recipient personnel are NOT authorized use of military postal facilities (APO/FPO). This is an Adjutant General's decision based on existing laws and regulations governing military postal facilities and is being enforced worldwide.

(b) The recipient shall be responsible for advising its employees of this authorization, these guidelines, and limitations on use of pouch facilities.

(c) Specific additional guidance on grantee use of pouch facilities in accordance with this standard provision is available from the Post Communication Center at the Embassy or USAID Mission.

**C.13 NEGOTIATED INDIRECT COST RATES - PREDETERMINED
(APRIL 1998)**

(a) The allowable indirect costs shall be determined by applying the predetermined indirect cost rates to the bases specified in the schedule of this award.

(b) Within the earlier of 30 days after receipt of the A-133 audit report or nine months after the end of the audit period, the recipient shall submit to the cognizant agency for audit the required OMB Circular A-133 audit report, proposed predetermined indirect cost rates, and supporting cost data. If USAID is the cognizant agency or no cognizant agency has been designated, the recipient shall submit four copies of the audit report, the proposed predetermined indirect cost rates, and supporting cost data to the Overhead, Special Costs, and Closeout Branch, Office of Procurement, USAID, Washington DC 20523-7802. The proposed rates shall be based on the recipient's actual cost experience during that fiscal year. Negotiations of predetermined indirect cost rates shall begin soon after receipt of the recipient's proposal.

(c) Allowability of costs and acceptability of cost allocation methods shall be determined in accordance with the applicable cost principles.

(d) The results of each negotiation shall be set forth in an indirect cost rate agreement signed by both parties. Such agreement is automatically incorporated into this award and shall specify (1) the agreed upon predetermined rates, (2) the bases to which the rates apply, (3) the fiscal year for which the rates apply, and (4) the

specific items treated as direct costs. The indirect cost rate agreement shall not change any monetary ceiling, award obligation, or specific cost allowance or disallowance provided for in this award.

(e) Pending establishment of predetermined indirect costs rates for any fiscal year, the recipient shall be reimbursed either at the rates fixed for the previous fiscal year or at billing rates acceptable to the USAID Agreement Officer, subject to appropriate adjustment when the final rates for the fiscal year or other period are established.

C.14 PUBLICATIONS AND MEDIA RELEASES (JUNE 1999)

(a) USAID shall be prominently acknowledged in all publications, videos or other information/media products funded or partially funded through this award, and the product shall state that the views expressed by the author(s) do not necessarily reflect those of USAID. Acknowledgements should identify the sponsoring USAID Office and Bureau or Mission as well as the U.S. Agency for International Development substantially as follows:

"This [publication, video or other information/media product (specify)] was made possible through support provided by the Office of _____ Bureau for _____, U.S. Agency for International Development, under the terms of Award No. _____. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development."

(b) Unless the recipient is instructed otherwise by the Cognizant Technical Officer, publications, videos or other information/media products funded under this award and intended for general readership or other general use will be marked with the USAID logo and/or U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT appearing either at the top or at the bottom of the front cover or, if more suitable, on the first inside title page for printed products, and in equivalent appropriate location in videos or other information/media products. Logos and markings of co-sponsors or authorizing institutions should be similarly located and of similar size and appearance.

(c) The recipient shall provide the USAID Cognizant Technical Officer one copy of all published works developed under the award with lists of other written work produced under the award. In addition, the recipient shall submit one electronic or one hard copy of final documents (electronic copies are preferred) to PPC/CDIE/DIO at the following address:

E-mail (the preferred means of submission):
docsubmit@dec.cdie.org

U.S. Postal Service:
Development Experience Clearinghouse
8403 Colesville Road, Suite 210
Silver Spring, MD 20910
Homepage: <http://www.dec.org>

Electronic documents may be submitted on 3.5" diskettes or as e-mail attachments, and should consist of only one electronic file that comprises the complete and final equivalent of the paper copy; otherwise, a hard copy should be sent. Acceptable software formats for electronic documents include Microsoft Word, WordPerfect, Microsoft Excel and Portable Document Format (PDF). Each document submitted to PPC/CDIE/DIO should include the following information: 1) descriptive title; 2) author(s) name; 3) award number; 4) sponsoring USAID office; 5) date of publication; 6) software name and version (if electronic document is sent).

(d) In the event award funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost shall be credited to the award unless the schedule of the award has identified the profits or royalties as program income.

(e) Except as otherwise provided in the terms and conditions of the award, the author or the recipient is free to copyright any books, publications, or other copyrightable materials developed in the course of or under this award, but USAID reserves a royalty-free nonexclusive and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use the work for Government purposes.

C.15 COMMUNICATIONS PRODUCTS (OCT 1994)

(a) Definition - Communications products are any printed material (other than non-color photocopy material), photographic services or video production services.

(b) Standards - USAID has established standards for communications products. These standards must be followed unless otherwise specifically provided in the agreement or approved in writing by the agreement officer. A copy of the standards for USAID-financed publications and video productions is attached.

(c) Communications products which meet any of the following criteria are not eligible for USAID financing under this agreement

